



Downtown Revitalization Application



REVITALIZE

Retains a strong sense of place developed over the history of the community, while ensuring that it functions as a modern 21st century civic and commercial center.

REBUILD

Retains unique 19th and early 20th century architectural heritage that creates a unique sense of place and an environment conducive to 21st century commercial activity.

REBOUND

Provide assistance to be matched by the investment of leveraged public and/or private resources.

REJOICE

Potsdam enjoys the reputation of being the center for arts and education in Northern New York.



Potsdam is pleased to share its transformational vision for downtown Potsdam with the North Country Regional Economic Development Council.

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Regional Economic Development Council Region:
North Country

Municipality Name:
The Village of Potsdam

Downtown Name:
Downtown Potsdam

County Name:
St. Lawrence

Applicant Contact(s):
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Over the last two centuries Potsdam has grown from a small community on the frontier of Northern New York State to the present day as a center for commerce, higher education, health care and the arts. No place in St. Lawrence County reflects its heritage better than downtown Potsdam. From its historic 19th century commercial core to its evolving prominence as a place where traditional commercial activity blends seamlessly with 21st century higher education, new economy businesses and an arts and cultural environment, Potsdam is second to none in the North Country.

Vision for Downtown

To provide a future that balances the preservation of community character and natural resources with economic development. We envision the development of a living, working and learning community that retains and attracts residents, businesses, students and visitors that want to be part of a place where nature and culture reinforce one another. We envision a mixed-use environment of commercial, institutional and residential uses which characterize a vibrant downtown.



Overview

Potsdam is pleased to share its transformational vision for downtown Potsdam with the North Country Regional Economic Development Council. To realize its vision for the future, the Village of Potsdam would significantly benefit from participation in the Downtown Revitalization Initiative.

The Village of Potsdam places great value on the preparation of insightful, resident-driven plans to guide community/economic development and land-use planning.

Moreover, Potsdam's proposal is wholly consistent with the goals of the Downtown Revitalization Initiative, the North Country Regional Economic Development Council and the St. Lawrence County Comprehensive Economic Development Strategy.

Foundational documents:

- ⇒ *The 2012-2022 Village Comprehensive Plan*
- ⇒ *The 2012 Downtown and Waterfront Revitalization Plan*
- ⇒ *The Village of Potsdam Complete Streets Policy*

The greatest vision for transformational change is one that is developed and shared by the wider community.

Public/Private Partnership and Community Support

The Village of Potsdam's proposal has received strong support from the village's major employers including: St. Lawrence Health Systems/Canton-Potsdam Hospital, SUNY Potsdam and Clarkson University.

More importantly, it has received tremendous support from residents of the Village of Potsdam, its environs and the local business community - especially those located in the focus area (as later described).

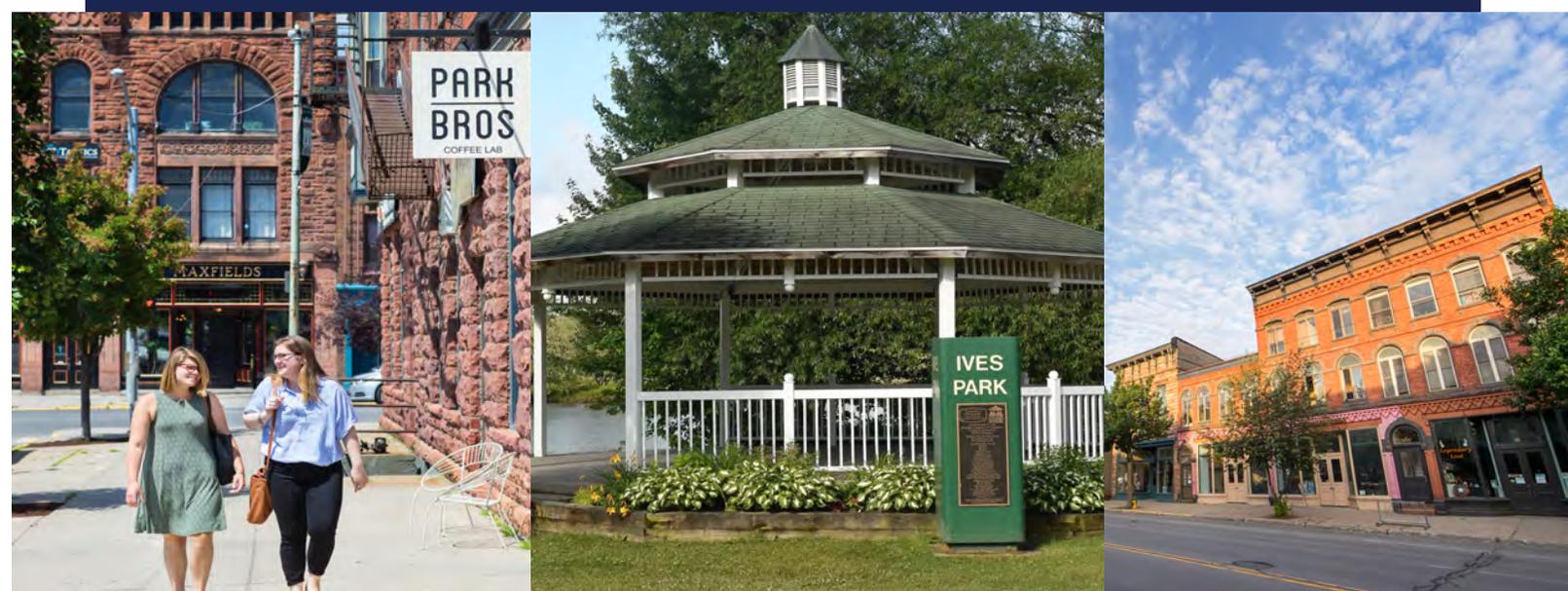
Community Support Videos:

Further documentation of community support in the form of five short You Tube videos can be viewed at:

https://www.youtube.com/channel/UCpDX7rjo9GabBZh57ny_0TQ

Justification

Downtown revitalization is a continuum of actions intended to grow and sustain a community over time. Potsdam exemplifies this approach to downtown development and revitalization. Over the last 38 years, Potsdam has carefully planned and executed revitalization efforts.



- **Created a strong sense of place** by securing National Historic Register listing for two blocks of Market and Raymond Streets that contain 28 buildings listed on the National Register.
- **Renovated National Register Listed buildings** through façade and building renovation and the gut rehabilitation of historic buildings that have been ravaged and nearly lost to block fires.
- **Encouraged and financially supported the use of upper stories in historic mixed-use buildings for a wide range of housing options** and for the development of market rate and affordable rental housing options to maintain downtown’s viability as a residential neighborhood; and, provide a ready market for downtown businesses and restaurants.
- **Developed four downtown waterfront parks** providing unparalleled access to the Raquette River and meeting the recreational needs of community residents, especially those living and working downtown and visitors to the community. Potsdam’s parklands provide a marvelous and enjoyable recreational opportunity and contribute to downtown’s sense of place. A locator map of downtown parks is attached as Exhibit 4.
- **Provided a wide range of assistance to small “Main Street” businesses** that are attracted to downtown as a place to start or expand an enterprise. Potsdam provides technical assistance as well as micro-enterprise and small business start-up/expansion financing.
- **Sparked the investment of over \$82 million in public and private investments** to revitalize downtown Potsdam and Clarkson University’s downtown campus.

Potsdam works with its residents and stakeholders to develop and implement revitalization projects that advance its Comprehensive and Downtown and Waterfront Revitalization Plans.

Potsdam's downtown focus area is ripe for the implementation of a DRI award for the following reasons:

- Potsdam proposes a comprehensive strategy for high profile revitalization activities that will have a transformational impact on the vitality and vibrancy of the downtown and wider village.
- Overwhelming support of, and commitment to, the revitalization of downtown. Village residents, downtown business owners, stakeholders and our economic development partners are committed to and strongly support Potsdam's nomination proposal.
- Enthusiastic town and village governing bodies who are fully committed to sustainable downtown economic and community development through the DRI planning and implementation process.
- A downtown that is primed for transformation! Critical attributes for the success of Potsdam's proposal include: a core business community that survived and thrived through the worst economic downturn since the Great Depression and is poised to rebound; The Market Street National Historic Register District – home to 28 mixed-use representing one of the last intact Victorian-era downtowns in Northern New York; unparalleled access to the Raquette River; and, a growing university-run small business incubator that is home to 23 firms employing 50 people.
- Already the North Country's center for the arts and culture, downtown Potsdam provides a very desired setting for outdoor concerts, arts festivals and the Farmer's Market; downtown is increasingly the preferred location for local STEAM organizations.
- Skilled village staff people and long-time partners who are experienced in the administration of a wide range of state and federally funded economic/community development programs.
- A community that is ready to roll-up its sleeves and take on the challenging work of downtown revitalization!



Potsdam appreciates the opportunity to submit this nomination proposal. The investment of \$10 million in DRI assistance and an estimated \$14,614,733 in public and private investment will have a transformational impact on the economy of the Village of Potsdam, St. Lawrence County and the wider North Country Region.

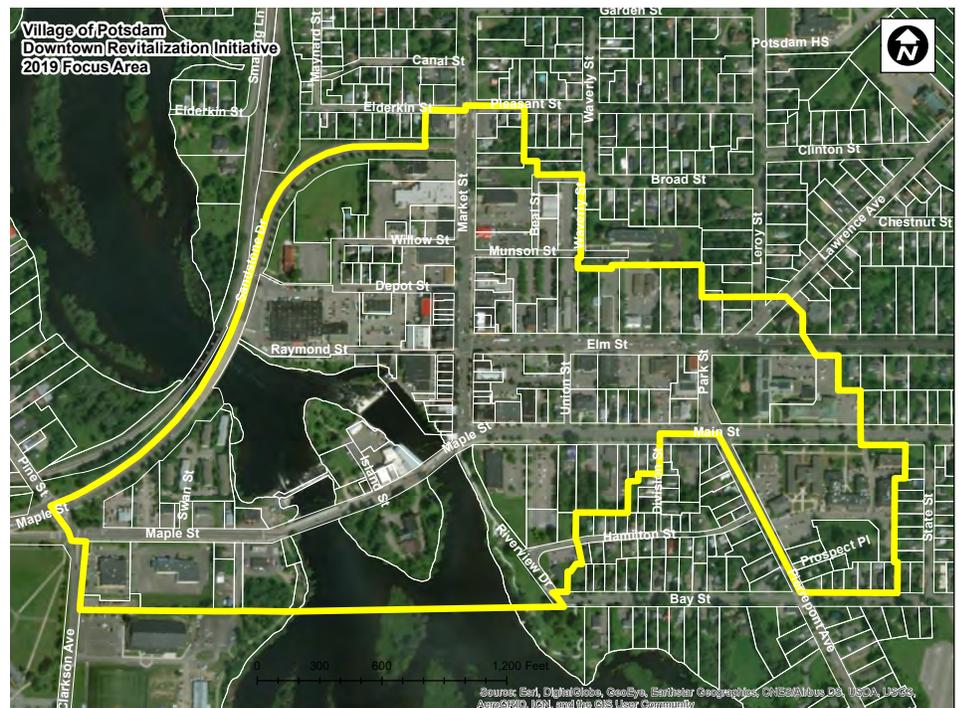
Section 1: Boundaries of the Proposed Focus Area

Potsdam has designated its historic Central Business, Innovation and portions of its B-1 and R-3 Zoning Districts as its focus area. The area encompasses Potsdam's Market Street National Historic Register District. It is a unique, vibrant retail, commercial, recreational and educational center. Potsdam has vigorously guarded its character as a quintessential small college town.

Potsdam's DRI Focus Area includes its Central Business, Innovation, B-1 Business and R-3 Residential zoning districts. A map and narrative description of the Focus Area is attached as Exhibit 3. Potsdam's zoning map is attached as Exhibit 5.

At the center of the area is a concentration of early 19th and early 20th century mixed-use commercial structures, typical of a Victorian-era downtown.

Within the focus area is the Market Street National Historic Register District. The district includes the 2 blocks of Market Street between Depot Street to the north, the intersection with Main and Maple Streets to the south and Raymond Street from the intersection of Market Street to the street's terminus at Garner Park. The district features 28 contributing buildings representing architectural styles from 1820 to 1920. Several buildings that lie outside the district are also listed on the National Register of Historic Places including: Trinity Episcopal Church, the Liberty Knowles Cottage, and buildings on Clarkson University's downtown campus including: Old Snell and Congdon Halls.

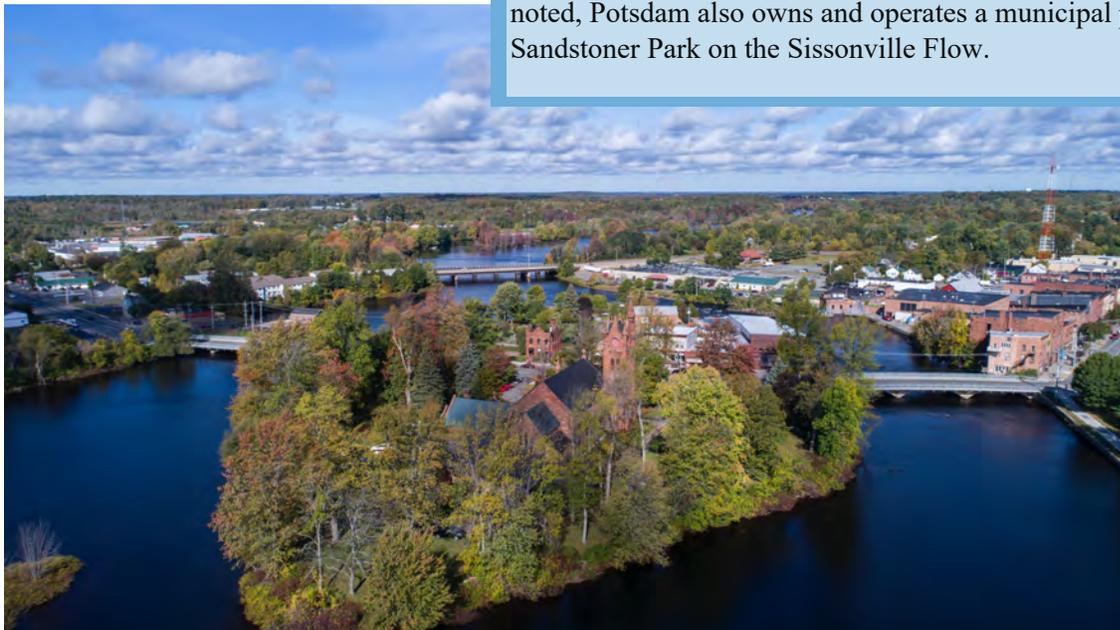


The Clarkson University Downtown campus consists of early 20th century and post-World War II academic buildings. Several buildings on the campus are listed or eligible for listing on the National Register of Historic Places. The northern and western periphery of the Focus Area is more reflective of post Urban Renewal land development consisting of single-story commercial buildings and downtown malls.

Attached as Exhibit 6 is a map delineating the Market Street National Historic Register District.

Downtown Identification

Downtown Potsdam is bisected by the Raquette River which flows from Blue Mt. Lake in the central Adirondacks to its confluence with the St. Lawrence River at Akwesasne. Potsdam has developed four downtown waterfront parks that provide unparalleled public access for passive and active recreation.



Ives Park – Potsdam’s formal downtown park featuring an iconic gazebo, a riverside promenade, veterans’ memorial, an ADA compliant canoe/kayak launch and a naturalized children’s playground. Ives Park is the setting for the Potsdam Farmers’ Market, prom photos, weddings, musical performances, memorial observations and community celebrations. Home to the Potsdam Summer Fest, an annual summer-time festival, and Ives Park “What a Raquette” a late-summer music festival that uses the Ives Park gazebo as the main stage.

Fall Island Park – Situated on an island that separates the Raquette into east and west channels with their picturesque waterfalls, the park is a favorite location for quiet contemplation, picnicking and fishing at the village’s ADA compliant fishing pier.

Garner Park- Named in honor of Ruth Garner, the first woman to be elected to the Village Board of Trustees and Mayor. This linear park along the east channel of the river is a popular picnic spot and offers excellent fishing or canoe/kayak access.

West Dam Hydro-Electric Station – A canoe/kayak portage trail located on the west channel of the river provides public access for paddlers on the Potsdam and Sissonville hydro-electric impoundments. The Potsdam Flow, upstream of the downtown hydro-dam, is a flat-water paddler’s paradise. Described by the NYS Department of Environmental Conservation as a “pocket wilderness,” the flow is popular with canoe and kayak paddlers, bird watchers, anglers and hikers along the Munter and Red Sandstone Trails. A canoe portage or carry trail connects the Potsdam Flow to the Sissonville Flow situated below the downtown waterfalls and the Borolex-Sissonville hydro-electric generating plant. Constructed using resources provided through the NYS Local Waterfront Revitalization Program, the portage trail skirts the Village’s west dam hydro plant; its construction eliminated the last man-made barrier to paddlers on the 174-mile long Raquette River. In addition to those water-based outdoor recreation activities noted, Potsdam also owns and operates a municipal park and beach at Sandstoner Park on the Sissonville Flow.

Downtown Identification

Unlike many of the North Country's downtown business districts, Potsdam has retained its historic character as a retail center. According to the 2010 American Community Survey, 42 percent of Potsdam's residents are employed in retail trade, the arts and entertainment, accommodations and food service – the majority of which are found downtown.

At present there are 28 retail outlets that sell a wide range of clothing and apparel, bookstores, jewelry, and personal care products. The DRI contains the Roxy Theater, a multi-plex movie house that runs a local independent producer film series and broadcasts opera live from the Met in HD and the Clarkson Inn, a 40-room boutique waterfront hotel. Business services, insurance agencies, realtors and banks are also present in the Focus Area.

The core of the DRI Focus Area features four significant business clusters, arts and culture, grocery sales, food service and knowledge-based clean technology.

Long a center for arts and culture, downtown Potsdam will soon have 3 cultural anchors in the DRI Focus Area in addition to the Roxy Theater including: the Old Snell Hall Theater located on the east side of the area, and the North Country Children's Museum and the St. Lawrence County Arts Council located next door to one another on Raymond St. at the west side of the area.

Unlike many small communities, Potsdam has an active "Grocery District" that includes the Potsdam Food Co-op and Carriage House Bakery (artisanal breads and pastries), The Purple Rice Asian Grocery, The Potsdam IGA, Three Bears Gluten Free Bakery, The Bagelry, a traditional NYC bagel shop, Marigold Café and Bakery, and two coffee roasteries, Jernabi's and Park Bros. Coffee Lab.



Potsdam's core Focus Area also offers a thriving food scene with more diverse eateries than are found in any of St. Lawrence County's major population centers. Downtown Potsdam is home to 19 eateries offering a wide range of dining options such as gourmet waffles, pizza and subs, ethnic food (Thai, Chinese, Hawaiian, Tex-Mex and Italian) as well as fine dining. Several of Potsdam's better restaurants offer al fresco dining overlooking the Raquette River.

The fourth business cluster is present on Clarkson University's downtown campus, namely, a knowledge-based clean technology cluster. Clarkson's prominence as a Ph.D. granting, R2 national research university and technological education leader. Clarkson has a side benefit of bringing together scientists and engineers with skilled entrepreneurs resulting in an industry cluster unique to the Village of Potsdam.

It should be noted that the DRI Focus Area is included in the Potsdam Empire Zone #48, Investment Zone 1. A map identifying this investment zone is attached as Exhibit 7.

The DRI Focus Area as a whole brings together all of the attributes of a community poised for the 21st century, including:

- A Focus Area that is of sufficient size that it can easily accommodate upwards of \$10 million of public and private investment yet compact enough that the investment will have a visible and transformational impact on downtown and the wider community.
- Historic mixed-use commercial buildings that provide a great environment for traditional “Main Street” businesses as well as affordable and market rate housing options; and, create a strong sense of place.
- Existing and emerging business clusters that support one another by providing a ready base of customers and create opportunities for a wide range of employment opportunities.
- Emerging entertainment, arts and cultural spaces that are increasingly finding downtown to be an attractive venue; and, represent an emerging business cluster.
- Offers opportunities for village residents, employees, students and visitors to enjoy the scenic beauty and recreational benefits of parks and open space on the Raquette River.
- Potsdam is a walkable community and from the center of downtown its residential neighborhoods and university campuses require less than a 10-minute walk.



Section 2: Past Investment

For a small town in Northern New York, the Village of Potsdam punches above its weight. Over the last 39 years, Potsdam has been single-minded in the preservation and revitalization of its historic downtown. This has resulted in the investment of nearly \$82 million in public and private financing. The following table summarizes some of Potsdam's major downtown revitalization accomplishments.

Total Investment \$ 31,501,438

Project	Cost	Source of Funds	Application of Funds
Downtown Building & Façade Renovations	\$618,438	New York Main Street	Renovation of buildings and facades in the Central Business District
Downtown Planning Project	\$68,000	Department of State LWRP and local match	Preparation of the 2012 Downtown & Waterfront Revitalization Plan
Ives Park Renovation Project	\$363,000	Department of State LWRP, Member's Item Grant and local match	Renovation of Ives Park, including a promenade, LED streetlighting, installation of an ADA compliant canoe/kayak launch, place-making/wayfinding signage
Peyton Hall Renovation Project	\$2,300,000	Restore New York Communities Initiative	Adaptive re-use of Peyton Hall for the Clarkson University Business Incubator
Old Main Adaptive Re-use Project	\$10,000,000	NYS DASNY and NYPA	Adaptive re-use of Old Main to house the Shipley Center for entrepreneurship, Clarkson University's IT and military science departments and a green data center
Clarkson Hall Renovation Project	\$5,500,000	University Equity	Renovation of Clarkson Hall to house new health science schools
51-57 Market Street	\$4,300,000	NYS CDBG Low-income Housing Tax Credits, Historic Preservation Tax Credits, Debt Financing and Owner's Equity	Renovation of a National Register listed building that was ravaged by fire. 13 affordable housing units and 4 commercial storefronts were returned to useful service
East Dam Hydro-Electric Station (in process)	\$1,800,000	NYS CDBG NYS DASNY – SAM grant New York Power Authority	Renovation of the Village owned 400-kilowatt East Dam Hydro-Electric Station
Ives and Garner Park Renovation Project (in process)	\$65,000	NYS DASNY – SAM grant	Renovation of the Ives Park Gazebo and installation of LED street lighting at Fall Island and Garner Parks
Downtown Streetscape Enhancement Design	\$32,000	Department of State LWRP and local match	Development of Design Development Documents for streetscape enhancements targeting the Market Street National Historic Register District
Fall Island Park Improvements	\$10,000	Raquette River Lions Club	Purchase and installation of new walkways, benches, river swings, picnic tables and landscaping
North Country Children's Museum	\$1,000,000	Equity Mortgage Financing New York Main Street Grant	Adaptive reuse of 10 Raymond Street for the development of a "STEAM" oriented museum for children
Potsdam Public Library	\$445,000	NYS Library Construction Fund, DASNY USDA Rural Development Community Facilities Program	Modernization of library facilities and building renovations
Maple Street Bridge Rehabilitation Project	\$5,000,000	NYS Department of Transportation	Rehabilitation of the bridge deck, widening to accommodate sidewalks, standard bicycle lanes, two traffic lanes and LED street lighting of 2 bridge spans over the Raquette River

While the focus of this proposal is downtown Potsdam, there is more to the community than its central business district and Potsdam has worked diligently to improve its infrastructure, including significant improvements to the Damon Field Airport, a general aviation facility that handles all of United Parcel Service’s air freight flights serving Northern New York State, Air Methods an air ambulance service serving Northern New York, and 15 based commercial and recreational aircraft. Collectively, these infrastructure improvements and new facilities such as SUNY Potsdam’s Performing Arts Center contribute to the vitality of the community, particularly downtown.

Total Investment \$ 81,627,132

Project	Cost	Source of Funds	Application of Funds
Village of Potsdam Water Pollution Control Facility	\$16,000,000	NYS Environmental Facilities Corp.	Renovation of the Village’s 47-year-old waste water treatment plant
Village of Potsdam Cross-Town Canal Rehabilitation Project	\$539,530	NYD CDBG St. Lawrence River Valley Redevelopment Agency	Elimination of obstructions in the Village’s cross-town canal storm sewer reducing flooding of residential neighborhood
Village of Potsdam Improvements to the Potsdam Damon Field Airport	\$3,022,702	US FAA NYS DOT Local match	Runway and parallel taxi-way improvements, installation of Av-gas and Jet-A fueling facilities, T hangar construction, obstruction clearance and installation of an AWOS
Village of Potsdam Water Fluoridation Project (in process)	\$64,900	NYS DOH Water Fluoridation Program	Engineering study and grant funding to replace the water fluoridation system at the Village’s water treatment plant
SUNY Potsdam Performing Arts Center	\$55,000,000	SUNY Construction Fund	Construction of a state of the art performing arts center
SUNY Potsdam WISER Greenhouse	\$1,000,000	Private donations	Construction of a learning-centered greenhouse facility that grows a variety of vegetables consumed for consumption by the community
SUNY Childcare Center	\$6,000,000	SUNY Construction Fund	Development and construction of a new child care center on campus serving faculty, staff and students



Investment Potential:

The investment of nearly \$82 million in downtown Potsdam and the more recent infrastructure and performing arts investments totaling \$74 million serving the entire community has set the stage for new investments. ***Potsdam is primed for new investments in community and economic development financed through the DRI that will catalyze and leverage additional public and private resources.***



Potsdam has a 200-year legacy of being Northern New York State's center for higher education. SUNY Potsdam, the oldest college within the SUNY system was founded as the St. Lawrence Academy in 1816 – just nine years after the establishment of the Town of Potsdam and 40 years after the U.S. Declaration of Independence. SUNY Potsdam is a well-respected liberal arts college that is home the famed Crane School of Music and a growing performing arts curriculum. Clarkson University founded in 1896, is a Ph.D. granting, R2 national research university and technological education leader. Clarkson University is home the Center for Advanced Materials Processing and the Shipley Center for Innovation. In addition, to its rigorous degree and research programs, Clarkson University's Shipley Center operates a Business Incubator located in the Downtown Campus within the DRI Focus Area.



While the presence of the universities drives the local retail business, personal care and food service businesses, there is a unique side benefit to having several thousand students in residence. Many university students from outside the area will decide to call the Potsdam area home after graduation because of its high quality of life, proximity to big cities in Ontario and Quebec or the Adirondack Mountains AND most importantly, their ability to secure high paying jobs. Some will return to the Potsdam area after landing that first big job to enjoy a better quality of life, have a safe place to raise their children and start their own business.

This diverse student body in tandem with the global reach of Canton-Potsdam Hospital creates both new business opportunities and opportunities for cultural exchange and awareness. Recognizing Potsdam as a global community will encourage students from across New York and the wider world to choose Potsdam as their home.



Potsdam's most densely populated residential neighborhoods, the Canton-Potsdam Hospital and two universities are within a 10-minute walk from the geographic center of the Focus Area. This indicates that for the majority of Potsdam's residents, university students and those employed at these institutions, that the community is walkable and that downtown has good market reach in these areas (see Exhibit 14, Walk-Time Map). Based on ESRI Business On-Line, 18,735 people reside within a 15-minute drive to the center of the Focus Area.¹ This drive-time would reach into areas in the nearby towns of Pierrepont, Stockholm, Parishville, Colton and Canton.

While serving the needs of its residents, students and workforce, Potsdam's has a sprawling retail catchment area. An economic analysis published in connection with the St. Lawrence Whitewater Park Project proposed for downtown, reported that based on ESRI Business Analyst On-Line that 145,000 people live within a 1-hour drive and 2.1 million people live within a 2-hour drive radius of downtown Potsdam. Potsdam's 2-hour drive radius includes the cities of Watertown, Plattsburgh and the Villages of Saranac Lake, Lake Placid and Ottawa Ontario.²

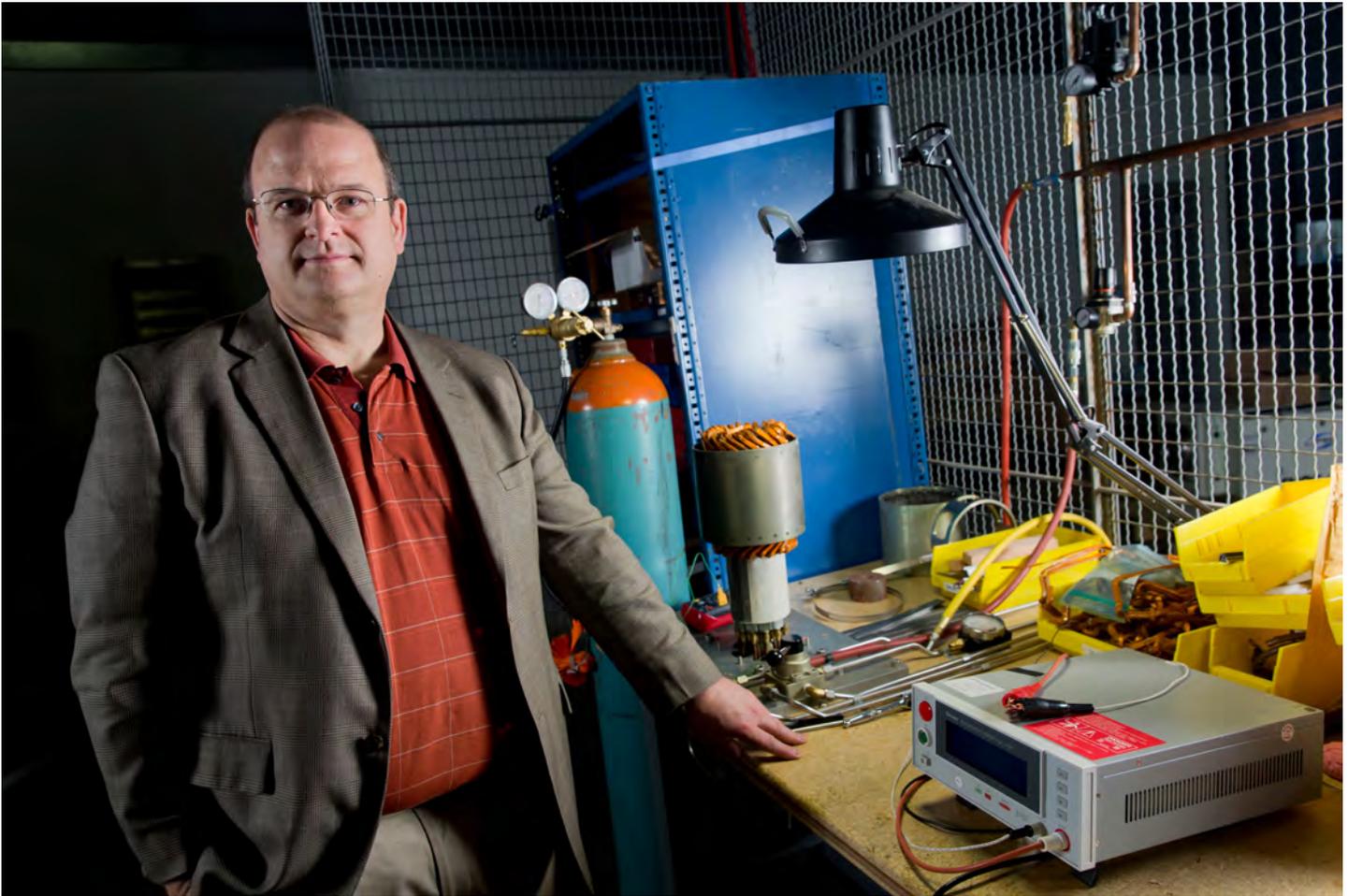
¹ "Business On-Line, Drive Time 5,10, 15 Minutes." ESRI, accessed 5/17/2019.

² "St. Lawrence County Whitewater Park: Feasibility Analysis, Market Assessment and Economic Impact of Whitewater Parks in Colton, Canton and Potsdam," S2o Engineering and Design, April 2015, page 23.

From a purely economic standpoint, Potsdam represents an excellent opportunity for investment of public and private resources. The Town and Village of Potsdam, with a combined population of 15,000, are one of the communities in rural St. Lawrence County that has experienced a recent growth spurt with new hotel, health care, retail, service, and business service start-ups or expansions. These include:

Total Investment \$49,207,455

Business Name	Project Description	Investment (based on building permit fee)
Hampton Inn, 169 Market Street, 154 Market Street	95 Room Hotel	\$4,500,000
Barstow Motors, GM and Subaru Dealerships	Auto Sales and Service	\$1,300,000
Harbor Freight Tools, 200 Market Street	Tools and Hardware	\$220,000
Taco Bell, 153 Market Street	Fast Food Restaurant	\$500,000
Five Guys Burgers and Fries, Market Street in the Central Business District	Fast Food Restaurant	\$375,000
St. Lawrence Health Systems, Practice Bldg., 50 Leroy Street	Ambulatory surgery, laboratories, physician office space	\$5,637,200
From the Heart Cabinetry, Pioneer Drive	Custom cabinetry factory	\$39,000
Mountain Mart, Maple Street	Convenience Store with Dunkin Donuts and Kentucky Fried Chicken Drive-thrus	\$1,200,000
National Coffee Company, Maple Street	Coffee Roastery and Business Office	\$30,000
Clarkson University Riverside Apartments, Clarkson Ave.	University Housing	\$1,041,255
Cheel Center Renovation Project, Clarkson Hill Campus	Clarkson University campus center, ice arena and student service center	\$10,365,000
Mayfield Senior Citizen Apartments, May Road	Renovation of 155 affordable housing units for elderly and disabled people	\$24,000,000



On May 17, 2019, the NYS Housing Trust Fund Corporation announced that “The Quarry Project” would receive a \$5.6 million allocation of Federal Low-Income Housing Tax Credits for the development of 58 affordable housing units to be located in Old Snell Hall. Total development costs for the Quarry are estimated to be \$26 million. A copy of the news article published in the “Watertown Daily Times” is attached as Exhibit 8.

LCDrives, a start-up company headquartered in Damon Hall on Clarkson University’s downtown campus is the first of the Shipley Center for Innovation’s incubator companies to develop a product for market and attract \$15 million in series A financing through Koch Engineered Solutions. LCDrives is focused on the development, manufacturing, marketing and sales of industrial electric motors with industry leading power density. The company’s patented designs enable LCDrives to produce motors with half the weight and size of comparative products. The proceeds of the series A investment will be used to accelerate time-to-market activities. LCDrives market includes: marine, industrial, transportation and wind energy applications.³ It is anticipated that LCDrives will create a total of 20 new manufacturing positions in downtown Potsdam.

LCDrives occupies the first and second floors of Damon Hall and is using the proceeds of its Series A investment with additional assistance through the DRI to renovate the third floor of Damon Hall and refurbish space in Congdon Hall. Attached as Exhibit 9 is a news article on LCDrives series A investment.

³ “LCDrives Raises \$15 Million Investment to Manufacture Motors in Potsdam, Hire 20 More People,” Craig Freilich, North Country Now, accessed May 28, 2019.

Like many small villages across the North Country, Potsdam has developed incentive programs to retain and attract new business enterprises. Potsdam has provided small business grants and loans to jumpstart traditional Main Street businesses, provided grant assistance for façade and building renovation, participated in the New York State Empire Zones Program and adopted NYS tax exemption programs. Potsdam's current business incentives include:

- The Potsdam Micro-Enterprise Revolving Loan Fund may provide eligible borrowers with a maximum \$25,000 loan for the start-up or expansion of businesses having 5 or fewer full-time employees including the owner(s). The Micro-Enterprise Revolving Loan Fund has historically been a “feeder” program for small businesses locating in downtown Potsdam.
- The Potsdam Growth Fund may provide up to \$100,000 in debt financing to assist with the start-up, expansion or retention of firms having fewer than 50 employees. Most recently, the Potsdam Growth Fund was used to provide bridge financing for LCDrives, a small manufacturing facility located in the DRI Focus Area.
- In addition to offering small business financing, the Village of Potsdam has adopted the NYS Real Property Tax Law Section 481-b Exemption Program that provides commercial and industrial property owners with a ten-year real property exemption for improvements to a commercial/industrial property that increases the property's taxable value.
- A significant area of the DRI's Focus Area is located in Census Tract 4909 which has been designated as a federal Opportunity Zone designed to direct investors to invest in economically disadvantaged communities. Attached as Exhibit 10 is a map showing the location of the new federal Opportunity Zone in Potsdam.
- Potsdam maintains a listing of all available land suitable for development and vacant retail or commercial properties that is updated quarterly. There are presently 8 vacant retail/commercial rentals spaces, 4 office spaces, 2 restaurant spaces and 1 automobile repair garage in the DRI Focus. There is one 2-acre parcel of land that is suitable for re-development within the DRI Focus Area. Attached as Exhibit 11 is a listing available commercial spaces and available land within the DRI Focus Area.

In addition to vacant commercial spaces in the core of the Central Business District is 88,400 square feet of vacant space located in the Innovation District on the Clarkson University campus. These include the 3rd floor of Damon Hall, Congdon Hall and the Liberal Studies School. Also in the mix is Old Snell Hall which recently received a \$5.6 million allocation of federal Low-Income Housing Tax Credit from the Low-Income Housing Trust Fund Corporation to be used for the adaptive re-use of the former academic building as a mixed-use residential/commercial project. The renovation of the theater in Old Snell Hall is included in Potsdam's DRI nomination proposal.

Investment Opportunities:

Prior investments in downtown Potsdam as well as the potential for new development sparked by an investment of resources from the DRI has brought the following potential projects to the fore:

- Downtown streetscape and waterfront improvements.
- Assistance to traditional Main Street and emerging technology companies seeking a downtown business location.
- Building renovation and historic preservation.
- Advancing Potsdam's prominence as a center for the arts and culture.

More detailed, specific information about potential projects is provided in Section 7, Transformative Opportunities and Section 9, Other Information.

In conclusion, Potsdam has not sat idly by and waited for a white knight to rescue its downtown, rather it has demonstrated its long-term commitment to downtown as evidenced by previous public and private investments. The proposed DRI investments represent the next steps in Potsdam's downtown revitalization program. These proposed investments in streetscapes, historic preservation, the support for traditional Main Street and 21st century knowledge and new technology businesses, the development of new arts and cultural anchors and outdoor recreation combine to chart a new course for the Village of Potsdam, a unique Victorian Village poised to prosper in the 21st century.



Section 3: Recent and Impending Job Growth

Crucial to the success of any downtown revitalization effort is the creation of full-time employment opportunities for area residents through the start-up of new firms, the expansion of existing firms, and business retention. In Potsdam this is critical given that 31.7 percent of the Village's population reported having annual incomes below the federal poverty line¹; and, that 61 percent of the Village's population reported annual incomes below 80 percent of the County's Median Household Income established by the U.S. Department of Housing and Urban Development.

Over the last 12 months, Potsdam estimates that at least 72 new jobs have been created within the Village boundaries, including:

Harbor Freight

7 Full-Time

7 Part-Time

Taco Bell

8 Full Time

26 Part-Time

Five Guys Burgers and Fries

18 Full-Time

6 Part-Time

Notably, Five Guys Burgers and Fries opened their first store in St. Lawrence County in the DRI Focus Area.

An employee of Taco Bell in Potsdam receives the Taco Bell Live Mas scholarship to assist in her pursuit of higher education at SUNY Potsdam. The recipient is one of 128 employees nationwide to receive the scholarship. Taco Bell exemplifies a true commitment to the Potsdam community.



Anticipated Job Growth

Estimates provided by those firms that responded to DRI participation efforts indicates that roughly, 14 full-time and 3 part-time jobs will be created through the “Light Manufacturing/Clean Technology Grant Program” and at least 10 companies will be enrolled in the “Virtual Incubator” and can be expected to create an estimated 20 full and part-time positions; the Building Renovation project will result in 5 new full time jobs. Total job creation is estimated to be 39 full-time jobs and 3 part-time jobs. The level of DRI participation will likely be higher if local entrepreneurs recognize that a new business opportunity has been created by the DRI award.

Projects undertaken by Potsdam will result in the following impacts that have job creation potential:

- Directly support the creation and expansion of “Downtown Cultural Anchors”, including the Old Snell Hall Theater the St. Lawrence County Arts Council and the North Country Children’s Museum that in addition to providing new employment opportunities, will attract residents and visitors alike to musical, theatrical or STEAM exhibits and programming for children. The impact of the North Country Children’s Museum is at this point a known quantity; since opening in June of 2018, the museum has welcomed over 15,000 visitors. Clarkson University’s MBA class completed an exit survey of visitors and determined over \$600,000 in local economic impact.
- Support an emerging knowledge-based and clean technology enterprise cluster. Centered in the Shipley Center for Innovation’s business incubator, the DRI is anticipated to assist at least 5 new emerging business on the Clarkson University Downtown Campus. New positions will include opportunities for recent university graduates, people transitioning from military to civilian life, and skilled/semi-skilled or professional employees who will reside in the area.
- The Virtual Incubator will assist traditional Main Street retail, personal and business services firms to start-up or acquire an existing business downtown. This will capitalize on new residential projects such as the 58 apartment Quarry Project or serve those visiting proposed downtown cultural anchors or outdoor recreation venues. Potsdam estimates that 10 entrepreneurs will be assisted through the incubator and will create 20 new full-time jobs.
- Projects such as the St. Lawrence Whitewater Park and the Downtown Riverwalk will bring residents and visitors downtown to patronize retail, food service, convenience stores, other entertainment venues and hotels. The feasibility study for the St. Lawrence Whitewater Park estimates that median daily spending for an out-of-town recreational paddler is \$52.08. At a high market capture rate, this could translate to \$3.3 million in new tourist spending in Potsdam and Canton and to a lesser degree, Colton.⁴
- The preservation of the Focus Area’s historic landmark buildings will protect the community’s architectural heritage and further promote pride of place. New contract opportunities for historic preservation architects, environmental consulting firms, general contractors and material suppliers engaged in building and façade renovation projects.
- New contract opportunities will be created for architects, engineers and contractors hired to undertake Potsdam’s infrastructure projects including streetscape enhancements, the Downtown Riverwalk and St. Lawrence Whitewater Park. These projects will create significant opportunities for Minority and Woman-Owned Business Enterprises and those firms owned by Service-Disabled Veterans. Contractors will be required to pay state prevailing wage rates for the projects. To the greatest extent possible, Potsdam will provide contract opportunities for businesses headquartered in St. Lawrence County.

⁴ “St. Lawrence County Whitewater Park: A Feasibility Analysis, Market Assessment and Economic Impact of Whitewater Parks in Olton, Canton and Potsdam,” S2o Engineering and Planning, April 2015, p. 126.

Section 4: Attractiveness of the Physical Environment

Downtown Potsdam is the quintessential small college town, nestled along the Raquette River between the St. Lawrence Valley and the Adirondack Mountains. Its downtown offers the qualities that one imagines one might find in the center of a small town, a compact area that invites people to window shop, enjoy a cup of coffee with friends, a stroll along the river, to go for a quiet paddle or attend a musical event at the Ives Park gazebo.

Despite a brush with Urban Renewal, the downtown, particularly the Market Street National Historic Register District, retains its historic 19th century character. Twenty-eight buildings along Market and Raymond Streets represent a range of 19th century architectural styles that can be found within the district. Many of the buildings feature Potsdam Sandstone, a durable pink/red stone, as their principal building material. Sandstone was quarried extensively in mines surrounding the Village throughout the 19th century. Attached as Exhibit 12 is a brochure for a self-guided tour of Potsdam's historic buildings. In addition, many buildings located with the DRI Focus Area but outside the district are also listed on the National Register of Historic Places, including Potsdam's oldest house of worship, Trinity Episcopal Church, the Liberty Knowles Cottage, Old Snell and Congdon Halls.

In 2017, the Village Board of Trustees amended Potsdam's zoning laws to include architectural design standards and guidelines for the rehabilitation of historic structures situated in the Central Business zoning district. The amended law applies not only to historic structures in the National Historic Register District, but also to buildings such as Trinity Episcopal Church.



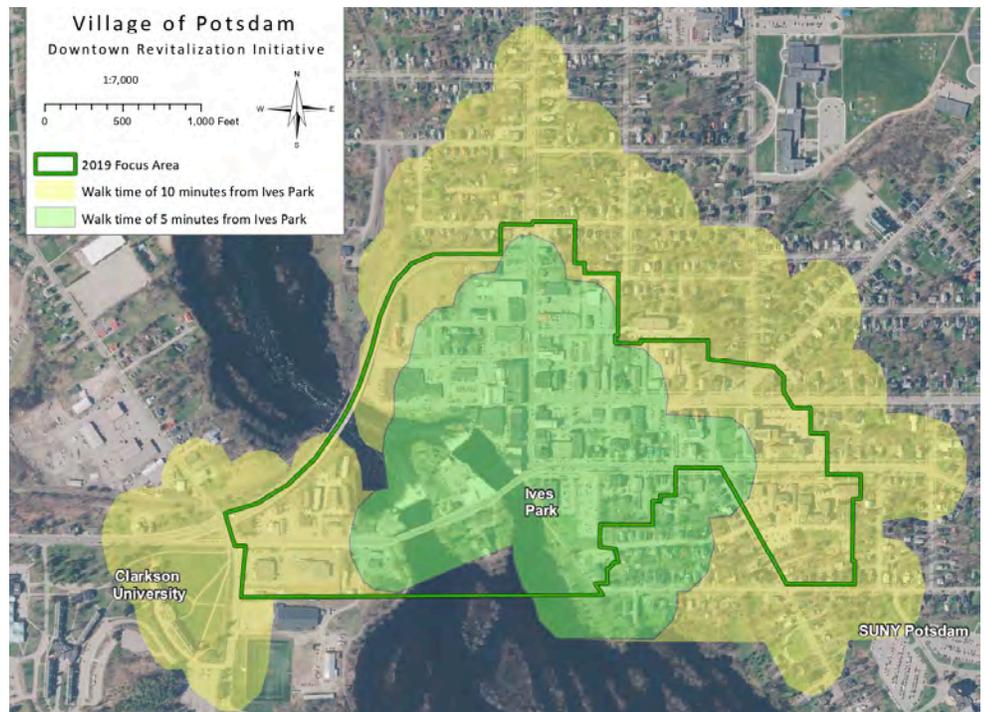
Potsdam actively encourages residential occupancy of upper stories in downtown's historic buildings. There are over 200 apartments in mixed-use buildings within the Focus Area. Additionally, the Focus Area contains Swan Landing, a 44-unit mixed-income housing complex along the Raquette River, and the Mid-Town Apartments, a 65-unit high-rise affordable housing project for elderly and disabled people. Soon to be added to the mix will be "The Quarry Project" that will upon completion provide 58 new affordable rental housing units through a \$26 million adaptive re-use of Old Snell Hall. Downtown is a wonderful place to live, not only because of its convenience and proximity to the community's major employers but because of its hip milieu. The available housing options mirrors the highly diverse composition of the community making it a lively neighborhood that supports retail shops, grocery stores, coffee shops, restaurants, and arts and entertainment venues.

Given previous public and private investments, Potsdam retains its unique character as an historic retail center. In addition to boutiques and specialty shops, downtown is the place to grab a slice of pizza or a steak and martini. Unlike many rural communities, Potsdam is blessed to have a downtown "Grocery District" that includes the Potsdam Food Co-op and Carriage House Bakery, the Purple Rice Asian Grocery, the Potsdam IGA supermarket, Three Bears Gluten-Free Bakery, the Bagelry, Marigold Bakery, Jernabi's Coffee House and Park Bros. Coffee Labs. Potsdam also is home to the seasonal Farmer's Market that supports community-based agriculture. Attached as Exhibit 13 is a map of the Potsdam Grocery District.

Potsdam has 19 restaurants in its DRI Focus Area. If you can't find something to whet your appetite downtown, you probably aren't that hungry. From food trucks, to pizza and subs to ethnic foods (Chinese, Thai, Hawaiian, Tex-Mex, and Italian) and fine dining overlooking the Raquette, Potsdam has food options to meet every budget and taste. Given the compact size of the Focus Area, it can be said that downtown Potsdam is a center for food service in St. Lawrence County.

The Village of Potsdam has a Walk Score of 75 out of 100 from the Civic Center located at 2 Park Street meaning that the community is very walkable and that most errands within the Focus Area can be completed on foot.⁵ Potsdam's residents value the ability to undertake errands, to commute to work or pursue physical fitness by walking and bicycling. Potsdam has made significant investments in its sidewalks and roadways to advance its "Complete Streets Policy." It has also used its zoning law to ensure that this policy is implemented during the site plan review process for new residential and commercial developments.

Recently, Potsdam received grant assistance for the St. Lawrence Health Initiative to renovate sidewalk curb cuts and render them fully ADA compliant and to purchase and install a pedestrian controlled roadway crossing signal. Potsdam also secured a \$1.4 million American Recovery and Reinvestment Act grant to develop dedicated bicycle lanes, shared roadways and new sidewalks. Downtown is the hub of this network of pedestrian and bicycle routes. Attached as Exhibit 14 is a Walk-Map for the DRI Focus Area that shows the distances that may be walked in 5 and 10 minute intervals; it should be noted that



most areas of the Village of Potsdam as well as the SUNY Potsdam and Clarkson University campus' are within a 10 minute walk from the geographic center of the DRI Focus Area.

Given Potsdam's compact nature and its Walk Score, it should not be surprising that many people commute to and from work on foot or by bicycle. The 2013-17 American Fact Finder reported that 21 percent of workers over the age of 16 commute to and from work on foot or by bicycle.⁶

The Raquette River winds its way for 174 miles from Blue Mountain Lake in the central Adirondack Mountains to its confluence with the St. Lawrence River at the St. Regis Mohawk community at Akwesasne. The Raquette bisects Downtown Potsdam offering a tremendous natural resource that supplies Potsdam with drinking water, is a significant recreational asset and is the power source for Potsdam two 800 kW hydro-electric generating plants.

⁵ <http://www.walkscore.com/score/2-park-st-potsdam-ny-13676>, accessed: May 11, 2019.

⁶ U.S. Census Bureau, "2013-2017 American Community Survey 5-Year Estimates: Sex of Workers by Means of Transportation to Work," accessed 5/17/2019.

Potsdam's unique natural and built environments reinforce one another as follows:

- Create an active and desirable Downtown with a strong sense of place.
- Enhance public spaces for year-round arts and cultural events.
- Attract and retain a diverse downtown population by providing a wide range of housing options that are reflective of the neighborhood's character, i.e.: families, the elderly, people with disabilities, young and more established professionals. Potsdam encourages the use of upper floors in multi-story mixed-use buildings that can provide an attractive residential setting for all.
- Provide indoor and outdoor recreational opportunities, arts and cultural amenities and an active local food scene.

Video interviews with downtown business owners, the Chamber of Commerce, community leaders and elected officials can be viewed at: https://www.youtube.com/channel/UCpDX7rjo9GabBZh57ny_0TQ (key words Village Potsdam).



The investment of DRI funding will enhance Potsdam's existing assets as follows:

- Direct new investment toward the acquisition/rehabilitation and renovation and fit-out of three new cultural anchors – the Old Snell Theater, the St. Lawrence County Arts Council and the North Country Children's Museum.
- Build upon Potsdam's existing sense of place by enhancing the streetscape of the Market Street National Historic Register District, the Downtown Riverwalk and through historic preservation of landmark buildings.
- Create opportunities for the start-up, expansion or acquisition of traditional Main Street businesses and light manufacturing and clean technology companies – a unique combination found on no other North Country downtown.
- Provide the resources to better market downtown Potsdam to residents, prospective students and their parents, university and health care staff, and most importantly, to visitors to the community.

Section 5: Quality of Life

Potsdam's foundational planning document is its "2012-2022 Comprehensive Plan," developed by a working group comprised of Village residents, members of the Village Planning Board, the Zoning Board of Appeals, and stakeholder groups including the Chamber of Commerce, SUNY Potsdam, Clarkson University, the Town of Potsdam and St. Lawrence County Planning Office. In addition to economic development recommendations, the plan includes recommendations for land-use, downtown public facilities and services, housing, transportation, recreation and environmental remediation.

The Plan's vision statement cites a number of key policies, including:

- "Support a high quality of life for all Village residents through attention to economic development, public facilities and services, fiscally responsible governance, adequate housing, responsible land use, recreational activities, community character and a sustainable environment.
- Capitalize on and preserve the beauty of the Raquette River and our unique historical character to create a vibrant downtown that will brand our community, serve our residents and invite visitors.
- Elevate state and national recognition of the Village as a distinctive place to live, work, study and play."⁷

Attached as Exhibit 15 are relevant excerpts from Potsdam's "2012-2022 Comprehensive Plan."

The Village Board working in concert with the Village Planning Board has undertaken two major code revisions to §180 – Zoning. These include:

- The revision of land use definitions, permitted and special uses that more accurately reflect contemporary zoning law, promotes Smart Growth, includes Historic Preservation Standards and Guidelines for the Market Street Historic Preservation District; and, advances Complete Streets.
- Potsdam's zoning code did not anticipate the widespread popularity of residential and commercial solar installations. A streamlined local law was adopted by the Village Board of Trustees in 2017 specifically permitting the installation of solar collectors as a standard use in Potsdam's residential neighborhoods and a special use subject to site plan review in all others. Potsdam has taken a small step toward reducing its carbon footprint and provided an opportunity for residents and businesses to reduce their electric utility costs.

Potsdam's "Downtown and Waterfront Revitalization Plan" calls for a number of specific projects to enhance the quality of life enjoyed by Village residents, students and visitors to the community. The streetscape enhancements, the Riverwalk, and whitewater park are included as major public improvements in this proposal. A list of the plan's high priority, short-term projects is attached as Exhibit 16. Several of these include:

- Design of a downtown branding and marketing strategy including a logo, slogan, palette, web-design (including a mobile app.) and print materials. In addition to Village use, these would be made available to the Chamber of Commerce and Focus Area businesses for use in their advertising efforts. The development and installation of enhanced downtown wayfinding signage using the new logo, slogan and palette.

⁷ "The 2012-2022 Comprehensive Plan," Village of Potsdam, NY, January, 2013, page 2.

- Develop and promote new downtown festivals and events in concert with community-based organizations, the Chamber of Commerce, universities and hospitals. These new events would augment those successful annual events including: Summer Fest, Ives Park Concert Series, Fright Night and the Rag-a-Muffin Parade (Halloween events), and First Saturday, an introduction to Downtown Potsdam for incoming and returning university students and SUNY Potsdam’s LOKO Festival of Arts.



Potsdam takes great pride in the fact that it is a pedestrian and bicycle friendly community. Potsdam is a small town and accordingly, it is easy to travel through it by foot or bike. The fact that residents value this facet of community life is reflected in its adopted “*Complete Streets Policy*” and by the capital investments undertaken in support of the policy, including:

- The development of design development documents and a preliminary cost opinion for the Downtown Streetscape Enhancement Project paid for in part by a NYS Department of State Local Waterfront Revitalization Program grant (C1000251) and Village match. The proposed plan implements Potsdam’s Complete Streets vision.
- The construction of the Ives Park Promenade and Riverwalk funded in part by the Local Waterfront Revitalization Program (C0007141) along the east bank of the Raquette River connecting downtown Potsdam to residential neighborhoods and the SUNY Potsdam campus located on the south side of the Village of Potsdam.
- The construction of new sidewalks, shared roadways and dedicated bicycle lanes developed through a \$1.4 million grant through the U.S. Department of Transportations’ American Recovery and Reinvestment Act. Force labor and equipment for much of the sidewalk construction was provided on an in-kind basis by Potsdam.
- Using NYS Department of Health grant funding secured through the St. Lawrence County Health Department, Potsdam rehabilitated 20 sidewalk curb cuts to ensure that each was ADA complaint; and, will install a pedestrian controlled traffic signal at school crosswalk along one of Potsdam’s busiest state highways.
- Clarkson University’s construction of the Munter Trail along the west bank of the Raquette. The Munter Trail is a naturalized pathway that is open to the public, linking downtown Potsdam to the university’s hill campus and Bayside Cemetery located on the southern edge of the Village.
- Potsdam places great value on access to the Raquette River. Potsdam has installed a popular ADA compliant canoe/kayak launching dock in Ives Park (C0007141) providing access to the Potsdam hydro impoundment, an area described as a “pocket wilderness” by the DEC’s canoe guide to the Raquette River.
- Potsdam developed a canoe/kayak portage trail eliminating the last man-made barrier to paddling on the 174-mile long Raquette River. The portage trail provides a link between the Potsdam and Sissonville hydro impoundments and the beach and kayak launch at Sandstoner Park.

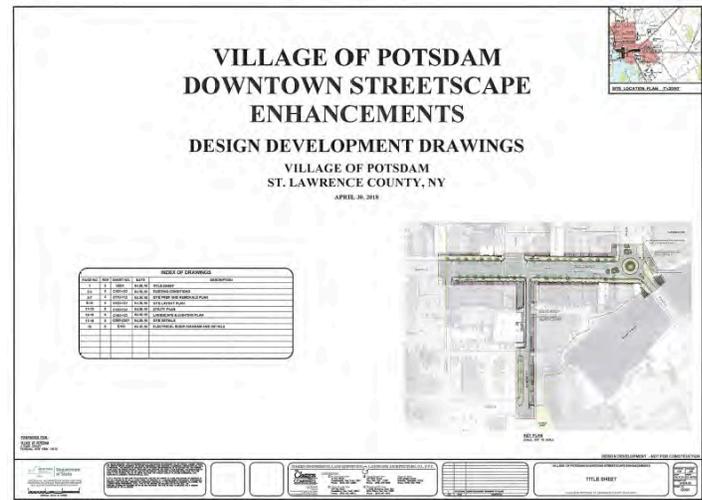
Attached as Exhibit 17 is Potsdam’s “Complete Streets Policy”; attached as Exhibit 18 is Potsdam’s paddler’s map that provides information for the paddler’s route on the Raquette River from Potsdam to the Village of Norwood.

In its DRI nomination bid, Potsdam proposes several specific activities that will enhance the quality of life for its residents, provide visitors with a high-quality experience and function as a recruiting tool for Potsdam’s universities and hospital. These projects include:

- Downtown branding and wayfinding signage and kiosks.
- The Downtown/Streetscape Enhancement Project targeting the Market Street National Register District encompassing Market and Raymond Street. and Garner Park. The project will make pedestrian crosswalk improvements, install new sidewalks, install new LED street lighting, green stormwater management facilities, plant street trees and install new street furnishing. Pedestrian access to the North Country Children’s Museum and St. Lawrence County Arts Council located next door to one another on Raymond Street will be improved with the installation of new sidewalks and LED lighting.
- The development of the Downtown Riverwalk Trail that will follow the Raquette River through downtown and provide an attractive recreational amenity linking to Clarkson University’s Munter Trail and the Ives Park Promenade and Riverwalk leading to SUNY Potsdam’s campus.
- The development of a downtown Whitewater Park as 1 of 3 experience-based whitewater paddling venues proposed for development in the Towns of Colton, Canton and Potsdam. The St. Lawrence Whitewater Park will be branded and marketed as a single park with beginner (Potsdam), intermediate (Canton) and expert-extreme (Colton) venues.
- Potsdam will provide owners of landmark downtown properties with façade and building renovation assistance to help preserve these for future generations and to advance Potsdam’s pride of place.

Attached as Exhibits 19, 20, and 21 are design development and schematic plans and cost estimates for the streetscape enhancement, Riverwalk and whitewater park projects.

The Village of Potsdam has taken the NYS Climate Smart Communities Pledge and formed a joint Town Task Force to develop its Climate Smart Communities Action Plan. Volunteer members of the Task Force, Clarkson University honors student interns and Village staff are studying a wide range of topics to be included in a Climate Smart Community Action Plan. It is anticipated that the Potsdam Climate Smart Communities Task Force will submit CFA proposals for the Climate Smart Communities Grant Program in 2019.



Section 6: Public Support for the 2019 DRI Nomination Proposal

Potsdam received 86 letters in support of the 2019 DRI nomination proposal from Village residents, students, business and commercial property owners, community leaders, SUNY Potsdam, Clarkson University, St. Lawrence Health Systems and elected officials. These letters are attached as Exhibit 1. Sixty-six people executed a sign-on letter in support of the proposal that were collected at public events, these are attached as Exhibit 2. Collectively these provide a clear and unequivocal statement of public support for the DRI.



Clarkson™



St. Lawrence
Health System

Canton-Potsdam Hospital

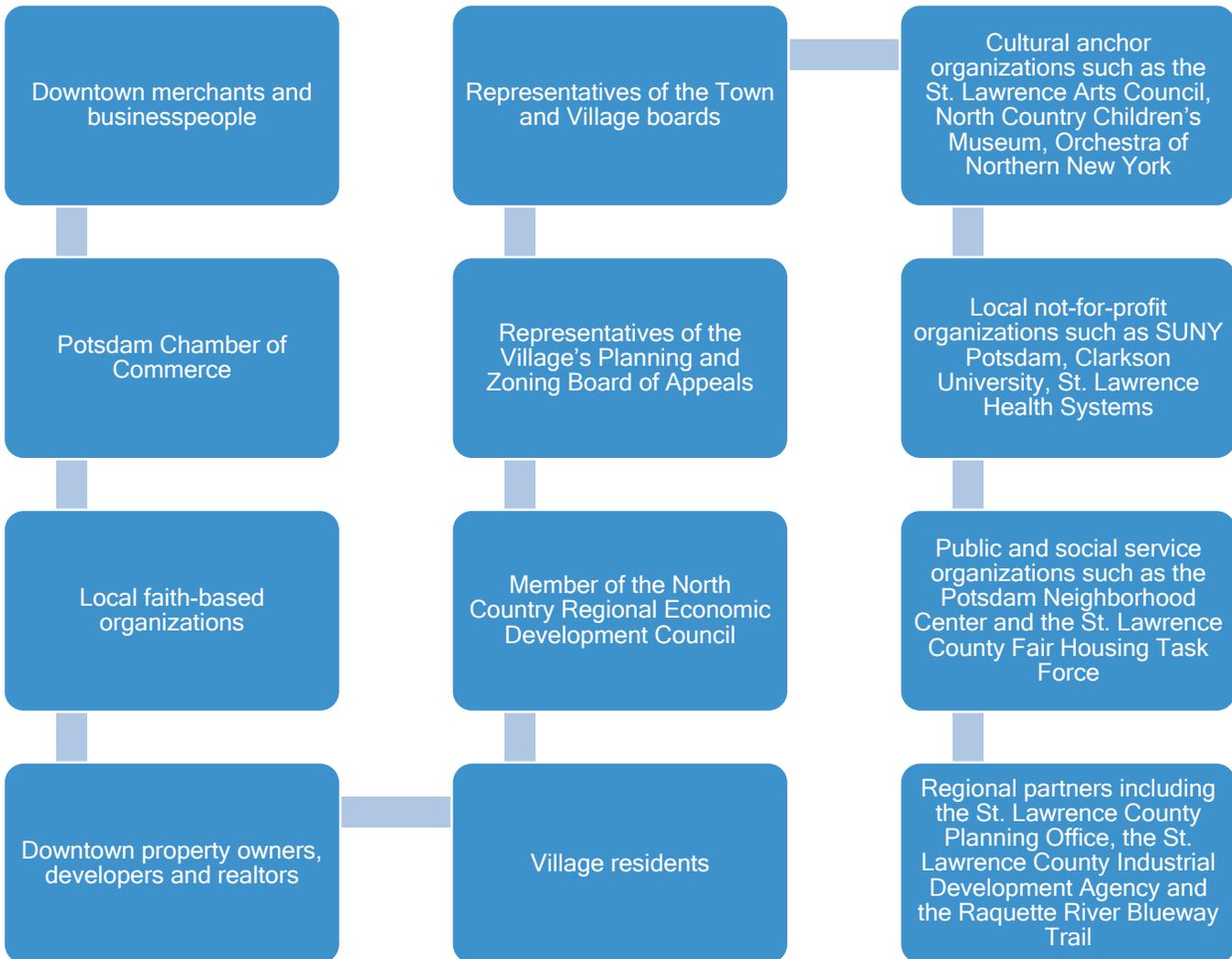
Potsdam actively solicited input from Village residents, the local business community and stakeholders.

Potsdam's proposal rests on the foundation provided by its "2012-2022 Comprehensive Plan," the "2012 Downtown and Waterfront Revitalization Plan" and its "Complete Streets Policy." These plans were carefully crafted by working groups comprised of Village residents, members of its planning and zoning boards and stakeholders such as the Town of Potsdam, the Potsdam Chamber of Commerce, the hospital and universities. The plans were thoughtfully drafted, released for public review and comment and were ultimately adopted by the Village Board of Trustees to guide new development.

- **April 2019** – The Director of Planning and Development conducted a survey of 15 downtown businesses and property owners to review the 2018 DRI submission, determine if there was still support for a 2019 DRI submission; and solicit input on projects that should be included in a 2019 submission. The survey found that there remains strong support among downtown property and businesses for a 2019 proposal. The top 5 shared priorities included: streetscape enhancement, promotion of the arts and culture, building renovation and historic preservation, outdoor recreation, branding and small business recruiting and assistance. Potsdam has included each of these priorities in its DRI nomination proposal.
- **May 2** – The Village Administrator and Director of Planning and Development met with business and property owners on Raymond Street to solicit input on streetscape and infrastructure needs (streetlighting, parking, electric vehicle charging stations).
- **May 7** – The Director of Planning and Development presented a draft workplan for the 2019 DRI submission and sought public comments. Eight representatives of the business community and universities attended the meeting. A copy of news articles from "North Country This Week" and the "Watertown Daily Times" notifying the public of the meeting is attached as Exhibit 22.
- **May 16** – The Director of Planning and Development made a presentation to the business community at the Potsdam Chamber of Commerce's annual spring luncheon. Twenty-five local business people in attendance executed a sign-on letter of support in support of the 2019 DRI submission.
- **May 18** – The Director of Planning and Development conducted a pre-application workshop at Jernabi's Coffeehouse that was attended by 5 residents who executed a sign-on letter in support of the Potsdam's application.
- **May 20** – The Mayor and Director of Planning held a final public information meeting at the Village of Potsdam Civic Center that was attended by 5 Town and Village residents who executed a sign-on letter.
- **May 22** – The Mayor held a Downtown Outdoor Rally at the Ives Park Gazebo in his final push to engage the public in the development of its DRI nomination proposal. Thirty-five people attended the rally and 32 executed a sign on letter in support of the project. Attached as Exhibit 23 is an article from "North Country This Week" covering the event.
- **May 22** – The Village of Potsdam's DRI nomination proposal was covered in a front page, top of the fold article in "North Country This Week" providing information on the Village's proposal to the community. The article is attached as Exhibit 24.

Implementation Team

Potsdam’s residents and stakeholders have shown their willingness to volunteer on advisory boards and committees and many have worked conscientiously on long-term planning committees such as the Comprehensive Planning Committee, the Local Waterfront Revitalization Committee and most recently the Climate Smart Communities Task Force. If selected as the 2019 DRI awardee, the Mayor will appoint a DRI Planning Committee that will be diverse and reflective of the whole community. The committee’s lead person is Potsdam Mayor, Reinhold J. Tischler.



Section 7: Transformative Opportunities

Through its 2019 DRI nomination proposal, the Village of Potsdam aspires to transform the DRI Focus Area to a mixed-use neighborhood with a strong and unique sense of place, one that is home to traditional “Main Street” businesses and clean technology companies that lead the market in renewable energy conservation/production and environmental science. A downtown that has an active arts and cultural scene that appeals to a highly diverse population of long-time residents, newcomers, students and visitors. A place where a decent return on investment of hard-won resources is possible. In short, a downtown that Potsdamers can be proud to call home and share with the world.

Potsdam’s DRI Focus Area is of sufficient size to offer the critical mass of mixed-use facilities and services needed to support a vibrant and vital, year-round central business district, while at the same time being compact enough that a revitalization effort will be impactful and transformative.

DRI Program Goals

Potsdam’s proposal for DRI assistance is wholly consistent with the DRI program goals as well as the vision statements put forth by the North Country Regional Economic Development Council as outlined below:

- The Village of Potsdam will continue its efforts to develop downtown as a place that encourages passive and active outdoor recreation, preserves its rich architectural heritage and is the North Country’s center for the arts, entertainment and education. Combined, these attributes have and will continue to develop Potsdam’s sense of place.
- Potsdam is committed to assist new and expanding businesses and to facilitate businesses transition from owners wish to retire and aspiring entrepreneurs. Potsdam proposes to provide owners of mixed-use or commercial properties with assistance for building and façade renovation, assist traditional Main Street businesses through its incubator program; and, foster its emerging light manufacturing/clean technology companies in the Shipley Center of Innovation’s Clarkson Small Business Incubator.
- Potsdam has long been the center for arts and culture in Northern New York. By assisting the North Country Children’s Museum, the St. Lawrence County Arts Council and the Vecino Group’s restoration of the Old Snell Hall Theater, Potsdam will solidify its standing as a leader in the arts and culture in Northern New York State.
- Given its distinction as a center for higher education and health care, Potsdam provides a broad range of housing options for the community’s diverse population including: affordable housing options for lower income households, elderly and disabled people, university students, faculty and staff and health care professionals. Seventy percent of Potsdam’s housing stock is renter-occupied, and those residents mirrors the character of the community.
- In addition to growing Potsdam’s real property tax base, it is anticipated that through adaptive re-use projects such as The Quarry Project and building renovations that the Village’s tax base will be stabilized and preserved.
- The Streetscape Enhancement Project, Downtown Riverwalk and the St. Lawrence Whitewater Park are intended to attract residents and visitors downtown providing a positive and memorable experience. Moreover, the development of downtown cultural anchors including the Old Snell Theater, the Arts Council and North Country Children’s Museum will provide unique visitor experiences.

Consistency with the North Country Regional Economic Development Strategy

- Potsdam’s DRI proposal includes the provision of grant assistance to light manufacturing companies located in the DRI Focus area, principally on Clarkson University’s downtown campus as well as the adaptive reuse and renovation of vacant academic buildings for use as light manufacturing and incubator space. These investments in Potsdam’s unique Knowledge-Based/Clean Technology industry cluster will ***‘energize the community by building on manufacturing growth in the transit equipment, energy and environmental remediation industries.’***
- Through its Virtual Incubator, the Light Manufacturing/Clean-Tech Grant Program as well as its building façade and renovation programs, Potsdam will: ***“attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.”*** Potsdam’s approach to small business assistance targets both traditional “Main Street” businesses and new and emerging technology companies.
- Through its Streetscape Enhancement Project, Downtown Riverwalk, St. Lawrence Whitewater Park, small business start-up, expansion and acquisition efforts and the proposed renovation of the North Country Children’s Museum, the Arts Council and the Old Snell Theater, Potsdam will ***‘activate tourism to diversify its economy and attract private investment. Additionally, it will result in Potsdam being recognized as the place to live, work, study, play and visit.’***



Potsdam has organized its 2019 DRI submission using four broad themes:

REVITALIZE!

REBUILD!

REBOUND!

REJOICE!



REVITALIZE!

The key to revitalizing Downtown Potsdam is ensuring that it retains its strong sense of place developed over the 200-year history of the community, while ensuring that it functions as a modern 21st century civic and commercial center. Potsdam proposes the following revitalization activities:

Project	Estimated Cost	Project Description
Downtown Streetscape Enhancement	\$3,264,675	Revitalize the Market Street National Historic Register District, including installation of: new sidewalks, LED streetlighting, stormwater management facilities, electric vehicle charging stations, kiosks, wayfinding signage, banners and street furniture.
Downtown Riverwalk Trail	\$1,668,500	Construction of a multi-modal trail along the downtown shoreline of the Raquette River including: trail facilities, LED streetlighting, benches, picnic tables, bike racks, public art installations and wayfinding signage.

Total \$ 4,933,175



REBUILD!

Downtown Potsdam and especially the Market Street National Historic Register District and Clarkson University's Downtown Campus retain their unique 19th and early 20th century architectural heritage that creates a unique sense of place and an environment conducive to 21st century commercial activity. To rebuild, Potsdam proposes the following activities:

Project	Estimated Cost	Project Description
<i>Building Renovation Project: The provision of matching grants for the substantial renovation of mixed-use and commercial buildings including primary structural and secondary systems (roofing, electrical, plumbing, HVAC, windows/doors, energy conservation, life safety, interior/exterior finishes, commercial storefronts and façade repair.</i>		
The Clarkson Inn Renovation Project	\$600,000	Renovation of the lobby, guest services center, and exterior signage.
The Bagelry Renovation Project	TBD	Renovation of the ground floor commercial space including floor structure below bakery, electrical, plumbing, restroom facilities, interior finish area façade repair.
Maple Run Emporium Renovation Project	\$62,800	Build-out of the basement to provide finished space for a workshop, internet sales fulfillment space, storage and mechanicals.
Congdon Hall Adaptive Re-Use Project	\$6,000,000	Gut rehabilitation of a vacant, dilapidated building on the Clarkson University Downtown Campus for mixed occupancy and light manufacturing. To be managed by the Shipley Center for Innovation.
Damon Hall 3 rd Floor Renovation	\$1,600,000	Renovation of the 3 rd floor of Damon Hall including a freight elevator to be occupied by LCDrives' 20" motor manufacturing line.
Liberal Studies Building Renovation Project	\$800,000	Renovation of the vacant Liberal Studies Building to house Clarkson University's new Health Sciences Graduate Study Program.
Ducted Wind Turbine International	\$150,000	Installation of a small commercial wind turbine that will generate sufficient power to light and power Ives Park and the Gazebo.
EAT Shawarma	\$110,000	Development of a Lebanese restaurant in Downtown Potsdam.
5-7 Market Street, Maxfield's Restaurant	\$161,530	Renovation, installation of ADA compliant restrooms and flood proofing of one of Potsdam's fine dining establishments.
17 Market Street	\$231,429	Renovation to include substantial masonry repointing and repair work, replacement of the building's EPDM roofing and commercial storefront renovations to include replacement of insulated plate glass windows.
Tactics (Life Adventure and Escape Games)	\$230,000	Renovation of the 3 rd floor of 5 Market Street to develop new escape rooms, conference room for corporate customers using Tactics for team building exercises and ADA compliant restroom facilities.
51-53 Market Street	\$175,237	Replacement of EPDM roofing, install new windows suitable for installation in a National Register listed building.
55-57 Market Street	\$175,237	Replacement of EPDM roofing install new windows suitable for installation in a National Register listed building.
25 Market Street	\$80,584	Replace the building's EPDM roofing.
1 Constitution Street	\$69,058	Replace kitchen roof, new LED exterior lighting.

Total \$ 10,445,875

REBOUND!

Potsdam proposes to provide DRI grant assistance to be matched by the investment of leveraged public and/or private resources. Key to Potsdam rebounding from a lack of new business investment and job creation for a diversely skilled workforce, Potsdam intends to assist traditional “Main Street” business start-up and retention and to build on the burgeoning Knowledge-Based Industry Cluster [principally found on the Clarkson University Downtown Campus]. Potsdam proposes the following:

Project	Estimated Cost	Project Description
Downtown Branding Campaign	\$5,175	Develop a brand promise, tagline, palette, and logo to be used in print and digital advertising, stationery, wayfinding signage, banners.
The Virtual Incubator	\$500,000	Creation of a small business incubator to assist traditional Main Street businesses to start-up, expand or acquire a new business. Assistance will include technical assistance and training, a 3-year rent supplement, \$5,000 quick-start grant for start-up expenses and access to Potsdam’s micro-enterprise loan program.
The Light Manufacturing/Clean Tech Grant Program	\$2,090,000	Provision of match grant assistance to knowledge-based and light manufacturing firms located in the DRI Focus Area to accelerate company growth and move them into production thereby creating well-paying manufacturing or professional employment opportunities.

Total \$ 2,595,175



REJOICE!

Potsdam enjoys the reputation of being the center for arts and education in Northern New York. SUNY Potsdam was founded in 1816 as the St. Lawrence Academy. SUNY Potsdam is home to famed Crane School of Music. Among the oldest music schools in the United States, the Crane School has the reputation of educating professional vocalists, musicians and music educators. To celebrate its prominence as a center for the arts, culture, education and outdoor recreation, Potsdam proposes the following:

Project	Estimated Cost	Project Description
North Country Children’s Museum	\$1,326,686	Renovation of the 2 nd floor of the Children’s Museum located at 10 Raymond Street for new interactive exhibit space, multi-use space, office, restroom facilities and elevator.
St. Lawrence County Arts Council	\$500,000	Acquisition and renovation of 6-8 Raymond Street as the new headquarters of the Arts Council, offering a retail store for locally produced works of art, classrooms for programming, galleries, performance space, office and conference room. The building contains a commercial rental space that is fully occupied and generates rental income.
Old Snell Theater Renovation Project	\$2,500,000	Fit out for a 500-seat theater and performing arts venue as part of the \$26 million Old Snell Hall Adaptive Re-use Project. Work to include seating, installation of a grid, lighting, dimmers, sound systems and soft goods.
St. Lawrence Whitewater Park	\$2,543,862	Construction of the first 2 phases of the St. Lawrence Whitewater Park located in the DRI Focus Area. The facility would be a canoe/kayak park suitable for beginner to intermediate paddlers.

Total \$ 6,870,548



Section 8: Administrative Capacity

The Village of Potsdam has a small but highly skilled staff that will be tasked with the administration and implementation of the DRI projects, including the following staff. Staff résumés are attached as Exhibit 25.

Village Administrator
Gregory Thompson

Village Clerk/Treasurer
Lori S. Queor

Director of Planning and Development
Frederick J. Hanss

Superintendent of Public Works
James Corbett

Code Enforcement Officer
Lisa Newby

Potsdam is destined for greatness.

The Village of Potsdam proposes to undertake a wide range of projects designed to preserve Potsdam's historic assets including its rich architectural heritage, and its tradition of providing a welcoming location for a new business enterprise.

The \$10 million in DRI assistance sought will have a transformative effect on downtown Potsdam, the Village as a whole and rural St. Lawrence County. It will also leverage an estimated \$14,614,733 million in new public and private investment for public infrastructure, historic preservation, small business start-up, support the community's growing knowledge-based industrial sector, provide a modern and inviting environment for STEAM education, the arts and outdoor recreation.

Attached in Section 9 are detailed and specific descriptions of each of the projects cited above.

Section 9: Other

Potsdam proposes a number of projects that collectively will have a transformational impact on the Town and Village of Potsdam and St. Lawrence County. Information on each project area is presented as follows:

REVITALIZE!

While downtown Potsdam has a strong sense of place that has developed organically over the last 200 years, it needs a major make-over! In the late 1970's and early 1980's a series of block fires caused Potsdam to reevaluate its commitment to Urban Renewal. Rather than demolish, Potsdam and its downtown property owners opted to re-build setting the course for Potsdam's nearly 40 years of downtown revitalization.

Potsdam's early downtown revitalization efforts crafted the downtown core that exists today. Municipal parking lots were developed, roadway wayfinding signage and banners were installed. Over the last 40 years, Potsdam has maintained this investment and made small changes including construction of a gazebo in Ives Park, installation of brick pavers along Elm Street and the replacement of trees.

In the late 2000's Potsdam began to look at its downtown waterfront and recognized that it had a diamond in the rough. Luckily, Potsdam was able to secure several grants through the Department of State's Local Waterfront Revitalization Program (LWRP) to develop its "2012 Downtown and Waterfront Revitalization Plan" and began working to implement priority projects that were called-out in the plan. Included in Potsdam's downtown and waterfront plan are two activities designed to revitalize downtown and create a strong sense of place for the next 40 years. These include:

The Downtown Streetscape Enhancement Project

Using LWRP grant assistance and local match, the Village prepared a plan for a comprehensive streetscape enhancement project targeting the Market Street National Historic Register District which encompasses Market Street from the intersection with Depot Street to the intersection with Main and Maple Streets and Raymond Street from the intersection with Market to its terminus at Garner Park and Sandstoner Drive. A map of the National Historic Register District is attached as Exhibit 6.

Total project costs for the Streetscape Enhancement Project are \$3,264,675 and include the following tasks:

- The installation of new sidewalks with decorative stamped bands at the curb and façade lines.
- The installation of pedestrian safety measures including realignment of intersections at the corner of Market, Raymond and Elm Streets, painting areas of refuge at the intersection and installing removable bollards.
- The installation of new energy efficient LED streetlighting to match existing streetlights installed in Ives Park and on the Maple Street Bridges.
- Installation of bio-retention boxes to filter and slow the release of stormwater from sidewalks and roadways. Hydrophilic plants will be planted in the boxes to provide greenery at the sidewalk level.
- A fast charge electric vehicle charging station will be installed at the Raymond Street South municipal parking lot that will benefit residents and visitors to the North Country Children's Museum and the St. Lawrence County Arts Council.
- New wayfinding signage, information kiosks, banners and street furniture will also be installed.

A set of design development documents has been prepared for this project. It will be necessary to develop bid and construction documents as the next step in the development process; the project is largely shovel-ready. A copy of the design development documents for the project as well as information from the schematic design public working session is attached as Exhibit 19.

The Downtown Riverwalk Trail

Using LWRP planning grant assistance, Potsdam's LWRP planning committee imagined a multi-modal trail that would circumnavigate downtown largely along the shoreline of the Raquette River. Ultimately, a concept plan and preliminary cost opinion were developed for trail that would offer the following:

- A year-round pedestrian and bicycle trail that would make use of land already owned by the Village of Potsdam, within its right-of-way and includes the need to acquire 2 right-of-ways from private landowners. The trail would directly connect to Clarkson University's Munter Trail that follows the west shore of the Raquette from downtown to the southern edge of the Village at Bayside Cemetery and the Ives Park Riverwalk that follows the east shore through Ives Park and thence to SUNY Potsdam's campus.
- The installation of LED streetlighting to enhance safety and security of those using the trail.
- The installation of benches, picnic tables, bicycle racks, public art installations and wayfinding signage.



Total project costs are estimated to be \$ 1,666,500. A copy of the concept plan and preliminary cost estimates are attached as Exhibit 20.

DRI Goals Addressed:

- "Creation of an active, desirable downtown with a strong sense of place."
- "Enhancement of public spaces."
- "Attraction of a diverse population."
- "Providing amenities that support and enhance downtown living and quality of life."



REBUILD!

To preserve downtown's unique architectural heritage and commercial viability, Potsdam proposes to provide matching grant assistance for the moderate to substantial rehabilitation of mixed-use, commercial and former academic buildings located within the Focus Area. Potsdam proposes to provide dollar for dollar matching grants up to \$400,000 for structural repairs, masonry repair/repainting, and secondary systems, such as roofing, commercial storefront rehabilitation, windows/doors, electrical, plumbing, HVAC, energy conservation systems and interior/exterior finishes. Light industrial, commercial and residential renovation work will be eligible for assistance.

As previously noted, 14 building owners are on the waiting list for renovation assistance or have submitted a letter of intent to participate in the DRI. All of the properties proposed for renovation are visually prominent within the Focus Area and eleven are either listed or eligible for listing on the National Register of Historic Places. It is estimated that this component of the DRI project will total \$10,215,875.

Applications and letters of intent area attached as Exhibit 26.

DRI Goals Addressed:

- “Creation of an active, desirable downtown with a strong sense of place.”
- “Attraction of new businesses (including “Main Street” businesses) that create a robust mix of shopping, dining, entertainment and service options for residents and visitors and that provide job opportunities for a variety of skills and salaries.”
- “Enhancement of public spaces for arts and cultural events that serve existing members of the community, but also draw in attendees from around the region.” Rebecca Weld, owner of Renew Architecture noted in her survey response ‘that a building façade is part of the streetscape.’
- “Attraction of a diverse population.” Residential rehabilitation of mixed-use buildings containing residential apartments will be strongly encouraged through the DRI.
- “Growing the local property tax base.”

REBOUND!

Potsdam proposes to provide DRI grant assistance to be matched by the investment of leveraged public and/or private resources. Potsdam intends to assist traditional “Main Street” business start-up and retention and to build on the burgeoning Knowledge-Based Industry Cluster principally found on the Clarkson University Downtown Campus to jumpstart new business investment and build a diversely skilled workforce. Potsdam proposes the following:

The Downtown Branding Campaign

Potsdam will launch a branding campaign at its own expense to better promote downtown Potsdam across different marketing platforms. Potsdam will develop a brand promise, logo, tagline and palette that will be used for: print and digital advertising, stationery, wayfinding and directional signage downtown, and seasonal banners. The brand will be made available for use by the Town of Potsdam, the Potsdam Chamber of Commerce and downtown businesses in their advertising and promotions. A proposal from Clever Toad and Idle Minds to develop a branding campaign is attached. The advisory bid provided by the consultants totals \$5,175. Potsdam will pay for this element of the project entirely with its own budgeted funds. Attached as Exhibit 27 is a duplicate of Clever Toad and Idle Mind’s advisory bid.

The Virtual Incubator

To assist traditional “Main Street” businesses become established downtown, Potsdam proposes to launch a “Virtual Incubator” that will provide technical assistance and financial support to entrepreneurs wishing to start-up a new business, move from a home workshop or critically to purchase an existing business from an owner wishing to retire. By providing this assistance, Potsdam anticipates that it will be able to maintain Potsdam’s prominence as the retail and commercial heart of St. Lawrence County. The Virtual Incubator will provide the following key benefits to entrepreneurs:

- Technical assistance including one-on-one technical assistance and small group training for entrepreneurs participating in the incubator. Participation in training will be a requirement for any business receiving incubator assistance. Potsdam will partner with the SUNY Canton Small Business Development Center, the Adirondack Economic Development Corporation and the Adirondack North Country Association who provide assistance to businesses transitioning ownership of established firms downtown.
- Provide step lease rental assistance for a three-year period that would permit an entrepreneur to enter to downtown market at an affordable level that would increase as the business became established. This element of the program will benefit the entrepreneur and additionally, a downtown building owner who may have a longer-term retail or commercial vacancy.
- Offer a \$5,000 quick-start grant to assist the entrepreneur in meeting the costs of such things as: working capital, furnishing, fixtures and equipment, inventory, point of sale system, advertising and signage.
- Access to Potsdam’s Micro-Enterprise Revolving Loan Fund and its Growth Fund administered by the Adirondack Economic Development Corporation.

Letters of intent from the Small Business Development Center, Adirondack Economic Development Corporation, the Adirondack Economic Development Corporation and the Adirondack North Country Association are attached as Exhibit 28. Attached as Exhibit 29 is a letter of intent to participate from Andrew Thomas Studios, a ceramic and mixed media studio that wishes to open a community-oriented creative space and ceramic classes as well as an artist’s workshop and sales room. The total estimated cost of this component of the project is \$500,000.

The Light Manufacturing/Clean Tech Grant Program

Unlike most downtown areas in Northern New York, Potsdam has a small but growing knowledge-based industry cluster largely located on Clarkson University's Downtown Campus. The Shipley Center for Innovation operates the university's small business incubator that helps university faculty, students and people from the wider community start-up a wide range of businesses from the design of computer software and applications, to manufacturing efficient electric motors, commercial scale wind turbines and equipment for environmental remediation. At present, the university's incubator is host to 23 firms employing 50 people.

Potsdam proposes to provide a dollar for dollar matched DRI grant up to \$400,000 to firms that are ready to make the transition from research and development to manufacturing or software release. LCDrives and Ducted Turbine International are the types of firms that are positioned to transition from early stage product development to manufacturing and job creation. This component of the project is estimated to cost \$2,090,000.

Attached as Exhibit 30 are Letters of Intent submitted by LCDrives, Ducted Turbines International, Terrapparel, DMax Plasma and Project Vū.

DRI Goals Addressed:

- "Creation of an active, desirable downtown with a strong sense of place."
- "Attraction of new businesses (including "Main Street" businesses) that create a robust mix of shopping, dining, entertainment and service options for residents and visitors, and that provide job opportunities for a variety of skills and salaries."
- "Attraction of a diverse population, with residents and workers supported by complementary diverse housing and employment options."
- "Growing the local property tax base."

REJOICE!

The Village of Potsdam is the center for arts and culture in Northern New York. With the internationally acclaimed Crane School Music, the school of performing arts and a robust local arts community, Potsdam already has many of the attributes critical to supporting a rich cultural environment for residents and visitors to the community.

The North Country Children’s Museum that opened in June of 2018 has attracted over 15,000 visitors to its STEAM oriented museum. The St. Lawrence County Arts Council has committed to acquire and renovate a building located next door to the Children’s Museum as its headquarters. The Arts Council will offer arts related programming, performance space, a museum shop and an office suite. The location of the Museum and the Arts Council on Raymond Street will create an arts cluster on the west side of the Focus Area. On east side of the Focus Area, the Vecino Group proposes to renovate the Old Snell Hall Theater as a large performing arts space that will be able to accommodate headline music, comedy and theater productions. Collectively, these investments will enhance Potsdam’s position as the North Country’s prominence as a center for the arts and culture. This component of the DRI project is estimated to cost \$4,326,686.

Attached as Exhibit 31 are letters of intent to participate in the DRI from the North Country Children’s Museum, the St. Lawrence County Arts Council and the Vecino Group.

Potsdam also places value on its outdoor recreational opportunities. As noted, Potsdam has four downtown waterfront parks in addition to the Sandstoner Park where the Village maintains an ice arena, swimming beach, picnicking facilities, playground and ballfields. Recreational use of the Raquette River is the common thread among all of the community’s parks and open spaces. Flat water paddlers enjoy both the Potsdam and Sissonville hydro-electric development and walking trails are found south of the Maple Street bridges in Ives Park and Clarkson University’s Munter Trail.

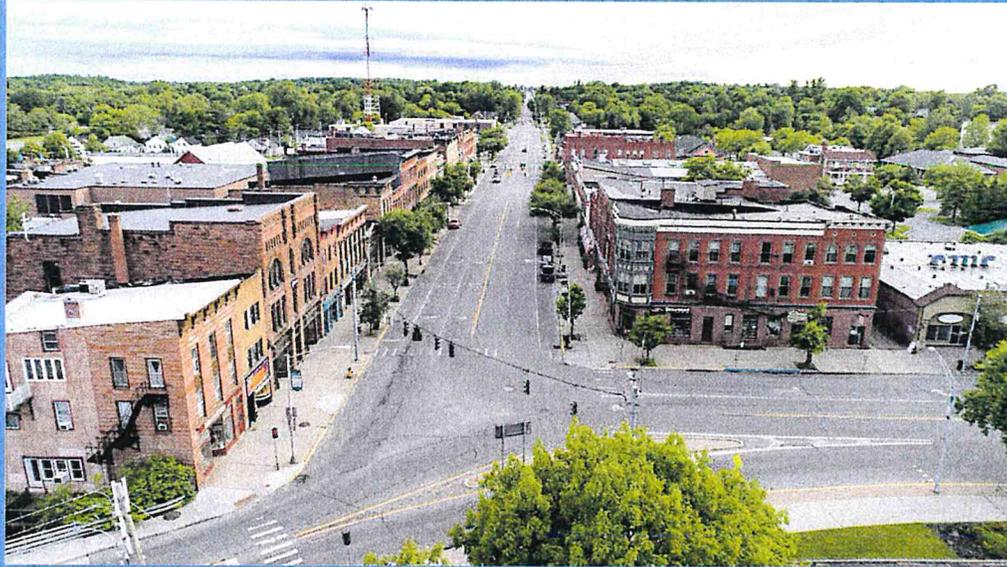
Potsdam proposes to develop and construct the first two phases of the St. Lawrence Whitewater Park to be located in downtown with free public access from Fall Island and Garner Parks. Using a previous Local Waterfront Revitalization Program Grant, Potsdam partnered with the Towns of Colton and Canton to commission an economic and engineering feasibility assessment for the development of three experience-based whitewater kayak parks. The study concluded that the proposed project was both economically and technically sound. The whitewater park proposed by Potsdam would be accessible to beginner to intermediate paddlers. The estimated project cost is \$2,543,862. Attached as Exhibit 21 are concept plans and a preliminary cost estimate for the project.

DRI Goals Addressed:

- “Creation of an active, desirable downtown with a strong sense of place.”
- “Attraction of new businesses (including “Main Street” businesses), that create a robust mix of shopping, dining, entertainment and service options for residents and visitors, and that provide job opportunities for a variety of skills and salaries.”
- “Enhancement of public spaces for arts and cultural events that serve the existing members of the community but also drawing attendees from around the region.”
- “Providing amenities that support and enhance downtown living and quality of life.”



Downtown Revitalization Application - Exhibits



REVITALIZE

Retains a strong sense of place developed over the history of the community, while ensuring that it functions as a modern 21st century civic and commercial center.

REBUILD

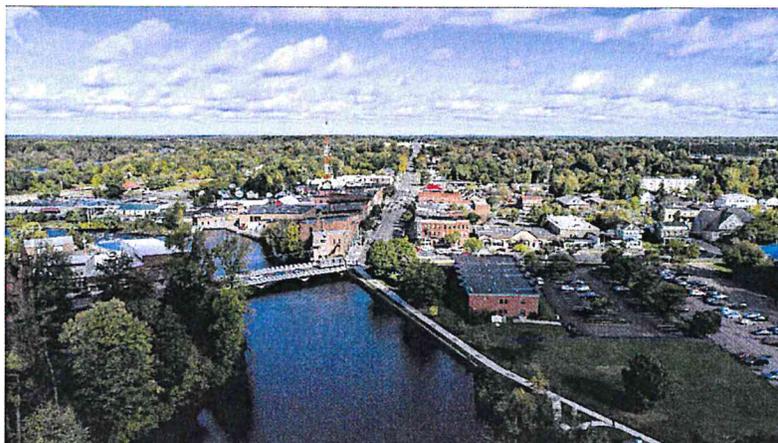
Retains unique 19th and early 20th century architectural heritage that creates a unique sense of place and an environment conducive to 21st century commercial activity.

REBOUND

Provide assistance to be matched by the investment of leveraged public and/or private resources.

REJOICE

Potsdam enjoys the reputation of being the center for arts and education in Northern New York.



Potsdam is pleased to share its transformational vision for downtown Potsdam with the North Country Regional Economic Development Council.

**2019 Downtown Revitalization Initiative
Nomination Proposal Exhibits**

Exhibit 1, Letters in Support of the Proposal

Exhibit 2, Sign-On Letters in Support of the Proposal

Exhibit 3, Focus Area Map and Narrative Description

Exhibit 4, Downtown Parklands Map

Exhibit 5, Village of Potsdam Zoning Map

Exhibit 6, Map of the Market Street National Historic Register District

Exhibit 7, Potsdam Empire Zone # 48 Map and Investment Zone # 1 Map

Exhibit 8, News Article from the "*Watertown Daily Times*" Reporting on the Allocation of Federal Low-Income Housing Tax Credits to the Quarry Project

Exhibit 9, News Article from "North Country Now" Reporting on LCDrives Receipt of \$15 Million in Series A Investment

Exhibit 10, Federal Opportunity Zone Map

Exhibit 11, Listing of Available Retail and Commercial Space and Available Land in the Focus Area

Exhibit 12, Potsdam Sandstone Walking Tour Brochure

Exhibit 13, Grocery District Map

Exhibit 14, Focus Area Walk-Time Map

Exhibit 15, Excerpts from the Village of Potsdam's "*2012-2022 Comprehensive Plan*"

Exhibit 16, Excerpts from the Village of Potsdam's "*2012 Downtown and Waterfront Revitalization Plan*"

Exhibit 17, Village of Potsdam "Complete Streets Policy"

Exhibit 18, Log Driver's Trail Canoe Map

Exhibit 19, Design Development Plan and Cost Estimate for the Market Street Streetscape Enhancement Project

Exhibit 20, Concept Plan and Cost Estimate for the Downtown Riverwalk Trail

Exhibit 21, St. Lawrence Whitewater Park Feasibility Study and Preliminary Cost Estimate.

Exhibit 22, News Articles from “*North Country This Week*” and the “*Watertown Daily Times*” Notifying the Public of Outreach Efforts.

Exhibit 23, News Articles from “*North Country This Week*” and the “*Watertown Daily Times*” on Village DRI Planning Workshop and Downtown Rally.

Exhibit 24, News Article from “*North Country This Week*” covering the Village of Potsdam’s DRI application.

Exhibit 25, Village of Potsdam Staff Résumés

Exhibit 26, Letters of Intent – REBUILD! – Downtown Building Renovation Program

Exhibit 27, Advisory Bid from Clever Toad and Idle Minds

Exhibit 28, Letters of Intent from the SUNY Canton Small Business Development Center, The Adirondack Economic Development Corporation and the Adirondack North Country Association.

Exhibit 29, Letter of Intent – REBOUND! – Virtual Incubator

Exhibit 30, Letters of Intent – REBOUND! – Light Manufacturing/Clean Technology Grant Program

Exhibit 31, Letters of Intent – REJOICE – Arts and Cultural Anchors

Exhibit 1

JOSEPH A. GRIFFO
SENATOR, 47TH DISTRICT
DEPUTY MINORITY LEADER



THE SENATE
STATE OF NEW YORK

ALBANY OFFICE:
ROOM 413
STATE CAPITOL
ALBANY, NEW YORK 12247
(518) 455-3334
FAX: (518) 426-6921

UTICA OFFICE:
207 GENESEE STREET
UTICA, NEW YORK 13501
(315) 793-9072
FAX: (315) 793-0296

EMAIL ADDRESS:
griffo@nyssenate.gov

May 21, 2019

The Hon. Reinhold J. Tischler, Mayor
Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, NY 13676

Dear Hon. Mayor Tischler:

I write in support of the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

Over the past three decades, the village, its private sector and university partners have worked diligently to develop downtown Potsdam. During this time, the community has rebuilt several historic downtown properties following block fires and natural disasters and has worked hard to increase the viability of downtown as a residential and retail hub — efforts which would benefit from funding through the DRI program.

I applaud the village and its residents for their efforts to work together to identify and develop a proposal with widespread community support, including a makeover of Potsdam's downtown streetscape; construction of a new pedestrian and bicycle trail along the river; an expansion of your successful facade program; creation of a "Virtual Downtown Business Incubator"; partnership with Clarkson to start-up or expansion of local businesses based on emerging technologies; and the development of Potsdam as a center for the arts, culture, learning and outdoor recreation.

I am pleased to support the Village of Potsdam's efforts.

Sincerely,

A handwritten signature in cursive script that reads "Joseph A. Griffo".

Joseph A. Griffo
Senator

20 Chestnut Street
Potsdam, NY, 13676
leeajhd@verizon.net

May 12, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

Over the last three decades, the Village and its private sector and university partners have worked diligently to develop downtown Potsdam as a singular place to live, work, study and play. During this time, the community has rebuilt its historic downtown properties following block fires and natural disasters. They developed four beautiful downtown waterfront parks on the Raquette River, invested in green energy and in the small business community. The impact of this public and private investment is clearly evident: Downtown Potsdam is a highly compact and pedestrian friendly residential neighborhood, has a vibrant and diverse food scene, is a center for retail and personal service outlets; and, is growing as a center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "*The Place to Live, Work, Study and Play*" in St. Lawrence County.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success!

Sincerely,

A handwritten signature in black ink, appearing to read 'Abby Lee', with a long horizontal flourish extending to the right.

Abby Lee

Sarah Lister
6510 State Highway 56
Potsdam, NY 13676
716-341-6007
sarah.lourdes.lister@gmail.com

Regarding: The Downtown Revitalization Initiative

To whom it may concern,

I am writing this letter in support of the Village of Potsdam's application to receive funds through the Downtown Revitalization Initiative.

I look forward to raising my daughter in Potsdam. I know the North Country has struggled, but I see hope all throughout our village and town. The North Country Children's Museum is an incredible asset, as are the recreation opportunities afforded by the Raquette River. With financial assistance and a clear strategy, I believe that Potsdam is poised to transform into a more lively, creative, and healthy community.

Everyone says that the best resource the North Country has is people. I love to imagine where these great people will take our community in the coming decade. This town is full of leaders who are willing to work hard to make their communities thrive.

Sincerely,

Sarah Lister
Councilman, Town of Potsdam

May 21, 2019

Dear Mr. Tischler,

I have lived in Potsdam my entire adult life. I have raised my children here and I now have a granddaughter who will grow up here. I am a committed member of this community.

I am a member of the newly opened Children's Museum. It is a wonderful asset to the entire region and brings many people to Potsdam. I know of their vision to expand and I will support them.

I am a member of our St. Lawrence Arts Council housed here in Potsdam. Artwork from different local artists is hung on the walls of the Town Hall for the community to enjoy. Classes and events are planned throughout the year. I know of their vision to expand and I will support them.

I am a member of the Potsdam Food Coop. It is the only food cooperative in St. Lawrence County and is open to all. I know of their vision to renovate and look for ways to better serve the community and I will support them.

I am a member of the Public Library. The resources they provide to the community are amazing in scope. I know of their vision to remodel their space and look for ways to better serve the community and I will support them.

I serve on the Chamber of Commerce Board. I chair the Town Gown Committee which puts representatives of the two universities, the hospital, the Town and Village governments, and the local business community at the same table to discuss issues concerning Potsdam. It is essential these three institutions attract professionals and students to live and work here. A downtown that is alive and thriving is key in doing this. All the places I mentioned above are in the downtown corridor.

I serve on the Town Board and am working on a Comprehensive Plan for the Town, knowing full well the benefit to our Town in having a vibrant downtown core in the Village.

I am not alone in thinking Potsdam is a great place to live. I am not alone in being an active member of my community. We are a place that will use the DRI state grant financing to leverage public and private money being invested in our community by the people who live here.

Respectfully,

Rose Rivezzi
Potsdam Village resident
Potsdam Town Deputy Supervisor
7 Barclay St., Potsdam, NY 13676
rrivezzi@gmail.com

TOWN OF POTSDAM

18 Elm Street
Potsdam, New York 13676

Supervisor Ann Carvill 315-265-4310
Town Clerk Cindy Goliber, 315-265-3430
NYS TDD Service, call 711 System

Highway Supt. John Keleher, 315-265-3470
Assessor James MaGuire, 315-265-2810
Code Officer Michael Boysuk, 315-265-0670

May 20, 2019

The Honorable Reinhold J. Tischler
Mayor, Village of Potsdam
PO Box 5168
Potsdam, NY 13676

Dear Mayor Tischler:

It is with enthusiasm that I write this letter in support of the Village of Potsdam's application to receive \$10 million from Governor Cuomo's "Downtown Revitalization Initiative. I am a lifelong resident of Potsdam, a 43 year resident of the village, and have been Potsdam Town Clerk for 24 years. For all of my adult life, both professionally and personally, I have witnessed the Village of Potsdam's commitment to investing time, effort, and money into our beautiful downtown community.

The Village of Potsdam already has a foundation in place with their 2012 Downtown and Waterfront Revitalization Plan and its 2012 – 2022 Comprehensive Plan and Complete Streets Policy. They have worked with local communities along the Raquette River to promote our natural resources by building boat launches and access to our waterway, which is located in our downtown area. They have worked with businesses to promote upkeep and proper development in the downtown corridor. They supported the Town of Potsdam's efforts to refurbish our former town hall into our new town court and our building a new town hall, keeping government offices in the heart of the Village.

The Village's application includes improving downtown streetscapes, dramatically revitalize our waterfronts to promote recreational opportunities on the underutilized Raquette River. Funding this application will also allow the Village to develop a wide range of opportunities for business incubation and acceleration.

Considering the large number of tax exempt parcels in Potsdam and considering everything that Potsdam has accomplished with its limited tax resources, your efforts to secure funding through the Downtown Revitalization Initiative will help to make Potsdam "***The Place To Live, Work, Study And Play***" in St. Lawrence County.

Sincerely:



Cindy Goliber
Potsdam Town Clerk

The Town of Potsdam is an equal opportunity provider, and employer.
To file a complaint of discrimination, write: USDA, Director of Civil Rights,
1400 Independence Avenue, S. W., Washington, D.C. 20250-9410,
or call (800) 795-3272 (voice) or (202) 720-6382 (TDD).

Town of Colton

94 Main Street
Colton, NY 13625
(315) 262-2810



George R. Cayey
Supervisor

Donna M. Arquiatt
Town Clerk

Kevin S. Hawley
Supt. of Highways

Darren T. Richards
Supt. of Public Works

May 23, 2019

The Hon. Reinhold J. Tischler, Mayor
Village of Potsdam
P.O. Box 5168 / Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

On behalf of the Town of Colton's Tourism & Beautification Committee and as a Raquette River Blueway Trail partner I am writing to express support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

As a regional hub for Raquette River Blueway Trail activities, the Village of Potsdam has assisted smaller communities including the Town of Colton with improving access to the river and in marketing the entire river corridor through a variety of projects. Improvements made in downtown Potsdam by the Village and its partners are important not only to those who live, work, study, and play in Potsdam but also to visitors in the area and to the year-round and seasonal residents of nearby communities who also rely on Potsdam for shopping and cultural experiences.

The community development and redevelopment improvements proposed for downtown Potsdam promote livability for people of all ages by addressing a variety of intergenerational needs and by continuing to support a larger vision of sustaining jobs and services needed in the area.

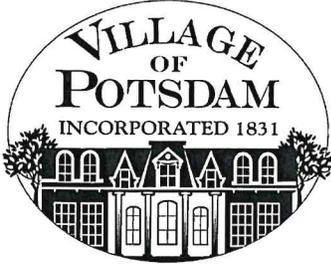
So your accomplishments impact many others; and we wish you success in securing funding needed to move forward with the proposed activities.

Sincerely,

A handwritten signature in blue ink that reads "Ruth T. McWilliams". The signature is written in a cursive style.

Ruth T. McWilliams
Tourism & Beautification Coordinator

The Town of Colton is an equal opportunity employer.



VILLAGE OF POTSDAM

Civic Center – Park Street – P.O. Box 5168 – Potsdam, NY 13676

Phone (315) 265-7678

Fax (315) 265-6020

May 20, 2019

Me. Stephen Hunt, Director
North Country Regional Office
Empire State Development
317 Washington Street/Dulles State Office Building
Watertown, NY 13601

Dear Mr. Hunt:

As Potsdam Village Administrator, I am writing to express my support for our community's nomination proposal for the Downtown Revitalization Initiative. The Village of Potsdam places a great deal of emphasis on planning for future growth and development that contributes to our community being a great place to live, work, study and play. As I hope our proposal demonstrates, Potsdam has undertaken the hard work of planning for downtown, waterfront and community revitalization and we seek the resources needed to fully implement our plans.

The Village of Potsdam is fully committed to the projects outlined in our proposal and is open to new ideas that may arise during the development of a strategic investment plan for our Downtown Focus Area. We have a capable and engaged senior staff and committed partners such as the Potsdam Chamber of Commerce that are ready to roll up their sleeves and get to work!

We appreciate your consideration and look forward to having an opportunity to work with Empire State Development toward the successful implementation of the Downtown Revitalization initiative in Potsdam.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gregory Thompson", is written over a horizontal line.

Gregory Thompson
Village Administrator

VILLAGE OF POTSDAM

Planning and Development Office

P.O. BOX 5168, CIVIC CENTER, 2 PARK STREET, POTSDAM, NEW YORK 13676
PHONE (315) 265-1670

E-MAIL fhanss@vi.potsdam.ny.us

www.vi.potsdam.ny.us

LAND USE PLANNING
COMMUNITY DEVELOPMENT

ECONOMIC DEVELOPMENT
HOUSING

May 30, 2019

The Hon. Reinhold J. Tischler, Mayor
Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I write to express my wholehearted support for the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. The proposal makes Potsdam's best case for the state's investment of \$10,000,000 in our historic downtown. In its application, the Village proposed to:

1. Undertake several public infrastructure projects including streetscape enhancements for the Market Street National Register District, the development of a Downtown Riverwalk Trail along the Raquette River and the development of the St. Lawrence Whitewater Park, a unique tourist venue.
2. Undertake the historic preservation of downtown buildings that are listed on the National Register of Historic Places; or are visually prominent downtown.
3. Assist with the start-up of traditional Main Street businesses and emerging "knowledge-based and clean technology" companies located downtown.
4. The development of a distinctive brand for downtown Potsdam.
5. Providing financial assistance to developing downtown cultural anchors including the North Country Children's Museum, St. Lawrence County Arts Council and the theater in Old Snell Hall.

The Village received unprecedented public support for its nomination proposal from residents of the Village and Town of Potsdam, the local business community, stakeholder organizations, SUNY Potsdam, Clarkson University and St. Lawrence Health Systems.

It was an honor for me to have an opportunity to work with you, the Village Board of Trustees and our outstanding management staff on this year's nomination proposal.

Yours truly,

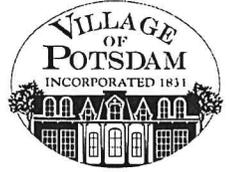
Frederick J. Hanss
Director

The Village of Potsdam is an Equal Opportunity provider and employer.

**To file a complaint of discrimination, write: UEDA Director, Office of Civil Rights, 1400 Independence Ave., SW, Washington, DC 2025-09410
or call: (800) 795-3272 (voice) or (202) 720-6382 (TDD).**



MARK R. MURRAY
CHIEF OF POLICE



Stephen Hunt, Director
North Country Regional Office
Empire State Development
317 Washington Street / Dulles State Office Building
Watertown, NY 13601

Director Hunt,

As a proud member of the Village of Potsdam's leadership staff, I want to express my full support for our application to participate in the Downtown Revitalization Initiative. Potsdam has a well-defined and walkable downtown that it strives to maintain, which I can attest to first-hand as a student here growing up and as a police officer walking foot beat. Our police department's mission is to serve and protect our citizens and visitors of the Village of Potsdam, which we accomplish by enforcing not only our state and federal laws, but also our Village of Potsdam Code, which represents our quality of life standard. This initiative would help Potsdam reach its untapped potential and retain our graduating job-seeking population.

The Potsdam Police Department strives to keep our community a safe place and is committed to collaborating to further the revitalization effort here in the Village of Potsdam. We have developed and continue to develop close working relationships with our citizens and business owners to this end. I am excited to see our Village benefit from this program.

Thank you again for your consideration and know that we look forward to continuing to build a strong relationship to help serve, protect, and develop our community together.

Respectfully,

Mark R. Murray
Chief of Police

May 20, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

I was born at the Potsdam Hospital in 1955, attended the Potsdam Elementary School the year after it opened in 1960. I am a graduate of Potsdam High School and SUNY Potsdam. I am a certified legal assistant, have attended workshops at the Smithsonian Institute in Washington, DC and the graduate program in Museum Studies at Syracuse University. I am currently the curator/director of the Potsdam Public Museum and the Village and Town Historian.

The village of Potsdam is home to 23 historic red sandstone buildings. These buildings are the center of the Potsdam Renaissance. Many buildings in the "historic downtown" are sandstone; Maxfield's, the Isle of You, Little Italy, Potsdam Water Plant, and homes on Main St., Market St., and LeRoy St. Old Main, the first building of Clarkson College is made of sandstone. Therefore, I was happy to see that the DRI addresses restoring and conserving these buildings.

When traveling through the small towns in the North Country one can feel the energy in the small college towns and the tourist centers. It is unfortunate that the population of Potsdam drops drastically in summer, when the village is most lovely. The idea of further developing the walking trails, a white-water park, and bike paths would help make Potsdam a summer destination. Again, the DRI addresses these ideas along the Raquette River.

It is no secret that all of the towns in the North Country, built at the same time, have major infrastructure issues that need to be addressed. If we prioritized sidewalks, curbs, parking areas and landscaping, our towns would be more attractive to visitors such as visiting parents, students, sports fans, relatives of those seeking medical treatments, and passers through who like to pause, relax, and enjoy one of our many restaurants. Yes, all roads lead to Potsdam - but all roads leading to Potsdam are filled with pot holes. Keeping our roads and highways maintained is costly. Through the DRI, our roads and parking areas could be addressed.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. Let's keep Potsdam, "The Place to Live, Work, Study and Play" in St. Lawrence County.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success!

Sincerely,

Mimi Van Deusen
Potsdam Village and Town Historian
Director, Potsdam Public Museum

May 20, 2019

To Whom It May Concern:

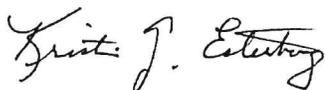
On behalf of The State University of New York at Potsdam, I am pleased to write in support of the Village of Potsdam's proposal for the North Country Downtown Revitalization Initiative. As the home of two universities and a hospital system, Potsdam is poised for development, investment and growth, especially in our historic downtown.

A visionary investment of \$10 million would transform Potsdam, and I believe, have lasting positive effects in the greater North Country region as well. SUNY Potsdam supports the Village's proposal through the Downtown Revitalization Initiative. The priority projects include the development of a distinctive marketing and branding strategy for our downtown, improved streetscapes, the development and construction of the St. Lawrence Whitewater Park, improvements to way-finding signage and enhanced historic preservation within the Market Street National Historic Register District. All of these projects would have a positive benefit for SUNY Potsdam faculty, staff and students who live, study and work in Potsdam, as well as for the many visiting families and alumni who visit Potsdam to attend Commencement, performances, athletic events, orientation or Reunion Weekend.

Potsdam's unique Victorian and red sandstone structures are the backdrop to the educational, cultural and scientific opportunities available on our campus. Downtown Potsdam offers beautiful, walking-friendly neighborhoods and a historic downtown core. SUNY Potsdam attracts hundreds of visitors, parents, and prospective students each year; a revitalized downtown would be just one more incentive encouraging them to stay here.

SUNY Potsdam takes pride in its community's historic downtown and residential neighborhoods; this project would serve to brighten the streets our students, faculty and staff call home. In the long term, a transformed downtown may also encourage more young people, such as our graduates, to stay here and raise families, as well as helping the College to recruit the best talent to our area.

Sincerely,



Kristin G. Esterberg, Ph.D.
President
SUNY Potsdam

St. Lawrence Health System

Canton-Potsdam Hospital

Office of the President and CEO
50 Leroy Street
Potsdam, NY 13676
(315) 261-6003

StLawrenceHealthSystem.org

May 29, 2019

The Honorable Reinhold Tischler
Mayor, Village of Potsdam
PO Box 5168
Potsdam, NY 13676

Dear Mayor Tischler:

On behalf of St. Lawrence Health System, please accept this letter of support for the Village of Potsdam's application for a \$10 million investment from the State of New York as part of Governor Cuomo's Downtown Revitalization Initiative (DRI).

St. Lawrence Health System's (SLHS) Canton-Potsdam Hospital and Gouverneur Hospital are long-standing partners with the local municipalities pursuing community development. SLHS is the county's largest employer, and we continue to experience growth year after year. We currently have more than 1,500 employees and are actively working to fill another 100 open positions. As we recruit specialty providers to meet the healthcare needs of the North Country, we simultaneously require additional clerical, clinical, and practice support staff.

Recruitment success relies heavily on community engagement and access to local resources. Potsdam is a vibrant rural community with a state university, a private university, easy access to the Adirondack Mountains, the St. Lawrence River, Ottawa, and Montreal. Our presence in the village, along with the universities, is a strength, but the resultant low-tax base impedes the ability to fund enhancements. DRI funding would enable the Village of Potsdam to implement its downtown area transformation plans; plans that are key to improving downtown attractiveness, functionality, and enjoyment for the area's residents, visitors, and prospective residents.

SLHS has a rich history of community involvement and partnerships. We partner with the universities as a clinical training site, for clinical research, for leadership education, as a talent source for our innovative Health Coaches Program, and for the provision of student health services. We are proud to support the Village of Potsdam in its mission to become *'The place to live, work, study, and play in Northern New York'*. If you should have questions or need additional information, please contact me.

Sincerely,



David B. Acker, FACHE
President and CEO



Clarkson

OFFICE OF THE PRESIDENT
Box 5500, 8 Clarkson Avenue
Potsdam, New York 13699
315-268-6444
clarkson.edu

May 23, 2019

*Re: Letter of Commitment for
Downtown Revitalization Initiative*

The Hon. Reinhold Tischler, Mayor
Village of Potsdam
P.O. Box 5168
Potsdam, NY 13676

Dear Mayor Tischler,

On behalf of more than 3,900 students and 790 employees who live, study and/or work within the boundaries and walking distance of downtown Potsdam's catchment area, Clarkson University welcomes the opportunity to provide this letter of commitment to the Village of Potsdam and endorses the Village as a leading nominee for New York State's Downtown Revitalization Initiative (DRI) in the North Country. We are an active partner in the sustainability of Potsdam's downtown, its vitality and its attractiveness to promote new business development as well as consumer services and amenities for students, employees and visitors alike.

New York State's award earlier this month of \$5.6 million to the Vecino Group for a mixed-use renovation of Clarkson's Old Snell Hall will create 59 affordable apartments in this historic downtown building along with space for the St. Lawrence County Arts Council and more incubation space for small businesses supported by Clarkson's Shipley Center of Innovation. Beyond the increased residential population, these new usages of presently vacant space will further leverage investments from a successful DRI grant to the Village of Potsdam.

As part of this DRI proposal and intentional development of vibrant plans for the future, we express our interest in advancing our Innovator's Colony initiatives with the Village of Potsdam and its business community to create and keep jobs in downtown Potsdam:

- Advance plans and renovations to the vacant Congdon Hall as a multi-use space including light assembly and business services as an extension of the business incubation facilities and services in Damon Hall, Peyton Hall, and Old Main; *(Estimated project budget \$6 million.)*
- Accelerate renovations to the third floor of Damon Hall to accommodate our current building tenant LC Drives with assembly of their innovative motors and generators. *(Estimated project budget \$1.6 million.)*
- We anticipate adding additional Health Sciences programs to our graduate offerings located downtown that will include renovations to the vacant Liberal Studies Building. *(Estimated project budget \$800,000.)*
- Renovations to the Clarkson Inn and expansion of conference services in Old Main associated with our tax-paying subsidiary J.R. Westin, which has also just hired a Business Development staff position to advance these opportunities. *(Estimated project budget \$600,000.)*

- With Ducted Wind Turbines International, a faculty-start up seeded by NEXUS New York, we also propose looking at innovative ways to share small-wind technologies to light Ives Park and power events in the Village's Gazebo. (Estimated project budget \$150,000.)

In addition to the students and employees who call the Village of Potsdam 'home,' the University brings thousands of visitors to the Village each year through its alumni, corporate, athletic, admissions and conference activities - *more than 25 annual University events bring more than 2,000 visitors each time to the Village.* Last year, the Rochester-based Center for Local Government assessed our economic impact on the region as more than \$344.7 million annually.

Together we encourage active patronage of downtown local businesses through a variety of events and promotions such as organized immersions downtown during new student orientation sessions, alumni reunion festivals, the Bassmaster College Series, parades, passes and coupons with local establishments, tours and advertising opportunities. Clarkson's investment of more than \$100,000 in the publicly accessible Munter Trails along the Raquette River and its commitment to the Bayside Park Gatehouse further connect the campus and community together. Clarkson parents also fund student "Knight Cards" which average more than \$875,000 per year in goods from merchants in the Village of Potsdam.

In the last decade, the University has expended more than \$25 million in capital improvements from private, federal, state and its own resources for Old Main, Clarkson Hall, Peyton Hall and Damon Hall on our downtown campus and will continue to advance related projects. These improvements are geared towards enrollment growth of 125+ graduate students in health science programs and the operations of the Shipley Center for Innovation, which has incubated more than 265 companies, exiting 39 and creating more than 170 new jobs for the region since 2011.

This is a truly once-in-a-century opportunity to transform the economic forefront of Potsdam, the center of St. Lawrence County and a key anchor community in the North Country. We are available to talk further and respond to questions in support of the Village of Potsdam for the Downtown Revitalization Initiative.

Sincerely,



Anthony G. Collins
President

cc: Kelly O. Chezum, Vice President for External Relations, kchezum@clarkson.edu
James D. Fish, CFO, jfish@clarkson.edu

POTSDAM CENTRAL SCHOOLS

29 Leroy Street
POTSDAM, NEW YORK 13676
(315) 265-2000

May 20, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

Our school district has a vested interest in seeing our community thrive. The Village, along with partners in both the public and private sector, including our two local universities, have worked hard to ensure that downtown Potsdam is a vibrant place. We understand how important these efforts are for our organization. Attracting families and high quality staff to our school district is critically important for our continued success. We very much appreciate the forward-thinking efforts of our Village officials.

We offer the strongest support for the Village's application. Funding through the Downtown Revitalization Initiative will have a transformational impact of the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront, and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "*The Place to Live, Work, Study, and Play*" in St. Lawrence County.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success.

Sincerely,



Joann Chambers
Superintendent of Schools



24 Market Street
Potsdam, NY 13676

May 23, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

As the President of the Board of Directors for the Potsdam Chamber of Commerce, I am writing to express the collective support of our organization and its 220+ members for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative and the activities that will revitalize, rebuild, rebound and rejoice in our community's best assets.

The Village, its private sector and university partners have worked diligently to develop downtown Potsdam and we are ready to do more to make Potsdam a singular place to live, work, study and visit.

Our community has rebuilt its historic downtown properties following block fires and natural disasters. Together we have developed four beautiful downtown waterfront parks on the Raquette River, invested in green energy and in the small business community. The impact of this public and private investment is clearly evident: Downtown Potsdam is a highly compact and pedestrian friendly residential neighborhood, has a vibrant and diverse food scene, and is ready to become an even more vibrant center for retail and personal service outlets as well as growing as a center for light industrial development and assembly.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "The Place to Live, Work, Study and Play" in St. Lawrence County and a destination for all New Yorkers.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for success!

Sincerely,

A handwritten signature in cursive script that reads "Kellie Hitchman".

Kellie Hitchman
Board President, Potsdam Chamber of Commerce



ST. LAWRENCE COUNTY INDUSTRIAL DEVELOPMENT AGENCY

Ernest J. LaBaff Industrial Building ~ 19 Commerce Lane, Suite 1 ~ Canton, New York 13617
Phone: (315) 379-9806 / TDD: 711 ~ Fax: (315) 386-2573 ~ www.SLCIDA.com

MEMBERSHIP

CHAIRMAN

Brian W. Staples
Brian Staples, CPA

*

VICE CHAIRMAN

Ernest LaBaff
President Emeritus,
Aluminum Brick & Glass
Workers International Union

*

SECRETARY

Lynn Blevins
Blevins Brothers, Inc.

*

James Reagen

St. Lawrence County
Board of Legislators

*

Mark C. Hall

Town of Fine, New York

*

Andrew McMahon

Masena Electric Department

*

Steven Morrill

Gebarten Acres

*

CHIEF EXECUTIVE OFFICER

Patrick J. Kelly
St. Lawrence County
Industrial Development Agency

*

CHIEF FINANCIAL OFFICER

Kimberly A. Gilbert
St. Lawrence County
Industrial Development Agency

May 15, 2019

The Honorable Reinhold J. Tischler, Mayor
The Village of Potsdam
P. O. Box 5168, Civic Center
Potsdam, NY 13676

Dear Mayor Tischler:

Please accept this letter in support of the Village of Potsdam's proposal for funding through New York State's Downtown Revitalization Initiative ("DRI").

The Village of Potsdam has been preparing, planning, and taking unprecedented steps toward the complete rebirth and revitalization of its downtown.

Through strategic use of funds, perseverance, and ambitious initiatives, the Village will embark on a 50-year make-over for its historic downtown streetscape as well as construction of a new pedestrian and bicycle trail along the river.

Additionally, the Village will preserve its historic, and not so historic, downtown commercial buildings by continuing its successful façade repair program; and provide financial assistance to undertake more costly renovation work to older mixed-use and commercial buildings that need substantial repairs.

The Village's downtown development strategy has for the last 30+ years been based on recognition that its economy is based on the vitality of its two colleges. Its DRI proposal will accomplish certain objectives that are outlined in the County's Comprehensive Economic Development Strategy ("CEDS"). The CEDS recognizes that such revitalized college community downtowns are critical to the growth of the County's economy, since the colleges are in fact "trade-able" sectors because most of their students come from outside the County and therefore bring revenues into the County.

First, DRI funding will provide the Village with additional resources that will help it continue to make its downtown core an attractive place where the students and staff of its two colleges – not to mention other local residents – can secure professional services, shop and recreate.

One way to support this initiative is through the creation of a "Virtual Downtown Business Incubator" that will help prospective entrepreneurs open or acquire "Main Street" businesses that meet the retail and service needs of the community residents and students.

Also, through the provision of financial support for the start-up or expansion of knowledge-based or new technology companies largely based in the Clarkson University Small Business Incubator, allowing them to successfully launch new software, consulting or light manufacturing companies committed to open for business in downtown Potsdam.

Additionally, the development of Potsdam's potential as a center for the arts, culture, learning and outdoor recreation by assisting with the expansion of the North Country Children's Museum, the proposed renovation of the theater in Old Snell Hall, the development of other arts venues and the

construction of the downtown whitewater kayak park.

The Industrial Development Agency applauds the Village for its efforts to secure DRI funds to continue and increase its downtown development efforts. Making Potsdam an even more attractive place to live and work helps to attract and keep people in the County, whether they are here for education or for jobs at the colleges and/or at knowledge-based businesses.

Sincerely,

A handwritten signature in black ink, appearing to read 'PKelly', with a long horizontal flourish extending to the right.

Patrick J. Kelly
Chief Executive Officer

THE ST. LAWRENCE COUNTY PLANNING OFFICE

*Public Safety Complex – 2nd Floor
48 Court Street, Canton, New York 13617-1169*

*VOICE (315) 379-2292
FAX (315) 379-2252*

*E-MAIL Planning@stlawco.org
WEB SITE <http://www.stlawco.org/Planning/SLCPL.htm>*

May 13, 2019

Fred Hanss
Village of Potsdam Director of Planning and Development
PO Box 5168
Potsdam, NY 13676

RE: North Country Downtown Revitalization Initiative Letter of Support

Dear Mr. Hanss:

I am delighted to learn that the Village of Potsdam is applying to Empire State Development for financial assistance through the New York Downtown Revitalization Initiative program. As I understand your proposal, the Village intends to use the requested \$10,000,000 for a variety of Main Street revitalization projects, investments to enhance Potsdam's identity as the arts and cultural center of the County as well as a number business climate improvement initiatives.

Potsdam has been actively planning the future of the community in a variety of ways and has been highly successful in engaging the many interests found in its community within this planning construct. **The community is well-positioned and poised for success.** These revitalization and new investment activities are consistent with the Village of Potsdam's Comprehensive Plan, its Waterfront Revitalization concepts and the Village's adopted Smart Growth strategies. Importantly, successful implementation of such an award will: further enhance and sustain an already vibrant Main Street in Potsdam, will help to build a stronger local economy, promote job growth, foster entrepreneurship and innovation as well as serve to sustain an active and healthy community.

I believe downtown Potsdam and the entire County of St. Lawrence would benefit dramatically from a Downtown Revitalization Initiative funding award and I encourage Empire State Development to look favorably upon your request.

Sincerely,



Director of Planning



ST.LAWRENCECOUNTY
CHAMBER OF COMMERCE

101 Main Street, Canton NY 13617 • 315-386-4000 • www.VisitSTLC.com

May 21, 2019

The Honorable Reinhold Tischler
Mayor, Village of Potsdam
PO Box 5168
Potsdam, NY 13676

Dear Mayor Tischler:

I enthusiastically support Potsdam's efforts to secure a Downtown Revitalization Initiative Grant. The St. Lawrence County Chamber of Commerce is a 450 business membership network and serves as the Tourism Promotion Agent in the County in partnership with Empire State Development's I LOVE NY tourism department. In that role, we recognize the importance of investment in our core communities, for residents and visitors.

Potsdam has been focused on downtown improvements and development as a nesting ground for entrepreneurship and innovation. The historic Market Street corridor has seen increased pedestrian traffic and commercial visitation due to smart planning and investment. Continued upgrades will solidify the community as a hub of activity and entrepreneurship.

Potsdam is known for their art and culture, learning and outdoor recreation, with a natural creativity and zest for learning embodying many residents. Expansion of the North Country Children's Museum, renovations to the Old Snell Theatre and the construction of a downtown whitewater kayak park would place Potsdam on the map, attracting residents and visitors from surrounding areas, including the Canadian metropolitan centers of Kingston, Ottawa and Montreal.

The downtown is a gathering space for residents, students, visitors and business people engaging in small business, events and recreation. The projects outlined in their proposal to advance streetscapes, business opportunities and marketing initiatives could leverage work accomplished and fulfill the potential of this vibrant community. As a college town, Potsdam has the opportunity to attract and retain millennials with their initiatives and revitalize the population for future sustainable growth.

Please support this application, and help Potsdam be the center for entrepreneurship, recreation, art and culture!

Sincerely,

Brooke Rouse
Executive Director



May 17, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
PO Box 5168, Civic Center
Potsdam, NY 13676

Dear Mayor Tischler,

I am writing to express the St. Lawrence County Health Initiative's support of the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

Over the last three decades, the Village and its private sector and university partners have worked diligently to develop downtown Potsdam as a singular place to live, work, study, and play. During this time, the community has rebuilt its historic downtown properties following block fires and natural disasters. They developed four beautiful downtown waterfront parks on the Raquette River, invested in green energy, and in the small business community. The impact of this public and private investment is clearly evident: Downtown Potsdam is a highly compact and pedestrian-friendly residential neighborhood, has a vibrant and diverse food scene, is a center for retail and personal service outlets; and is growing as a center for light industrial development. During the past ten years, the Village and the Health Initiative have partnered on several successful projects. These projects were designed to enhance the quality of life in Potsdam by creating more opportunities for physical activity through enhanced walkability and increased recreational infrastructure and equipment.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village of Potsdam proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront, promote active recreational opportunities on the Raquette River, and expand Potsdam's potential as a center for the arts. Collectively, these actions will make Potsdam, "The Place to Live, Work, Study and Play in St. Lawrence County."

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success.

Sincerely,

Anne Marie Snell
Executive Director

St. Lawrence County Health Initiative, Inc.

Our Member Organizations...

Canton-Potsdam Hospital - Claxton-Hepburn Medical Center - Gouverneur Hospital, Inc. - Kinney Drugs - Massena Memorial Hospital -
Clifton-Fine Hospital - St. Lawrence County Community Services - St. Lawrence County Department of Social Services - St. Lawrence
County Public Health Department - St. Lawrence Psychiatric Center - State University of NY at Potsdam - United Helpers Management
Company, Inc.

PO Box 5069
Potsdam, NY 13676

P (315) 261-4760
F (315) 261-4728

www.getthehealthyslc.org

Potsdam Neighborhood Center
2 Park Street Potsdam N.Y. 13676
315-265-3920
potsdamnc@slccdp.org
5-23-2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

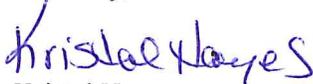
I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

Over the last three decades, the Village and its private sector and university partners have worked diligently to develop downtown Potsdam as a singular place to live, work, study and play. During this time, the community has rebuilt its historic downtown properties following block fires and natural disasters. They developed four beautiful downtown waterfront parks on the Raquette River, invested in green energy and in the small business community. The impact of this public and private investment is clearly evident: Downtown Potsdam is a highly compact and pedestrian friendly residential neighborhood, has a vibrant and diverse food scene, is a center for retail and personal service outlets; and, is growing as a center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "*The Place to Live, Work, Study and Play*" in St. Lawrence County.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success!

Sincerely,



Kristal Hayes
Director

97 County Route 31
Oswego, NY 13126
315.529.4940
paestem191@potdam.edu

May 22, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

When I arrived in Potsdam during the fall of 1991, I had no idea that I would still be returning to Potsdam regularly nearly three decades later. As a student at Potsdam College as it transitioned to being SUNY Potsdam, I earned my undergraduate degree and learned many lessons that have propelled my career and journey through life.

While the amazing people on campus at SUNY Potsdam played greatly in these impacts on my life, the wonderful village my Alma Mater resides in also played a tremendous role. That is why when I returned to speak at commencement last spring I wanted to make sure I had time to simply sit on a bench in Ives Park and watch the Racquette River flow by me. Additionally, I visited a number of shops on Market St. to dine at some old-time favorites like Sergi's, along with enjoying Three Bears for the first time, not to mention getting my wife's birthday gift at the Maple Run Emporium.

When I think back to the meetings I had with Mayor Garner when I was President of SGA (1994-5) and how she supported President Merwin and I as we led the campus through the difficult budget challenges for SUNY in the mid-90's, well, I didn't realize it at the time, however Potsdam had become my home.

After graduating in 1995, I went to grad school in Pennsylvania, however I returned to Potsdam to get married at St. Mary's prior to moving to work in Wisconsin for a number of years. I was fortunate to grow up in a good community in Central New York (CNY) and then lived in nice places when I left New York. However, on any trip back to New York, while I loved seeing my family in CNY, no visit was complete without returning to Potsdam.

Walking downtown, enjoying the parks and crossing the bridge to now enjoy the trails near Clarkson and supporting the businesses and community I adopted as mine, well it's become a way of life for my family. My son who will soon finish seventh grade loves returning for the Summer Festival and we know that in addition to Reunion events we will see friends and former professors and staff there enjoying downtown Potsdam at the Festival.

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative. I know that there are many alumni of Potsdam and Clarkson that love the Village of Potsdam as I do and I know without the role the entire Potsdam community played in my development and life's journey I wouldn't be where I am today. This program will help to ensure that

Potsdam continues to be a wonderful place to raise a family, earn an education, teach, grow and make a difference for generations of residents and alumni of the colleges.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative process. Please let me know how I can assist you in this initiative and please know I appreciate all that you do for my adopted home; the Village of Potsdam.

Sincerely,

Michael J. Paestella
Potsdam Class of 1995
Alumni Board of Trustees President 2016-2018



May 12, 2019

Dear Mayor Tischler,

I am writing this letter to offer my full and enthusiastic support for the Village of Potsdam's application for the Downtown Revitalization Initiative. I am confident that the State's support through this grant initiative will ensure the viability of businesses and economic development that is much needed in Potsdam.

As Executive Director of the North Country Children's Museum (NCCM), I believe the Downtown Revitalization Grant will help to further the Museum's mission of enriching the lives of children and families through STEAM-based (science, technology, engineering, arts, and math) education. I moved to Potsdam over a decade ago after having lived in other areas across the state and the country where the local Children's Museum served as a focal point for the community. In cities both large and small (Rochester, NY and Durango, CO) the Children's Museum was an economic driver and a community resource in historic downtowns. Since opening the permanent facility in July, NCCM has brought in over 15,000 visitors, 570 member families, and created four new jobs. The DRI funding will help NCCM expand into the second floor to increase our offerings to the community.

Through programs and exhibits, NCCM has collaborated with faculty from the four local universities, artists, and businesses. We have been very excited to bring these collaborative partnerships to the forefront as we opened doors. With funds from the Downtown Revitalization Initiative, NCCM will improve community life through increased educational and cultural opportunities for families and job creation in the community. In closing, I offer my full support for Potsdam's application for this initiative.

Sincerely,

Sharon Vegh Williams, PhD
Executive Director
North Country Children's Museum
10 Raymond Street
Potsdam, NY 13676
director@northcountrychildrensmuseum.org



May 24, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

As the Executive Director of the St. Lawrence County Arts Council, I strongly advocate the development of Potsdam's potential as a center for the arts, culture, learning and outdoor recreation by assisting with the expansion of the North Country Children's Museum, the proposed renovation of the theater in Old Snell Hall, the development of other arts venues including the potential opportunity to build a new facility for SLC Arts that will support not only Potsdam but the entire North Country region's arts community. Additionally, these proposed changes will significantly improve the Village's safety, accessibility, aesthetic appearance, and employment and entrepreneurship opportunities which will directly impact our local arts community.

As our organization supports St. Lawrence, Jefferson and Lewis counties, I firmly believe that any support from the state to help our organization flourish will affect our entire community. We are certain that an investment into the Village of Potsdam that includes some of the most up and coming tourist attractions in the entire region will see great returns for the State of New York.

I fully support the Village of Potsdam's application to Governor Cuomo's *Downtown Revitalization Initiative*, and thank you for all of your hard work throughout this process.

Sincerely,

Maggie McKenna

Margaret (Maggie) McKenna
Executive Director

Town of Russell
Russell Theatre Committee
4 Pestle Street
Russell, NY 13684
315-347-2358
russellclerk@cntralny.twcbc.com
May 20, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

As a member of the St. Lawrence County Arts Council, I strongly advocate the development of Potsdam's potential as a center for the arts, culture, learning and outdoor recreation by assisting with the expansion of the North Country Children's Museum, the proposed renovation of the theater in Old Snell Hall, the development of other arts venues and the construction of the downtown whitewater kayak park. Additionally, these proposed changes will significantly improve the Village's safety, accessibility, aesthetic appearance, and employment and entrepreneurship opportunities which will directly impact our local arts community.

I fully support the Village of Potsdam's application to Governor Cuomo's *Downtown Revitalization Initiative*, and thank you for all of your hard work throughout this process.

Sincerely,

Tess Eells, Secretary/Treasurer

Thomas H. Ortmeier
15 Lawrence Avenue
Potsdam, NY 13676
tortmeye@gmail.com

May 29, 2019

The Hon. Reinhold Tischler, Mayor
Village of Potsdam
P.O. Box 5168—Civic Center
Potsdam, NY 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

I have been a resident of the Village of Potsdam since 1979, and have been on the Clarkson University faculty since then as well. Over the last three decades, the Village and its private sector and university partners have worked together to develop downtown Potsdam as a unique place to live, work, study and play.

During much of this time, I have been an active member of the Adirondack Mountain Club (ADK), and am currently a member of the ADK Board of Directors. Locally, I have led or participated in many ADK Laurentian Chapter trips. These include regular bicycle outings in the Potsdam area. Recently, John Barron and I wrote the book "Cycling Routes of the Saint Lawrence Valley and Northern Adirondacks." This is an e-book of routes in the area, and includes a chapter with rides focused on the Potsdam area. The book is published by ADK.

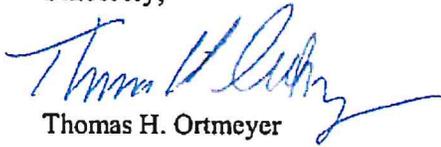
Following publication of this book, John and I developed the Adirondack Mountain Club's Cycle Outing. ADK Cycle Outing was first offered in 2018, and the 2nd offering is June 9-19 of 2019. Cycle Outing is based on the Clarkson University campus in Potsdam, and our cyclists enjoy daily rides in the area. Many of these leave directly from campus. One of our rides explored the Village's sandstone architecture, and was a great success.

Along with the daily rides, our group enjoys the ambiance of the campus and the village. We do not include meals in our outing—last year our cyclers enjoyed the range of dining experiences in our community. In particular, a number of our local restaurants feature outdoor dining along the Raquette River, and these were popular. This is a strength of our community. Our group also enjoyed Ives Park and the new Munter Trail, on opposite sides of the Raquette River. We enjoyed being within walking distance of dining and shopping in our historic downtown, a concert on the Norwood Village Green, and exploring the Village once the day's cycling was finished. Still, there are challenges involved in bicycling through the congested areas of our Village.

Our guide book and the ADK Cycle Outing will increase bicycle tourism in the Village and region. The goals of revitalizing the Potsdam downtown area to provide further improvements in shopping and dining experiences, and cultural and recreational activities would further the development of bicycle tourism here. Making the community more "bicycle friendly" and increasing off road bicycling opportunities are particularly important.

For these reasons, I strongly support the Village of Potsdam's 2019 Downtown Revitalization Initiative Proposal. This project would

Sincerely,

A handwritten signature in blue ink, appearing to read "Thomas H. Ortmeyer", with a long horizontal flourish extending to the right.

Thomas H. Ortmeyer

May 23, 2019

The Hon. Reinhold J. Tischler, Mayor

Village of Potsdam

P.O. Box 5168, Civic Center

Potsdam, NY 13676

Re: Downtown Revitalization Initiative

Dear Mayor Tischler:

This is a letter of support for the Village of Potsdam's 2019 Downtown Revitalization Initiative Proposal. As a Potsdam Public Library trustee I am happy to report that Phase 1 of our multi-phase major renovation of the library, here in the historic opera house of the civic center, has been funded. This renovation fits nicely with your proposal for downtown development.

Located right across the street from Old Snell Hall, being part of a growing center for "the arts, culture, learning and outdoor recreation" excites me. Services the PPL already offer; such as computer literacy classes and access to the Podcast equipment; can also help prospective entrepreneurs. The vision of a new pedestrian and bicycle trail along the river, just a couple blocks away, is exciting and consistent with the PPL's own vision of becoming a sustainable library using the broadest definition of sustainability.

In closing, I strongly support your vision for revitalization of downtown Potsdam, and look forward to leveraging our different resources to bring it about.

A handwritten signature in black ink that reads "David C. Bradford". The signature is written in a cursive style with a large, prominent initial "D".

David C. Bradford, Trustee

Potsdam Public Library

28 Sisson St.

Potsdam, NY 13676

Holly Chambers
Coordinator, Cinema 10
12 Riverside Drive
Potsdam, NY 13676
315-265-7624
hollyechambers@gmail.com

May 22, 2019

The Hon. Reinhold J. Tischler, Mayor
Village Of Potsdam
P.O. Box 5168, Civic Center
Potsdam, NY 13676

Dear Mayor Tischler,

I am pleased to write in support of the Village of Potsdam's 2019 Downtown Revitalization Initiative proposal.

I serve as Coordinator for the film group Cinema 10. For more than thirty years, we have presented our film screenings on twenty Monday nights a year at the Roxy Theater in downtown Potsdam. Increasing the viability of downtown facilities and businesses, enhancing the vitality of historic Potsdam, and enhancing downtown recreational access to the beautiful Racquette River will all help attract more people to visit and enjoy the village. We expect the Initiative to help increase the number of people who decide to add a Cinema 10 screening to their plans.

Thank you to all the Village officials and staff who are working to bring this state grant funding to Potsdam. I wish you – and us! – success with the proposal.

Sincerely,

A handwritten signature in cursive script that reads "Holly E. Chambers". The signature is written in black ink and is positioned above the printed name.

Holly Chambers

20 Chestnut Street
Potsdam, NY, 13676

May 22, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

Over the last three decades, the Village and its private sector and university partners have worked diligently to develop downtown Potsdam as a singular place to live, work, study and play. During this time, the community has rebuilt its historic downtown properties following block fires and natural disasters. They developed four beautiful downtown waterfront parks on the Raquette River, invested in green energy and in the small business community. The impact of this public and private investment is clearly evident: Downtown Potsdam is a highly compact and pedestrian friendly residential neighborhood, has a vibrant and diverse food scene, is a center for retail and personal service outlets; and, is growing as a center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "*The Place to Live, Work, Study and Play*" in St. Lawrence County.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success!

Sincerely,

A handwritten signature in cursive script that reads "Olivia Lee". The signature is written in black ink and is positioned below the word "Sincerely,".

Olivia Lee

20 Chestnut Street
Potsdam, NY, 13676

May 22, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

Over the last three decades, the Village and its private sector and university partners have worked diligently to develop downtown Potsdam as a singular place to live, work, study and play. During this time, the community has rebuilt its historic downtown properties following block fires and natural disasters. They developed four beautiful downtown waterfront parks on the Raquette River, invested in green energy and in the small business community. The impact of this public and private investment is clearly evident: Downtown Potsdam is a highly compact and pedestrian friendly residential neighborhood, has a vibrant and diverse food scene, is a center for retail and personal service outlets; and, is growing as a center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "*The Place to Live, Work, Study and Play*" in St. Lawrence County.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success!

Sincerely,

A handwritten signature in black ink, appearing to read "Samuel Lee", with a long horizontal flourish extending to the right.

Samuel Lee

Parishville, NY

May 22, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative. Although I am not a resident of Potsdam, I have worked in the community for over 40 years.

Over the last three decades, the Village and its private sector and university partners have worked diligently to develop downtown Potsdam as a singular place to live, work, study and play. During this time, the community has rebuilt its historic downtown properties following block fires and natural disasters. They developed four beautiful downtown waterfront parks on the Raquette River, invested in green energy and in the small business community. The impact of this public and private investment is clearly evident: Downtown Potsdam is a highly compact and pedestrian friendly residential neighborhood, has a vibrant and diverse food scene, is a center for retail and personal service outlets; and, is growing as a center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "*The Place to Live, Work, Study and Play*" in St. Lawrence County.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success!

Sincerely,

A handwritten signature in cursive script that reads "Noreen Bouchard". The signature is written in black ink and is positioned above the printed name.

Noreen Bouchard

20 Chestnut Street
Potsdam, NY, 13676

May 22, 2019

The Hon. Reinhold J. Tischler, Mayor
The Village of Potsdam
P.O. Box 5168, Civic Center
Potsdam, New York 13676

Dear Mayor Tischler:

I am writing to express my support for the Village of Potsdam's proposal for funding through the 2019 Downtown Revitalization Initiative.

Over the last three decades, the Village and its private sector and university partners have worked diligently to develop downtown Potsdam as a singular place to live, work, study and play. During this time, the community has rebuilt its historic downtown properties following block fires and natural disasters. They developed four beautiful downtown waterfront parks on the Raquette River, invested in green energy and in the small business community. The impact of this public and private investment is clearly evident: Downtown Potsdam is a highly compact and pedestrian friendly residential neighborhood, has a vibrant and diverse food scene, is a center for retail and personal service outlets; and, is growing as a center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "*The Place to Live, Work, Study and Play*" in St. Lawrence County.

Thank you for your efforts to secure funding through the Downtown Revitalization Initiative. Best wishes for every success!

Sincerely,



Mark T. Lee

Exhibit 2

Dear Mayor Tischler:

We the undersigned write in support of the Village of Potsdam's application for funding through the 2019 Downtown Revitalization Initiative. We attended a planning workshop held on May 20, 2019 at Potsdam Civic Center, 2 Park Street, Potsdam.

The Village of Potsdam has worked diligently with its downtown partners in the private sector, Clarkson University, SUNY Potsdam and Canton-Potsdam Hospital to revitalize the community's downtown core over the last 3 decades. The investment of nearly \$70 million over the years has resulted in a vibrant and commercially viable downtown core that provides a compact pedestrian friendly residential neighborhood, a diverse food scene, is a center for retail and personal service outlets and is a growing center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "The Place to Live, Work, Study and Play" in St. Lawrence County. Best wishes for a successful application for the 2019 Downtown Revitalization Initiative!

	Name	Address
1	Shirley Dhee	20 Chestnut Street Potsdam, NY
2	James J. Carter	50 Pine St. Potsdam NY 13676
3	Rynthia Morin	9 Hamilton ST Potsdam, NY 13676
4	William Eckert	29 Park St. Neward NY 13668
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Dear Mayor Tischler:

We the undersigned write in support of the Village of Potsdam's application for funding through the 2019 Downtown Revitalization Initiative. We attended a brief presentation on the DRI at the Potsdam Chamber of Commerce Spring Luncheon held on May 16, 2019.

The Village of Potsdam has worked diligently with its downtown partners in the private sector, Clarkson University, SUNY Potsdam and Canton-Potsdam Hospital to revitalize the community's downtown core over the last 3 decades. The investment of nearly \$70 million over the years has resulted in a vibrant and commercially viable downtown core that provides a compact pedestrian friendly residential neighborhood, a diverse food scene, is a center for retail and personal service outlets and is a growing center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "The Place to Live, Work, Study and Play" in St. Lawrence County. Best wishes for a successful application for the 2019 Downtown Revitalization Initiative!

	Name	Address
1	Jason Dominic	44 Picquet Ave, Potsdam
2	Rose Rivezz	7 Barclay St. Potsdam
3	Rae Hitzman	747 So. Cantua St. Potsdam NY
4	John Winter	515 Ford St Ogdensburg NY
5	Anne Marie Snell	689 Pumpkin Hill Rd, Potsdam
6	Paula Youmell	PO Box 115 Hannawa Falls / Potsdam Resident
7	Stacey Howlett	150 Elm St, Potsdam, NY
8	Lisa Shallow	199 Lakeshore Dr Norwood
9	Josephine Drouchie	253 Lakeshore Dr. Norwood 13668
10	Amala Steffahager	2940 Rt 35. Norwood NY 13668
11	Susan Fregoe	275 Lakeshore Dr. Norwood
12	John Sura	275 Lakeshore Dr Norwood
13	Carrie Arquivett	120 Regan Rd Norwood
14	Melissa Losey	3 Rupert Palmer Lane Norwood
15	Trevor Carlisle	66 South Main St, Hammond, NY 13646

Name

Address

16	Bill Melchior	29 Cameron Ave. Hannawa Falls N.Y. 13647
17	Rob Bicknell	4 Country Club Dr.
18	Jaime Bicknell	4 Country Club Dr.
19	Connie Bicknell	PO Box 5110
20	Bob Bicknell	PO Box 5110
21	Sarah Sachs	3 Prospect Pl, Potsdam, NY
22	Rd Sachs	3 Prospect Pl Potsdam NY
23	Allison Carney	84 Leroy St, Potsdam, NY
24	Jeremy Carney	84 Leroy St Potsdam, NY
25	Lucas Hanss	16 school st Hannawa Falls, NY
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Dear Mayor Tischler:

We the undersigned write in support of the Village of Potsdam's application for funding through the 2019 Downtown Revitalization Initiative. We attended a planning workshop held on May 18, 2019 at Jernabi's Coffee House, 10 Maple Street, Potsdam.

The Village of Potsdam has worked diligently with its downtown partners in the private sector, Clarkson University, SUNY Potsdam and Canton-Potsdam Hospital to revitalize the community's downtown core over the last 3 decades. The investment of nearly \$70 million over the years has resulted in a vibrant and commercially viable downtown core that provides a compact pedestrian friendly residential neighborhood, a diverse food scene, is a center for retail and personal service outlets and is a growing center for light industrial development.

Funding through the Downtown Revitalization Initiative will have a transformational impact on the Village and St. Lawrence County. The Village proposes to invigorate its downtown streetscape, develop a wide range of opportunities for business incubation and acceleration, revitalize its waterfront and promote active recreational opportunities on the Raquette River. Collectively, these actions will make Potsdam "The Place to Live, Work, Study and Play" in St. Lawrence County. Best wishes for a successful application for the 2019 Downtown Revitalization Initiative!

	Name	Address
1	Simon Greer	7 Walnut St. Potsdam NY 13676
2	Shona Ardune	11 11
3	Ha Ta	98 Lawrence ave
4	Carol Strome	70 Elm St. Potsdam
5	Jason L. Damiric	44 Pierrepont Ave, Potsdam
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Dear Mayor Tischler:

We the undersigned write in support of the Village of Potsdam's application for funding through the 2019 Downtown Revitalization Initiative. We attended THE BIG RALLY held on May 22, 2019 at Ives Park, Potsdam.

The Village of Potsdam has worked diligently with its downtown partners in the private sector, Clarkson University, SUNY Potsdam and Canton-Potsdam Hospital to revitalize the community's downtown core over the last 3 decades. The investment of nearly \$70 million over the years has resulted in a vibrant and commercially viable downtown core that provides a compact pedestrian friendly residential neighborhood, a diverse food scene, is a center for retail and personal service outlets and is a growing center for light industrial development.

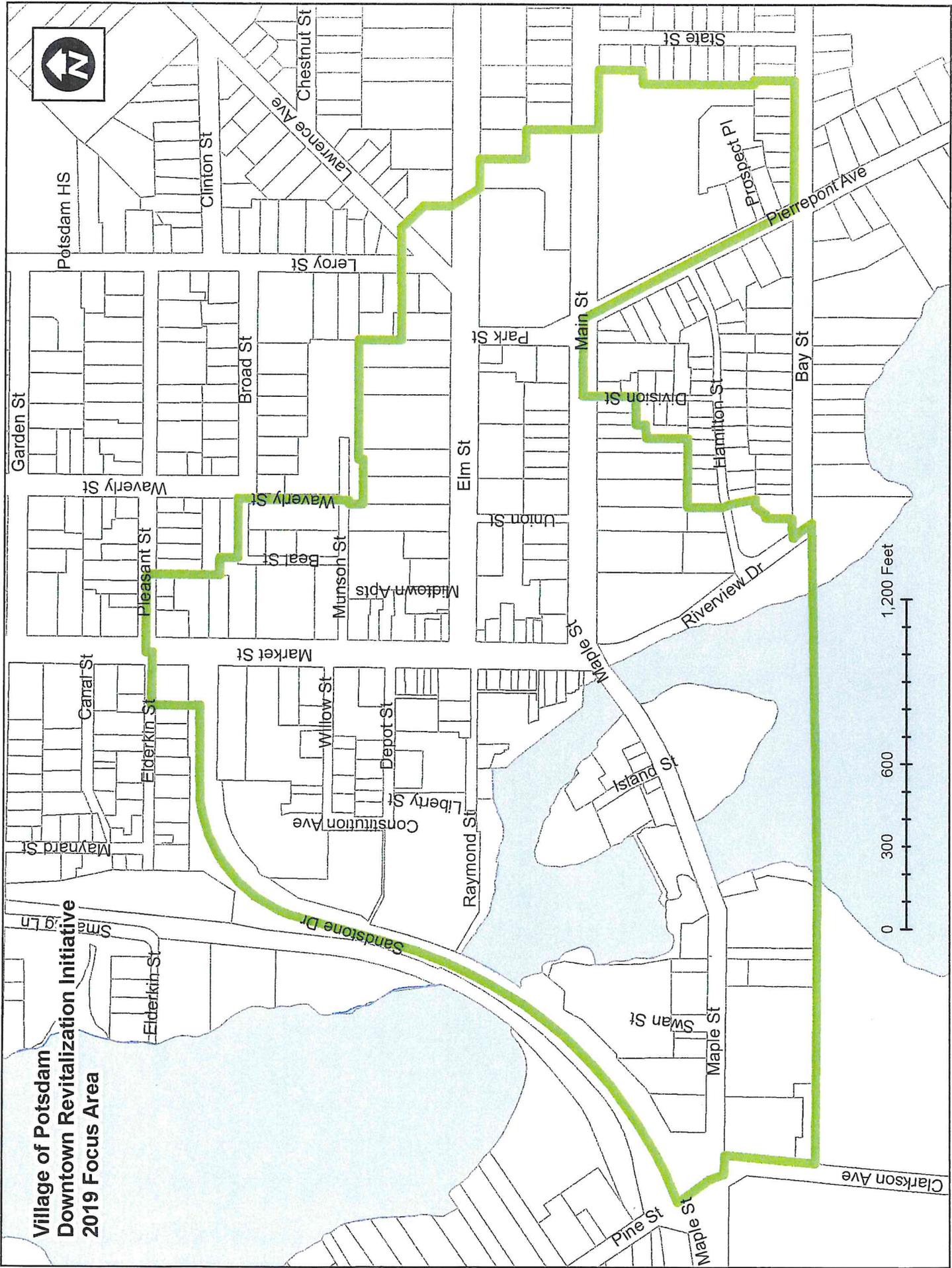
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	Name	Address
1	Cheryl Shumway	755 So. Canton Rd, Potsdam
2	David Tritholt	7 Barclay St. Potsdam
3	Kathleen Fitzgerald	10 Barclay St; Potsdam
4	Abby Chamberlain	12 Riverside Drive, Potsdam
5	GAIL Anderson	19 Pleasant St, Potsdam NY
6	Will Tritholt	6510 St. HW 56, Potsdam NY
7	Alex Tritholt	" "
8	Cynthia Morin	9 Hamilton St, Potsdam
9	Rose Jivey	7 Barclay St. Potsdam
10	Laura Dudek	19 Pleasant St. Potsdam
11	Abby Lee	20 Chestnut St Potsdam
12	Donald Gruneisen	52 Perrin Rd Potsdam, NY
13	Jane Lammers	Nath County Children's Museum, Potsdam, NY
14	Sherri Hewitson	6 Lawrence Ave Potsdam
15	Alexandra Wilke	15 Waverly St. Potsdam

	Name	Address
16	Charlotte G Lawrence	6 Lawrence Ave Potsdam
17	Maggie McKenna	6 Lawrence Ave Potsdam
18	Toni Kennedy	148 Sweeney Road Potsdam NY
19	Tony Collins	59 Clarkson Av Potsdam NY
20	SARAH LISTER	6510 STATE Hwy 56 Potsdam NY 13670
21	Coral Pondysh	33 S. Canton Rd
22	Kelly Chuzum	Clarkson University Potsdam NY 13699
23	Karen Bage	33 S. Canton Rd Potsdam
24	Ron Tischler	11 MADRID AVE. POTSDAM
25	Ken Visser	65 S. Canton Rd Potsdam
26	Vale A Visser	65 S. Canton Rd Potsdam
27	Sted Hans	16 School St. Hannawa Falls, NY
28	Matt McHenry	6 Lawrence Ave Potsdam, NY
29	Robb W	23 1/2 Walnut St Potsdam NY
30	Nicole Roche	23 1/2 Walnut St Potsdam, NY
31	Lisa Hans	PO Box 94, Hannawa Falls, NY
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Exhibit 3

**Village of Potsdam
Downtown Revitalization Initiative
2019 Focus Area**



2019 Downtown Revitalization Initiative Focus Area Narrative Description

- Market Street from the intersection with Elderkin and Pleasant Streets, south to the intersection at Maple and Main Streets
- Beal Street from the intersection with Waverly Street south to the intersection with Munson Street.
- Munson Street from the intersection with Market Street east to the intersection with Waverly Street.
- Elm Street from the intersection with Market Street east to the intersection with Leroy Street, Lawrence Avenue and Main Street.
- Park Street from the intersection with Elm Street south to the intersection with Main Street.
- The north side of Bay Street between the intersection with Pierrepont Avenue and Prospect Place.
- Main Street from the intersection with Market Street east to the boundary of the Innovation Zoning District.
- Union Street from the intersection with Elm south to the intersection with Main Street.
- Riverview Drive from the intersection with Hamilton Street south to the intersection with Bay Street.
- Maple Street from the intersection with Clarkson Avenue east to the intersection with Market Street.
- Island Street from the intersection with Maple Street to its terminus at Fall Island Park
- Swan Street from the intersection with Maple Street to its terminus at the Swan Landing Apartments.
- Sandstoner Drive from the intersection with Clarkson Avenue, Maple and Pine Streets northeasterly to the intersection with Market Street.
- Willow Street between the intersection of Market Street west to the intersection with Constitution Street.
- Constitution Street from the intersection with Willow Street south to the intersection of Depot Street.
- Depot Street from the intersection with Constitution east to the intersection with Market Street.
- Liberty Street from the intersection of Depot Street south to the intersection with Raymond Street.
- Raymond Street from the intersection of Market, west to its terminus at Garner Park.

Exhibit 4

**Village of Potsdam
2019 Downtown Revitalization Initiative
Downtown Municipal Park System**

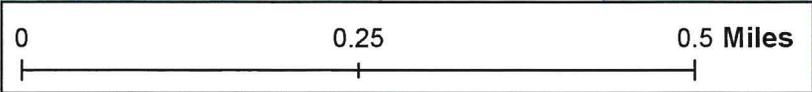
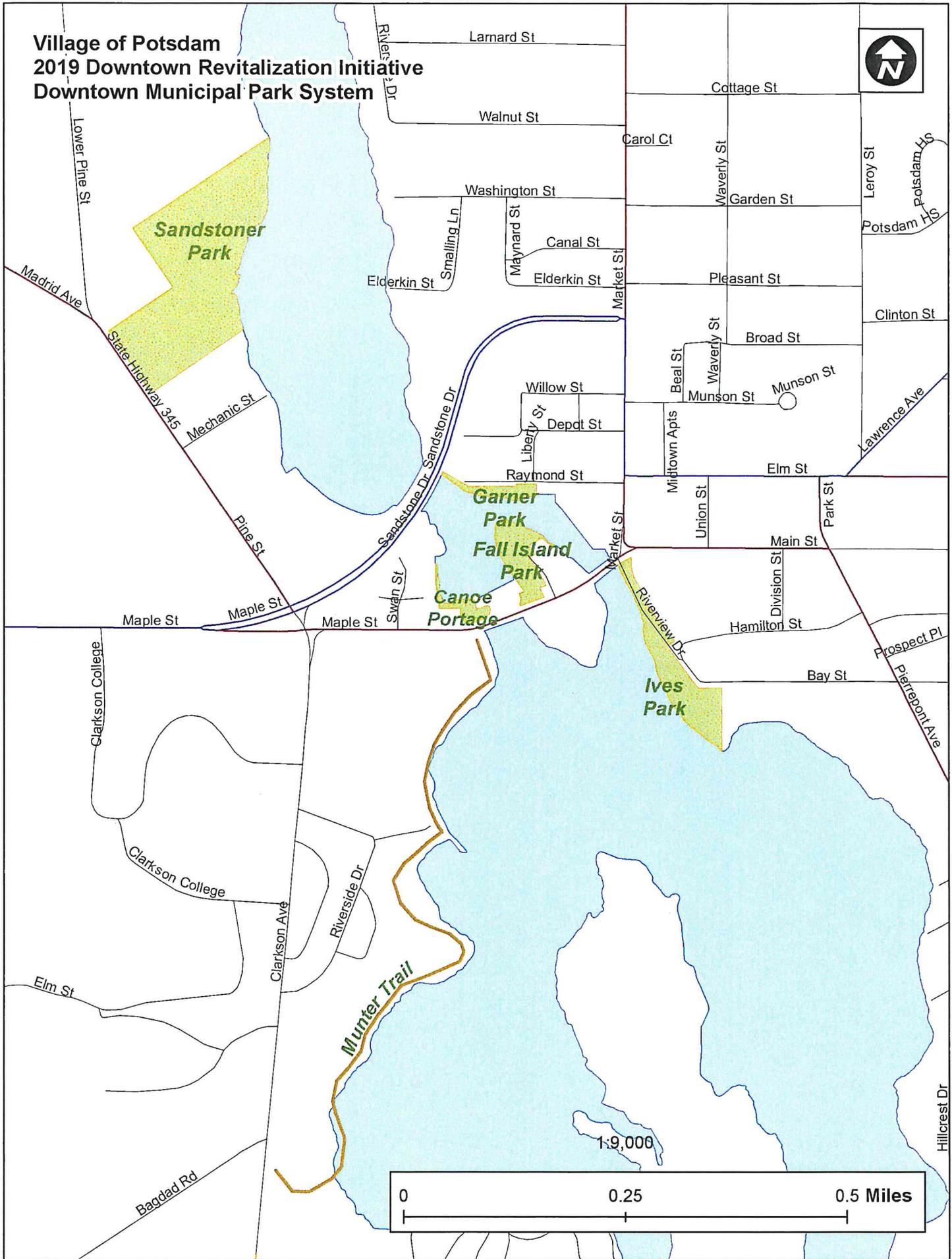
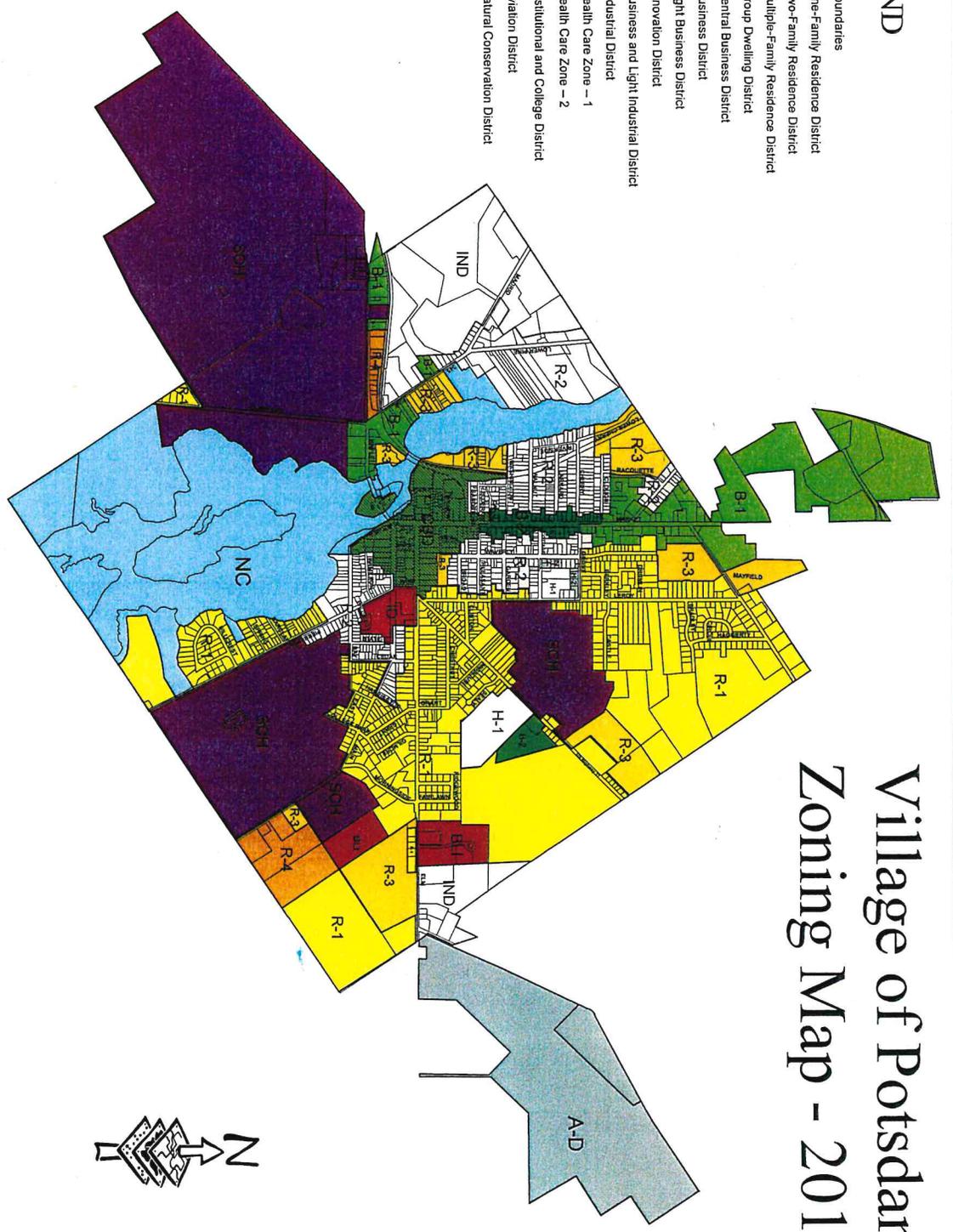


Exhibit 5

LEGEND

- Parcel Boundaries
- R-1: One-Family Residence District
- R-2: Two-Family Residence District
- R-3: Multiple-Family Residence District
- R-4: Group Dwelling District
- CBD: Central Business District
- B-1: Business District
- B-2: Light Business District
- ID: Innovation District
- BLI: Business and Light Industrial District
- IND: Industrial District
- H-1: Health Care Zone - 1
- H-2: Health Care Zone - 2
- SCH: Institutional and College District
- A-D: Aviation District
- NC: Natural Conservation District



Village of Potsdam Zoning Map - 2017

Map prepared by the St. Lawrence County Planning Office, September 2011, Revised January, July, October 2015, March 2017
G:\ArcGIS\Projects\MapZoning\SPZ\Zoning MapZoning March 2017

Exhibit 6

Village of Potsdam
Market Street Historic Register District



Legend

parcels

Market St. Historic Register District

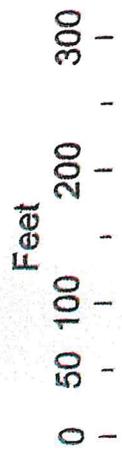
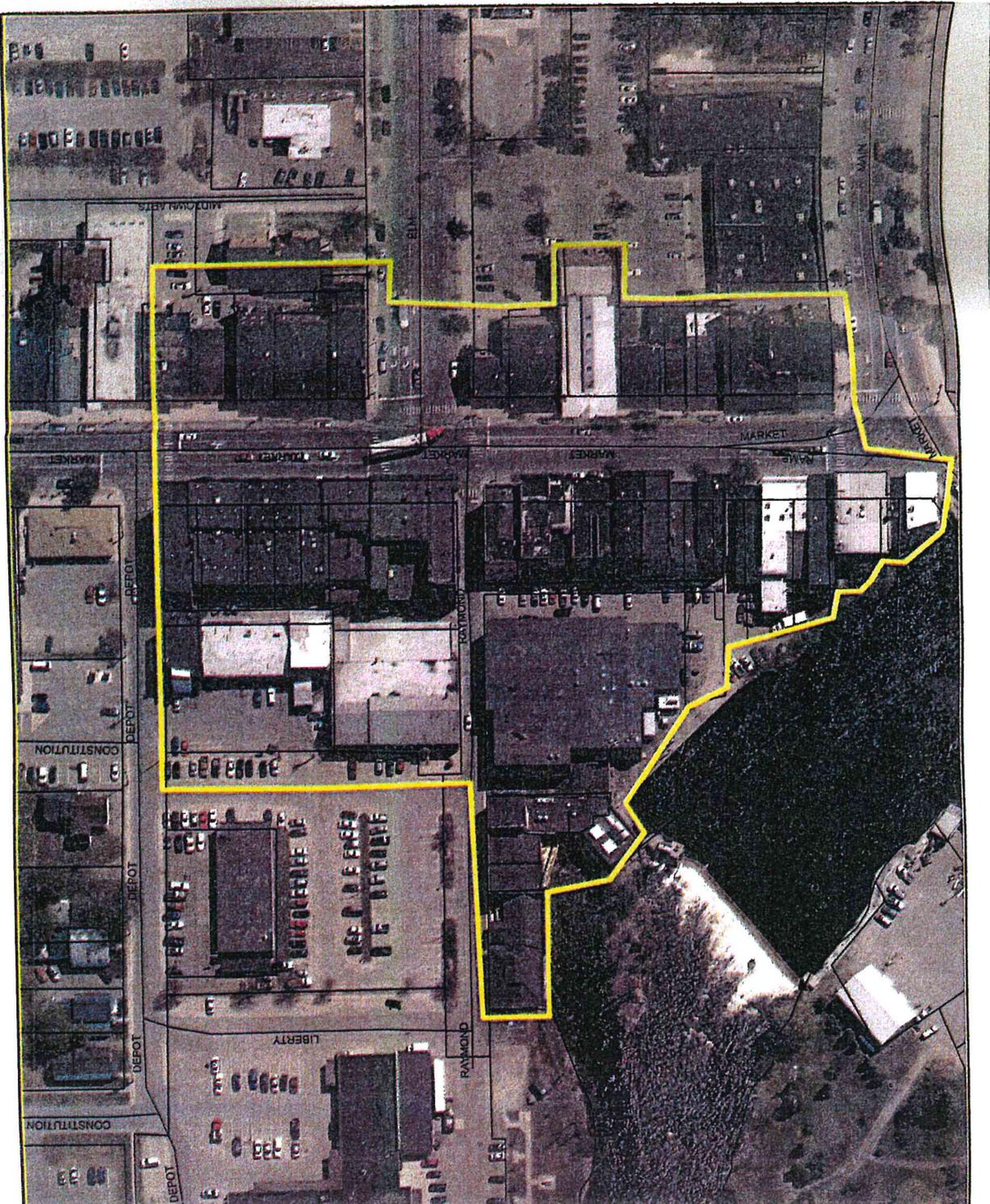
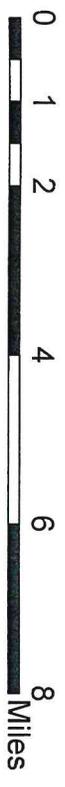
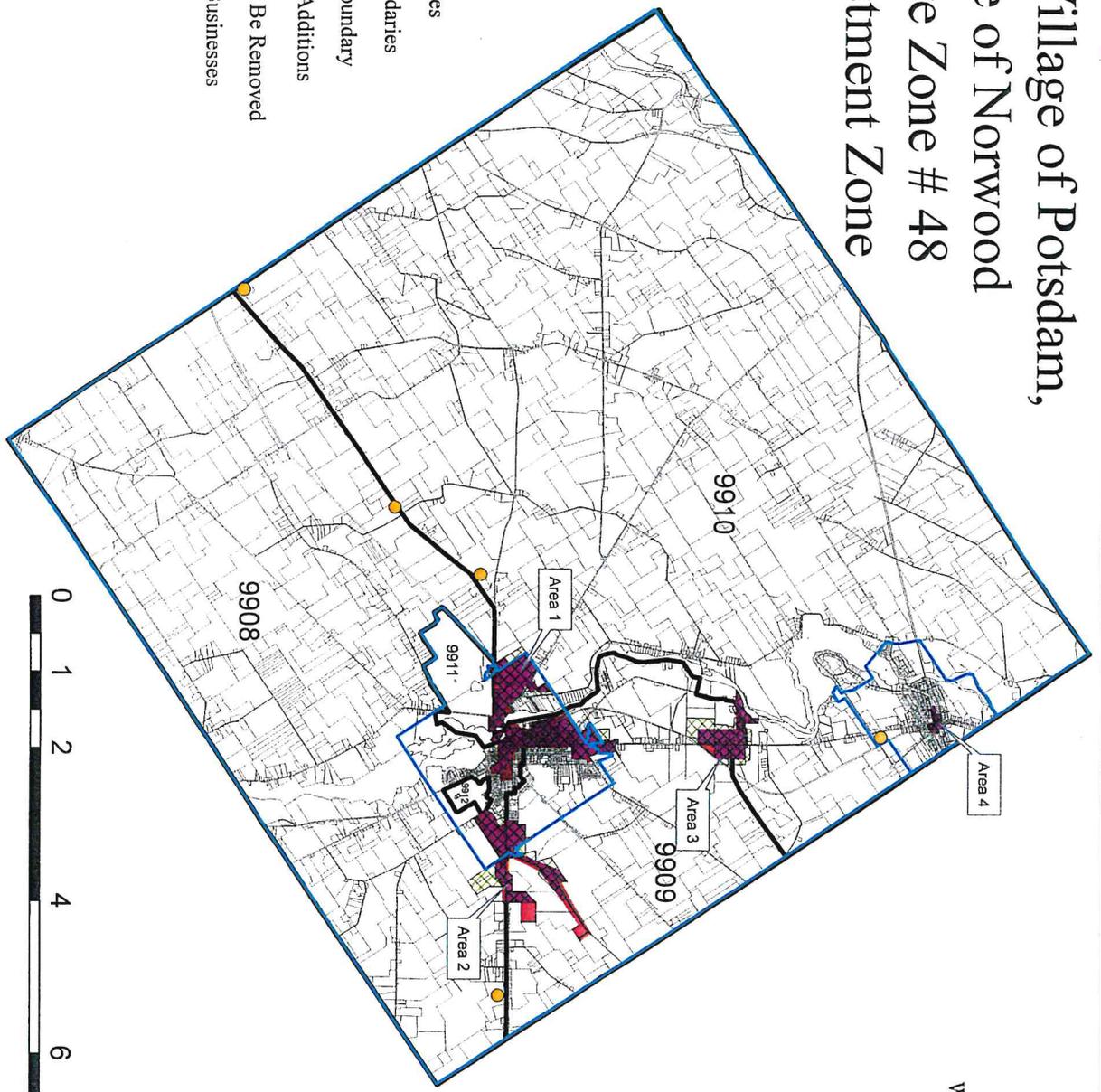


Exhibit 7

Town and Village of Potsdam, Village of Norwood Empire Zone # 48 Investment Zone

Legend

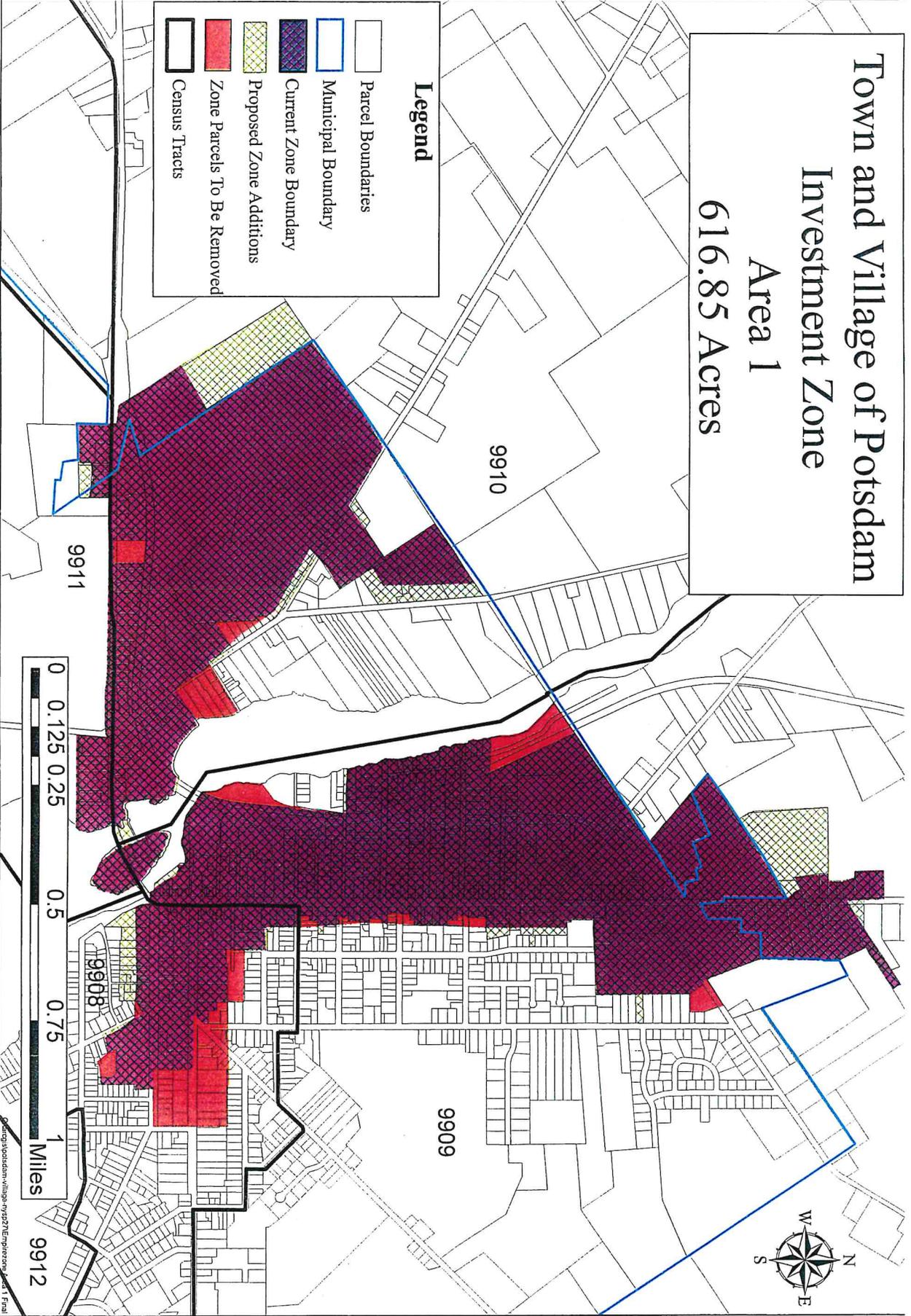
-  Parcel Boundaries
-  Municipal Boundaries
-  Current Zone Boundary
-  Proposed Zone Additions
-  Zone Parcels To Be Removed
-  Grandfathered Businesses
-  Census Tracts



Town and Village of Potsdam Investment Zone Area 1 616.85 Acres

Legend

- Parcel Boundaries
- Municipal Boundary
- Current Zone Boundary
- Proposed Zone Additions
- Zone Parcels To Be Removed
- Census Tracts



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Exhibit 8



Record pace

Koepka sets 36-hole record in leading PGA Championship

SPORTS, B1

Today's Puzzles Sponsor

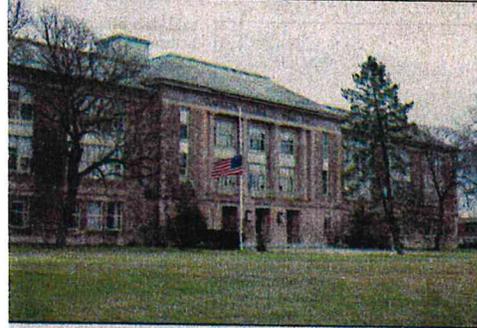


Watertown Daily Times

www.watertowndailytimes.com

\$5.6M earmarked for Old Snell renovations

STATE FUNDING: Clarkson University hall will be converted into 59 affordable housing apartments



Clarkson University's Old Snell Hall in downtown Potsdam.

WATERTOWN DAILY TIMES

By ABRAHAM KENMORE
akenmore@wdt.net

POTSDAM — The renovation of Clarkson University's Old Snell Hall into 59 affordable housing apartments is set to go ahead after New York state announced \$5.6 million in funding for the project on Friday.

"We're ecstatic about the support from the state," said Rick Manzardo, president of the Vecino Group, a housing development company from Springfield, Mo., that is doing the renovation.

The Vecino Group has been working on the project since 2017, and in December applied for \$15 million from the state, saying they would back out of the project if

they did not receive state funding.

On Friday afternoon, Mr. Manzardo said that, while he had not

THE GIST OF IT

■ **POTSDAM HOUSING:** On Friday, the state announced an award of \$5.6 million to affordable housing project slated for Clarkson University's Old Snell Hall

■ **MOVING FORWARD:** After years of projects being considered for the building, Rick Manzardo of developer the Vecino Group said the funding should allow the project to move forward

See CLARKSON A11

Clarkson

From A1

had time to review all the finances yet, the state funding should allow the project to move forward.

"We should be locked in," he said. "The village, the university have been great to work with."

According to Frederick J. Hanss, Potsdam's planning and development director, this is the second time Vecino has applied for funding.

"They submitted last year for funding and were rebuffed," he said.

With the funding in place Mr. Manzardo said Vecino could begin construction toward the end of this year, with a year-and-a-half of construction after that to renovate the building. In addition to the apartments, which according to the state news release will be affordable to households with incomes under 60 percent of the area median, the project will also include an arts hub and office space.

Other companies have also looked at the project and then abandoned it. In 2016, Omni Housing Development and Sequence Development from Albany were approved to begin construction work before dropping the project.

State Sen. Joseph A. Griffo, R-Rome, praised the project moving forward.

"I am pleased to see that Clarkson University's Snell Hall will feature a mixture of affordable housing, a business incubator and creative and community spaces for artists and others in the region," Sen. Griffo said in a news release. "This project will help Clarkson University to continue its outstanding reputation and will grow and strengthen the Potsdam community and the North Country."

The grant is part of \$9.2 million for the north country; the remaining \$3.6 million will go to fund 40 new apartments in the Plattsburgh area on the old Air Force base.

"These critical investments will strengthen communities in every corner of the state by creating and preserving affordable homes for families, veterans, seniors and some of our most vulnerable neighbors," Gov. Andrew M. Cuomo was quoted as saying in a news release. "By strategically revitalizing neighborhoods throughout New York, we can breathe new life into these communities, making them more vibrant places to live for generations to come."

NORTH COUNTRY NOW

\$5.6 million to fund turning Snell Hall into multi-use complex with 59 apartments

POTSDAM – A \$5.6 million grant will help transform Snell Hall into a mixed-use complex with 59 apartments.

The \$5.6 million for Potsdam to fund the transformation of Snell Hall, an underused downtown Clarkson University building, into a mixed-use complex with 59 apartments affordable to households with incomes below 60 percent of the area median income, a hub for the arts, housing the St. Lawrence Arts Council and a community theater, as well as the Shipley Center for Innovation, a business incubator.

Missouri-based The Vecino Group was confident the funding application had a better chance of approval after incorporating "good feedback" on the shortcomings of an unsuccessful application a year ago.

The St. Lawrence County Arts Council (SLC Arts) will be provided space to continue their use of a part of the building, and the university's Shipley Center for Innovation will have some downtown space there, according to the current plan.

SLC Arts is projected to have approximately 7,000 square feet including offices, a gallery, and studios. The Shipley Center will have approximately 1,800 square feet of dedicated space in the current plan.

The theater in the former Clarkson University classroom building will be renovated for use by the village, the university's theater group and others, and for public meetings and events.

The Vecino plan includes installation of new mechanical and electrical equipment in Old Snell Hall.

North Country Sen. Joseph Griffo was pleased that Snell Hall will get rehabilitated. Other attempts to rehab the building in recent years fell through.

"I am pleased to see that Clarkson University's Snell Hall will feature a mixture of affordable housing, a business incubator and creative and community spaces for artists and others in the region. This project will help Clarkson University to continue its outstanding reputation and will grow and strengthen the Potsdam community and the North Country," he said.

The funding is part of \$175.4 million the state is awarding to build or preserve more than 2,185 affordable apartments and revitalize communities across New York's 10 economic development regions.

"These critical investments will strengthen communities in every corner of the state by creating and preserving affordable homes for families, veterans, seniors and some of our most vulnerable neighbors," Governor Cuomo said. "By strategically revitalizing neighborhoods throughout New York, we can breathe new life into these communities, making them more vibrant places to live for generations to come."

View Full Story at: <https://northcountrynow.com/news/56-million-fund-turning-snell-hall-multi-use-complex-59-apartments-0258899> (<https://northcountrynow.com/news/56-million-fund-turning-snell-hall-multi-use-complex-59-apartments-0258899>)

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Exhibit 9



LC Drives raises \$15 million investment to manufacture motors in Potsdam, hire 20 more people

BY CRAIG FREILICH
North Country This Week

POTSDAM – LC Drives of Potsdam announced today \$15 million in Series A financing from Koch Engineered Solutions to help them move forward with production of their innovative motors and generators.

CEO Russ Marvin said he expects to hire 20 more people in the next few months to ramp up production of motors at their facility at Clarkson University's downtown campus. [img_assist|nid=259070|title=Marvin|desc=|link=none|align=right|width=150|height=215]

"We're committed to Potsdam. We're here, and we're going and we're hiring," Marvin said.

"I'm quite excited to be part of this," he said.

With this new infusion of capital Marvin says "we expect to grow the business significantly with the launching of full production."

"We have production purchase orders" that will move the company to "the next stage of growth."

What they have been developing are motors and generators that are about half the size and weight of comparably powered units. They do that with a patented creative solution dispersing the heat buildup those units experience. They use less power per unit of output, with the promise of cutting the proportion of all electric power now used by motors around the world below the current 47 percent, the company says.

LC Drives is "focused on the development, manufacturing, marketing, and sales of industrial electric motors with industry-leading power density. The Company's patented designs enable LC Drives to produce motors with half the weight and size of comparative products. The proceeds will be used to accelerate time-to-market activities including research and development, manufacturing, marketing, and sales. LC Drives is planning to expand operations and add additional staff in the immediate term," their press release said.

The markets they are aiming at include marine, industrial, transportation, and wind energy applications, among others.

Marvin is "encouraging people to send resumes to LCDrives.com," he said. They are looking for "engineers to manufacturing folks to marketing and communications people and manufacturing technicians – quite a range of people," he said.

They will be expanding their footprint in Damon Hall at Clarkson's downtown campus while maintaining offices in Peyton Hall there, and contemplating the next growth spurt as time goes on and "longer term needs are sorted out," said LC Drives spokesman Mark Sperry.

The funding will be used for salaries, engineers and operators, for manufacturing and manufacturing support, and equipment in their Damon Hall facility, Sperry said. "We're looking to double our operation in the four to six months," he said. Just how fast that will happen "depends on how fast production ramps up and the size of the motors" in production.

What's known as Series A financing, also called a strategic investment, is private funding from an investor who believes the company is ready to move beyond the startup phase, in this case to begin a push toward commercially sustainable production and sales.

The investment in LC Drives is even more significant due to the size and reputation of the investor, Koch Industries, in the top rank of private businesses in the world, which has an emphasis on science and engineering.

The funding comes from the Koch company Koch Engineered Solutions, "the unit of Koch Industries, Inc. focused on developing and delivering innovative technical and service solutions for industrial value chains," LC Drives' press release said.

"We are making a strategic investment in LC Drives as their technology shows promise in several of our core markets and strategy for future growth," said Don Brown, Koch Engineered Solutions Vice President, Business Development.

In return for the investment, Koch will have two seats on LC Drives' board of directors.

Marvin said the investment is understandably exciting to people in the company and even among customers, along with others who are watching LC Drives grow.

LC Drives has been developing its motors and manufacturing processes since its founding in 2012 with help from state grants and local support from the village in grant acquisition. Clarkson University has given the company support in its business incubator through the Shipley Center for Innovation and the Reh Center for Entrepreneurship.

"We are happy to have achieved this critical milestone for LC Drives and appreciate the confidence displayed by Koch in our vision and unique product and manufacturing process designs," Marvin said in the press release. "Thank you to the dedicated team at LC Drives for your hard work and ingenuity and to Clarkson University, the New York State Energy Research and Development Authority, Empire State Development, and numerous other federal, state, and local organizations for their ongoing support," he said.

"I moved back to Potsdam five years ago" to see if he could "grow the ecosystem" of the economy in the North Country.

He said he wanted to demonstrate that the success of a venture-backed company that "could be helpful to other companies looking to do the same. We're an engine of

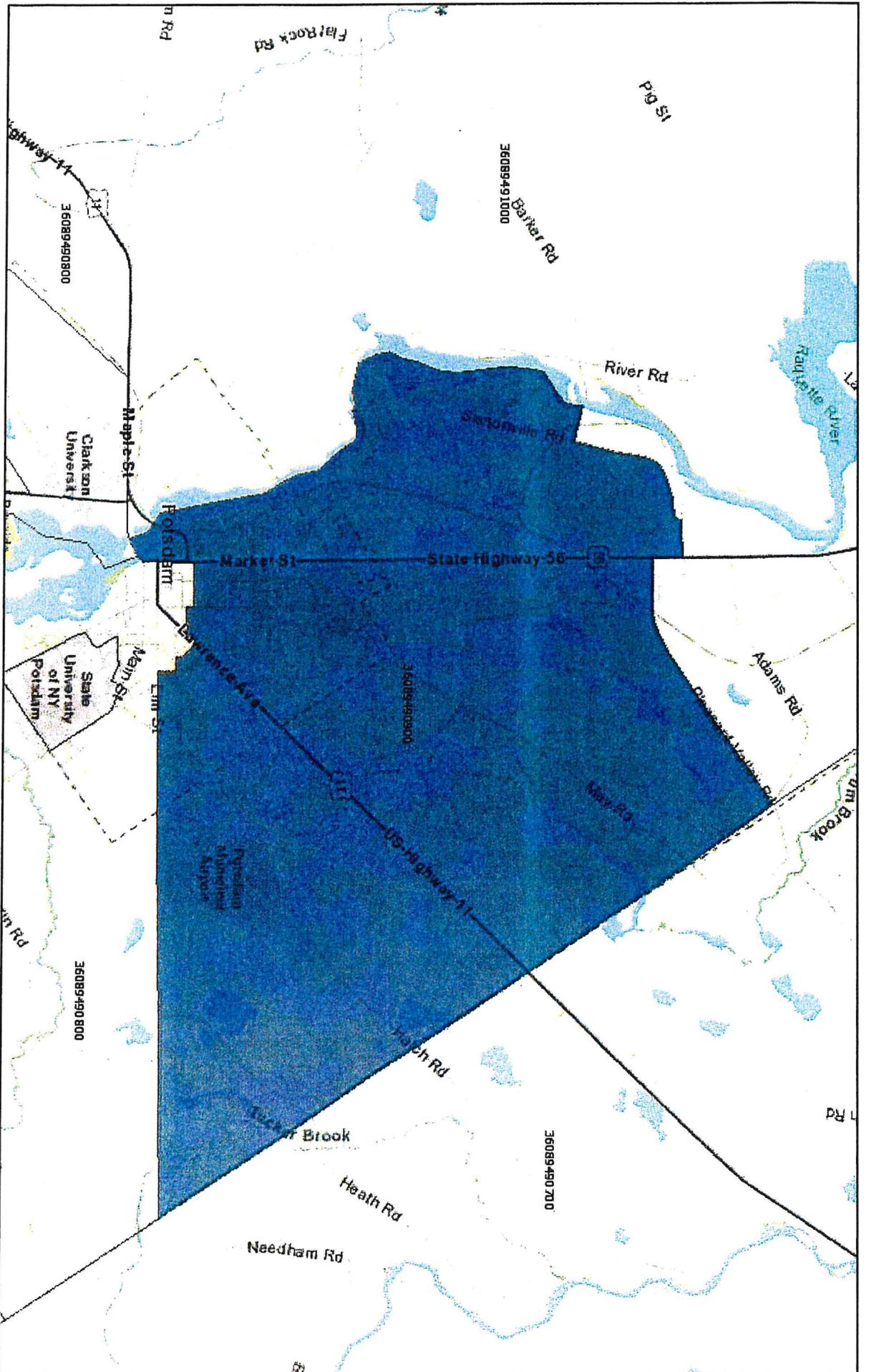
economic growth in the community. Companies in the North Country are not taking advantage of this" model for growth. "It could make an impact, not just in the North Country."

View Full Story at: <https://www.northcountrynow.com/news/lc-drives-raises-15-million-investment-manufacture-motors-potsdam-hire-40-more-people-0258971>
(<https://www.northcountrynow.com/news/lc-drives-raises-15-million-investment-manufacture-motors-potsdam-hire-40-more-people-0258971>)

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Exhibit 10

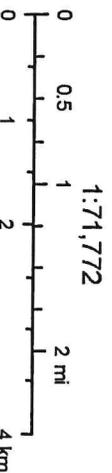
Federal Opportunity Zone CT 4909



October 2, 2018 11:02:50 AM

Designated Opportunity Zone Tracts

- Opportunity Zone Tracts
- Census Tracts
- State Census Boundaries



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, Geodata, IGN, Kadaster NL, Ordnance Survey, Esri

Exhibit 11

Potsdam Planning and Development Office
Available Downtown Retail and Commercial Properties
Village of Potsdam, NY
May 24, 2019

Downtown Potsdam

2 Main Street

Zoning: Central Business District (CBD)
Square Footage: 1,250
Configuration: Ground floor.
Parking: Municipal on-street parking Prosh Parking Lot and Main Street Parking Lot.
Previous Uses: Retail.
Rates and Terms: Negotiable.
Owner/Agent: Larry Hazen, Trezza Realty (315) 212-2707.

19 Market Street

Zoning: Central Business District (CBD)
Square Footage: ~ 1,200
Configuration: Ground floor, rear loading area, dry basement.
Parking: Municipal on-street parking front/rear, Prosh and North Raymond Parking Lots.
Previous Uses: Retail.
Rates and Terms: Negotiable.
Owner/Agent: Brendan Carberry (518) 586-4436 or brendanel7@gmail.com.

25 Market Street

Zoning: Central Business District (CBD)
Square Footage: 1,250
Configuration: Ground floor, rear loading area, dry basement.
Parking: Municipal on-street, Prosh and North Raymond Parking Lots.
Previous Uses: Retail, personal services.
Rates and Terms: Negotiable.
Owner/Agent: Larry Hazen, Trezza Realty (315) 212-2707.

29 Market Street

Zoning: Central Business District (CBD)
Square Footage: 2,880
Configuration: Ground floor, rear loading area, dry basement.
Parking: Municipal on-street front/rear, Prosh and Raymond North Parking Areas.
Previous Uses: Retail.
Rates and Terms: Negotiable.
Owner/Agent: Larry Hazen, Trezza Realty (315) 212-2707.

38 Market Street

Zoning: Central Business District (CDB)
Square Footage: 2,141
Configuration: Ground floor and basement.
Parking: Municipal on-street, and Munson Street South Parking Lot.
Previous Uses: Restaurant.
Rates and Terms: Negotiable, owner prefers a retail or office tenant.
Owner/Agent: Bonnie McNichol, Sandstone Realty (315) 265-3177.

55 Market Street

Zoning: Central Business District (CBD)
Square Footage: 1,840
Configuration: Ground floor, dry basement rear loading dock, ADA compliant.
Parking: Municipal on-street, Raymond North and Munson Street South Parking Lots.
Previous Uses: Retail.
Rates and Terms: \$8.50/SF triple net.
Owner/Agent: Chrissy Martin, North Country Housing Council (315) 386-8576.

63 Market Street – Aubuchon Mall #109

Zoning: Central Business District (CBD)
Square Footage: 1,365
Configuration: Ground floor enclosed mall, 3 private offices, reception area kitchenette and private restroom.
Parking: Municipal on-street parking, 20 spaces on-site.
Previous Uses: Professional office space.
Rates and Terms: \$1,000/per month inclusive; minimum 12-month lease.
Owner/Agent: Eamon Moran, Aubuchon Realty Co. (978) 669-4028 (O), (978) 660-0512 (C).

63 Market Street – Aubuchon Mall # 106

Zoning: Central Business District (CBD)
Square Footage: 731
Configuration: Ground floor, enclosed mall with exterior entrance.
Parking: Private on-site and Raymond North Parking Lot.
Previous Uses: Restaurant and retail.
Rates and Terms: \$500/month, inclusive; minimum 12-month lease.
Owner/Agent: Eamon Moran, Aubuchon Realty Co. (978) 669-4028 (O), (978) 660-0512 (C).

71 Market Street

Zoning: Central Business District (CBD)
Square Footage: 1,200
Configuration: Ground floor with access to warehouse and loading dock if required.
Parking: Municipal on-street and 12 private parking places on-site.
Previous Uses: Professional Office.
Rates and Terms: For sale or lease, negotiable.
Owner/Agent: William Melchior (315) 265- 8334 (O), (315) 566-9450 (C).

75 Market Street

Zoning: Central Business District (CBD)
Square Footage: 1,260
Configuration: Ground floor.
Parking: Large private on-site.
Previous Uses: Retail.
Rates and Terms: \$1,250 /mo. triple net.
Owner/Agent: Lloyd Vienneau (315) 265-4513 (O).

14 Elm Street

Zoning: Central Business District (CBD)
Square Footage: 8,760
Configuration: Ground floor.
Parking: On-site, on-street and the Munson South Parking Lot.
Previous Uses: Banking and professional office space.
Rates and terms: Negotiable.
Owner/Agent: Randy LaValle, (315) 265-5800.

Available Land

Constitution Street

Zoning: Central Business District (CBD)
Square Footage: 2.0 Acres
Configuration: Level, accessible from Constitution and Depot Streets
Parking: NA
Previous Uses: Potsdam Feed and Coal Yard – DEC Environmental Easement Restrictions
Rates and Terms: Negotiable
Owner: Lloyd Vienneau (315) 265-4513 (O).

Exhibit 12

POTSDAM SANDSTONE

Geologist Ebenezer Emmons (1799-1863) was assigned to examine rocks and natural resources of the Northern District in an early geological survey of New York State, as authorized by the legislature. In 1838, he gave the name Potsdam Sandstone to exposures along the banks of the Raquette River south of Potsdam. In the 1842 *Geology of New York*, Emmons wrote that the Potsdam quarries furnished "the most valuable stone in the state, being so perfectly workable and manageable... that few materials for building could compete with it." In addition, the stone was heat resistant and used in building the interior walls of North Country and Canadian iron furnaces.

A number of sandstone quarries were established along the Raquette River to provide stone for most of the buildings standing today. The earliest was the Parmeter family business, which was sold in 1873 to become the Potsdam Sandstone Company. This company in turn became the Potsdam Red Sandstone Company in 1889 under owners Edwin A. Merritt Jr. and Ogden H. Tappan. The Clarkson family quarries were in business as early as the 1820's and continued operations into the 20th century under Annie Clarkson's leadership.

Four types of sandstone construction are displayed in Potsdam: horizontal courses, random blocks, slab-and-binder, and rough or rusticated ashlar. The slab-and-binder method, used from 1827 to 1850, consisted of alternating rows of horizontally-laid binders and vertically-laid slabs. This was said to add style and texture to a smooth wall, and to give added strength. The rough or rusticated ashlar method, favored by local architects after 1868, was more complex and was a purposeful change from the uniform horizontal look of slab-and-binder. Ashlar masonry uses large intentionally rough-faced rectangular blocks, which in the late nineteenth century were usually laid in irregular patterns.

The red sandstone industry came to a standstill by the 1920's, the result of changing styles and architectural preferences, high shipping costs, and cheap alternative building materials. The services of quarrymen, stonecutters and masons were no longer needed, and many of the heavy structures were replaced by modern buildings. Throughout Potsdam some modern buildings have portions of sandstone facing for decoration. Today, many of Potsdam's quarries are flooded by the hydroelectric power projects that line the Raquette River.

For more information about Potsdam Sandstone and structures constructed of the material throughout St. Lawrence County, New York State, and Canada, check out our interactive map at:

<http://www.potsdampublicmuseum.org/sections/35/sandstone-map>



Contact Information:

2 Park Street, Civic Center

Potsdam NY, 13676

Phone: 315-265-6910

Website: www.potsdampublicmuseum.org

Facebook: Potsdam Public Museum and Archives

E-mail: museum@vi.potsdam.ny.us

POTSDAM PUBLIC MUSEUM



POTSDAM SANDSTONE WALKING TOUR

The Village of Potsdam was founded in 1803 by Benjamin Raymond, a land surveyor for the Clarkson family of New York City, the majority owners of the 10-mile-square Town of Potsdam. Settlers moved to the town to clear the wilderness. A sawmill was in operation and a grist mill was erected at the falls of the Raquette River. The next 100 years saw growth and prosperity in the village based primarily on the lumber and paper industries, sandstone quarrying, arrival of the railroad in 1850, the presence of two colleges, area farms and an active downtown business and small manufacturing district.

This walking tour focuses on residential, educational, commercial and ecclesiastical buildings constructed of Potsdam Sandstone, dating from the 1820's to 1930's within the Village of Potsdam. The tour features 23 buildings, but the use of this durable stone was unlimited, bounded only by the creativity and ingenuity of the architects and craftsmen. It was widely used for architectural details such as chimneys, lintels and sills; as well as for walkways and hitching posts. Almost every building in the village built before 1920 has a sandstone foundation. Other uses can be seen while on this tour.

There is no fixed path to follow on this tour. The following map shows the locations of the properties listed in this tour. One can either walk or drive to the locations. Watch out for one-way or limited access streets. Parking lots are marked as blue squares labeled "P".

Detail of sandstone carving on Trinity Episcopal Church located on Fall Island, Potsdam, N.Y.



Published by the Potsdam Public Museum, Civic Center, Potsdam, New York 13676. Courtney Doyle, Editor. Funded by the Friends of the Potsdam Museum, 2015.

Potsdam Sandstone Structures within the Village of Potsdam



1. Bayside Cemetery, Clarkson Avenue, c. 1865, 1901

Bayside Cemetery was established in 1865. Previous cemeteries were deemed too close to the village and the burials in those cemeteries

were moved to Bayside shortly after its establishment. The cemetery grounds were designed by L.R. Briggs and H.T. Whitman, who both were influenced by the rural cemetery movement, which focused on landscape architecture. In 1901, the Clarkson family hired Edgar Josselyn and Warren H. Manning to design the Chateausque Gate-house complex and the landscaping around the building. The Gate-house complex is constructed of ashlar rectangular blocks that vary in size and arrangement. The building has been used for funeral services and lodging for the sexton. Bayside Cemetery is listed in the National Register of Historic Places.



2. Woodstock Lodge, Clarkson Hill Campus, c. 1827

This Federal style house was built in 1827 by Augustus L. Clarkson. It was the first house built in the slab-and-binder style. The slab-and-

binder technique was used on all visible walls. The house was a five-bay building with a raised cellar and two gable end chimneys, with a north wing added around 1840. The interior has been remodeled and the building used by Clarkson University as a playhouse, dormitory and student union.



3. Trinity Episcopal Church, 38 Maple Street, c. 1835, 1880's

Trinity Episcopal Church was built of sandstone donated by the Clarkson family. The original Federal style slab-and-binder structure can be seen on the east and west walls of

the main building. The rough ashlar façade and chapel were designed in the High Victorian Gothic style by architect James P. Johnston in the 1880's. The parish hall dates from 1955 and was built of sandstone from a demolished carriage house that was located across the street. The seven stained glass windows were designed by the studios of Louis C. Tiffany and date from 1893 to 1927. Trinity Episcopal Church is listed in the National Register of Historic Places.



4. Clarkson Office Building, 17 Maple Street, c. 1901

This rough ashlar sandstone building was used by the Clarkson family as the headquarters for their businesses. The building is designed in the Romanesque Revival style and has interesting features including its castellated parapet. The property also

served as a club house and location for social activities for Clarkson College and its students. From 1925 to 1980, the building was used by the Trinity Episcopal Church for their social and office functions. Since 1980, the property has had a number of owners. The Clarkson Office Building is listed in the National Register of Historic Places.



5. Aaron Hopkins House, 24 Main Street, c. 1837

This house is a two story, five-bay, Federal style home with Greek Revival elements. The house remained in the Hopkins family until 1885. From 1886 to 1945, the home remained a

private residence. Sometime around 1945, Potsdam College Development Fund bought the house and used it to house female students. In 1963 the Zeta Gamma Sigma Sorority bought the house, and continues to reside in it.



6. Clarkson-Knowles Cottage, 37 Main Street, c. 1830's

This Federal style house of slab-and-binder sandstone construction was possibly built for John C. Clarkson, and used as a residence for Presbyterian ministers. It was

then purchased by lawyer Liberty Knowles, and remained in the Knowles family until 1873. It was restored in the 1980's. The Clarkson-Knowles Cottage is listed in the National Register of Historic Places.



7. Potsdam Civic Center, 2 Park Street, c. 1934-35

The Potsdam Civic Center was constructed with funds from New Deal Programs and bonds in an effort to alleviate unemployment in Potsdam in the 1930's. Rusti-

cated sandstone was recycled from the old Town Hall, which had also been located there. The building was designed by the Watertown firm Lansing, Greene, and Bisnett in a neo-classical style and has changed little in appearance. The Civic Center has been a center of cultural and municipal activities for the Village since its dedication in 1935.



8. First Universalist Church, 2 Park Street, c. 1876

The Universalist Church congregation constructed their sandstone church on the location of the original wooden church in 1876. The congregation continued to use the Gothic Revival structure until the 1930's when their membership grew too small. They donated the building

to be renovated as a public library. In 1976, the library moved to its current location and the Potsdam Public Museum moved up from the basement to occupy the main floor.



9. Old Snell Hall, Park Street, c. 1918

Snell Hall is constructed from recycled ashlar sandstone from the original Potsdam Normal School, used from 1867-1917 when it was torn down. The site is where the original 1820's St. Lawrence Academy sandstone buildings were located. The building is a large three-story classroom building in Beaux Arts style. The stone is

rather pale in color compared to other Potsdam sandstone buildings. Potsdam College sold the property in the 1950's to Clarkson University. Old Snell Hall is listed in the National Register of Historic Places.



10. Old Main, 51-53 Main Street, c. 1895

Old Main was the first building erected for the Thomas S. Clarkson Memorial School of Technology founded by three of Thomas's surviving sisters following his tragic death in 1894. The sisters employed architect Edgar

Josselyn to design the three-story Richardsonian Romanesque rusticated ashlar sandstone structure. The walls of the two wings were sunk into the ground by 18 feet so that they could support themselves and the weight of the shop machinery needed for class work in 1896. Recently the building has been renovated for use as a research facility.



11. Levi Brown House, 79 Main Street, c. 1820's

Construction of this vernacular style house may have begun as early as the 1810's, which would make this the oldest sandstone house in the village. The second story, which was probably added around 1830, exhibits slab-and-binder style masonry, while the first story front

façade is coursed blocks and the side walls random.



12. Scheller House, 73 Elm Street, c. 1922

Carl P. Scheller drew up his own blueprints for his home and hired Frank Ditano to be the stone mason. This was the last sandstone house built in the village; the stone was taken from an earlier demolished house in nearby Hannawa Falls and recut. The house is in

the Dutch Colonial Revival style and the masonry stone work is rusticated ashlar. Dutch Colonial Revival features include the gambrel roof with curved eaves and the entry way with sidelights and fanlight.



13. Presbyterian Church, 43 Elm Street, c. 1868
Construction for the Presbyterian Church started in 1868 and was finished in 1872. It was built in the rough ashlar masonry style and has Gothic Revival features including the stone buttresses, large corner pinnacles, the broach spire on the corner tower, the lancet windows and arches, and the rose window in the front of the church. In June 2011, the congregation celebrated its bicentennial.



14. St. Mary's Catholic Church, 17 Lawrence Avenue c. 1898
This rusticated sandstone church was constructed to accommodate the growing Catholic congregation that had outgrown the wooden church originally on the spot. The Church hired Ogdensburg architect, William Akin to design the structure but he passed away before construction began, so architect J. B. Reid finished the project. The sandstone is from the Clarkson quarries. Gothic Revival features include the rose window, lancet windows, and the asymmetrical tower.



15. David Clarkson House, 30 Leroy Street, c. 1836
One of the most elegant of the early slab-and-binder sandstone houses, this was the center of the Clarkson farm that stretched from Market Street to Elm Street and north of the village border. This was the first Greek Revival style house in the village. General Edwin A. Merritt purchased

the house in 1870 and added the porches. The house remained in the Merritt family until 1937, after which it was remodeled into apartments.



16. Jonathan Wallace House, 99 Market Street, c. 1828
The Jonathan Wallace house was commissioned by Wallace, a Universalist minister, in 1828. It was the second slab-and-binder house in the village, probably employing sandstone from the Parmeter quarry (the Parmeters were also Universalists). The house was constructed in the Federal style with key features including the five-bay front façade and the six-paneled semi-circular fanlight. A two-story sandstone addition was constructed in 1846 by Jonathan's son, William. The Jonathan Wallace home is listed in the National Register of Historic Places.



17. Potsdam Depot, 1 Constitution Street, c. 1914
The Potsdam Depot was constructed in 1914 by the New York Central Railroad company at the end of Willow Street. The rough ashlar sandstone structure replaced the original wooden depot. The building reflects the popular

Spanish Revival style commonly seen on train depots in the early 20th century and is a wonderful example of this type. Key features include the clay-tile hipped roof, eyebrow dormers, and the broad overhanging bracketed eaves. The interior still has some of the original wooden trim and installed seats. The depot remained in service from 1914 until 1960 when the passenger train service ended. In 1980, it was moved to its current location on Constitution Street.



18. Potsdam Water Works, 11 Raymond Street c. 1871, 1906

The 1871 portion of the Potsdam Water Works is the east side of the current structure; the doorway on the east side has a keystone inscribed with the date of construction. An addition was made to the west side in 1906, the main doorway of this addition has a keystone inscribed with 1906. The addition was done with consideration so that it matched the original portion of the building in terms of scale, decorative detail, and arrangement of openings. The building is a rare example of sandstone used for a utilitarian structure and was constructed in the rough ashlar masonry style with Romanesque Revival architectural features. The Potsdam Water Works is part of the Market Street Historic District, which is listed in the National Register of Historic Places.



19. John Call House, 10 Elm Street, c. 1823

This was the first home in the village to be constructed of Potsdam sandstone and was built by mason George Train for John Call, a local blacksmith and wheelwright. The structure has a rectangular coursed block masonry style. The building is in the Federal style with key features including the elaborate centered entryway with sidelights and fanlight. A Victorian porch was added by Bloomfield Usher during his ownership from 1856 to 1895. When it became a social club in the 1890's, the rear portions were added.



20. Raymond-Knowles Building, 30 Market Street, c. 1821

The Raymond-Knowles building was commissioned by Sewall Raymond, Liberty Knowles, and Charles Partridge. The men were unsure if the local sandstone could be used as a building material, so its use in this building was an experiment. The structure became the first commercial building of sandstone and helped pave the way for the usage of the stone as a building material. The masonry style is plain courses of small blocks that resembles brickwork. Old correspondence and sketches indicate the building that is known today as the Raymond-Knowles building was double in length at one time. The Raymond-Knowles Building is part of the Market Street Historic District, which is listed in the National Register of Historic Places.



21. Zenas Clark Store, 17 Market Street, c. 1835

This commercial building was constructed in 1835 by Zenas Clark to be used as a general store. Originally the Federal style building was three stories but sometime between 1875 and 1880 the building was remodeled into the two-story structure with Italianate features that stands today. The structure displays slab-and-binder masonry on the front and side, while the back is random stone. Throughout its history, the Zenas Clark building has had many alterations, evident in the filled door and window spaces. The structure remains important to the Potsdam downtown because it is one of only two commercial slab-and-binder buildings still left. The Zenas Clark Store is part of the Market Street Historic District, which is listed in the National Register of Historic Places.



22. Cox Building, 5-7 Market Street, c. 1888

The Cox Building was constructed by James A. Cox for his retail business, Cox, Herrick, & Co. James A. Cox was the son of Charles Cox, who passed away in 1887 and had owned the Cox sandstone quarries. James P. Johnston, an Ogdensburg architect, was employed to design the elaborately carved rusticated ashlar structure. Johnston designed the building in the Romanesque Revival architectural style. The building is not quite symmetrical, with the right section slightly wider than the left. The Cox Building is part of the Market Street Historic District, which is listed in the National Register of Historic Places.



23. Hopkins Tannery, 1 Market Street, c. 1840

This building was commissioned by Aaron T. Hopkins around 1840 and was named the Hopkins Tannery and Leather Shop. The masonry style of the building is slab-and-binder and the architectural style has been remodeled from being a Federal building into the Italianate. Visible on the side wall (facing the bridge) is an advertisement for the Grand Wardrobe along with a horseshoe outline; this advertisement dates to about 1880. The Hopkins Tannery is part of the Market Street Historic District, which is listed in the National Register of Historic Places.

Sandstone Walking Tour Map

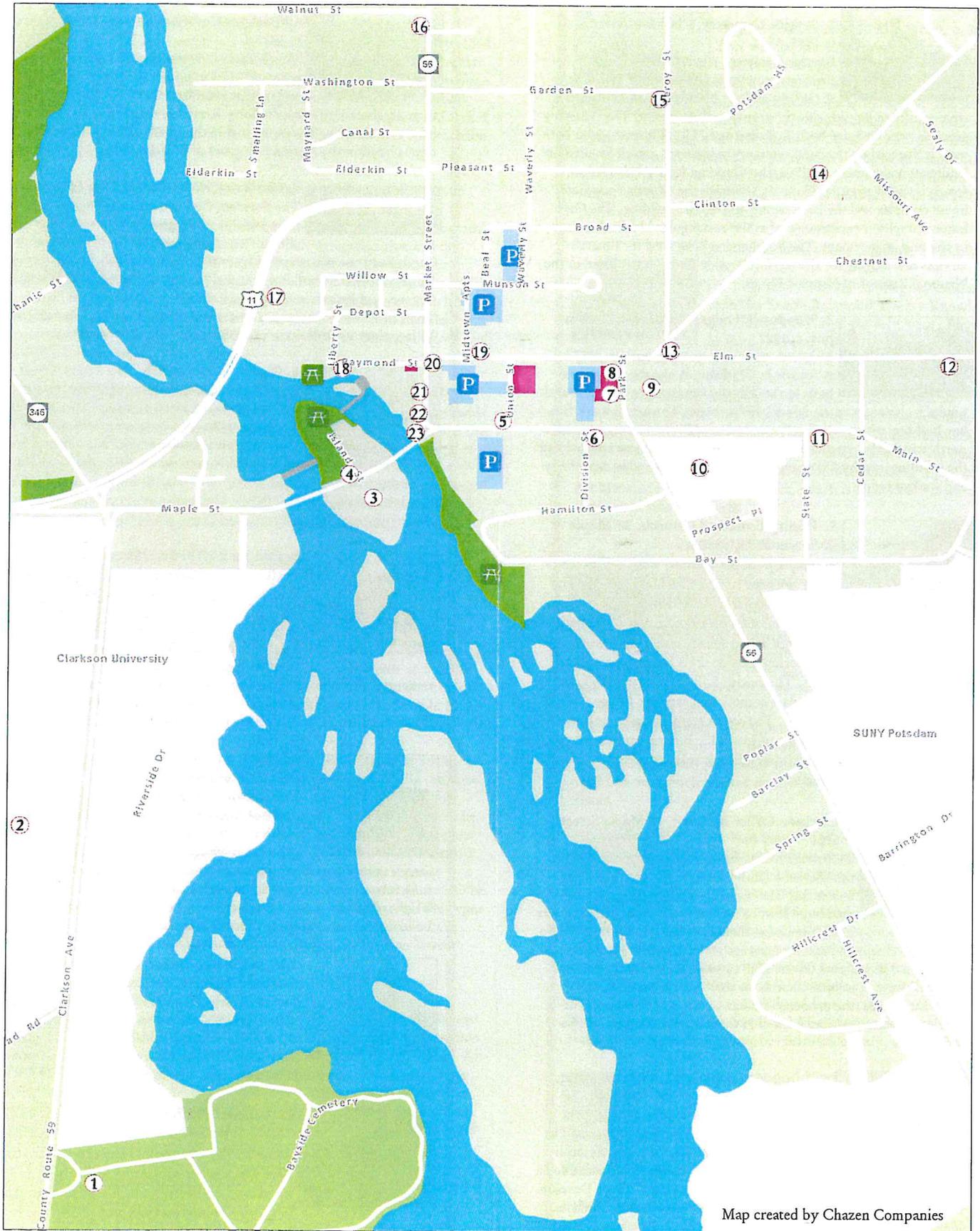
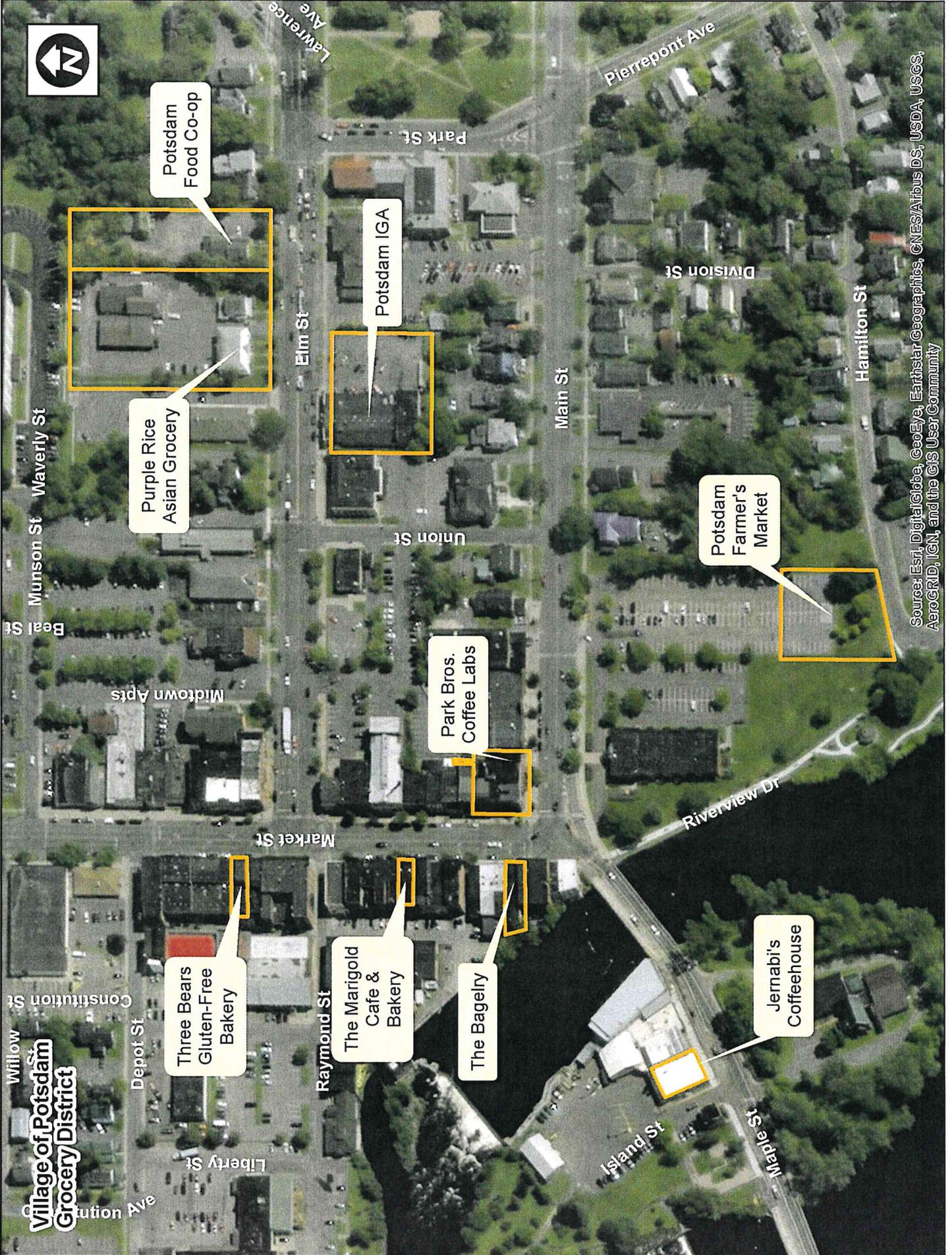


Exhibit 13



**Village of Potsdam
Grocery District**

Potsdam
Food Co-op

Purple Rice
Asian Grocery

Potsdam IGA

Park Bros.
Coffee Labs

Potsdam
Farmer's
Market

Three Bears
Gluten-Free
Bakery

The Marigold
Cafe &
Bakery

The Bagelry

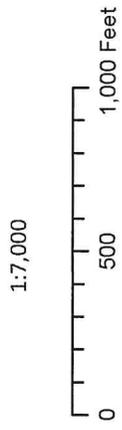
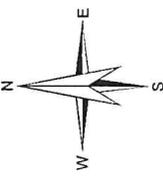
Jernabi's
Coffeehouse

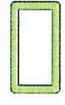
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Exhibit 14

Village of Potsdam

Downtown Revitalization Initiative



 2019 Focus Area

 Walk time of 10 minutes from Ives Park

 Walk time of 5 minutes from Ives Park

Ives
Park

Clarkson
University

SUNY Potsdam

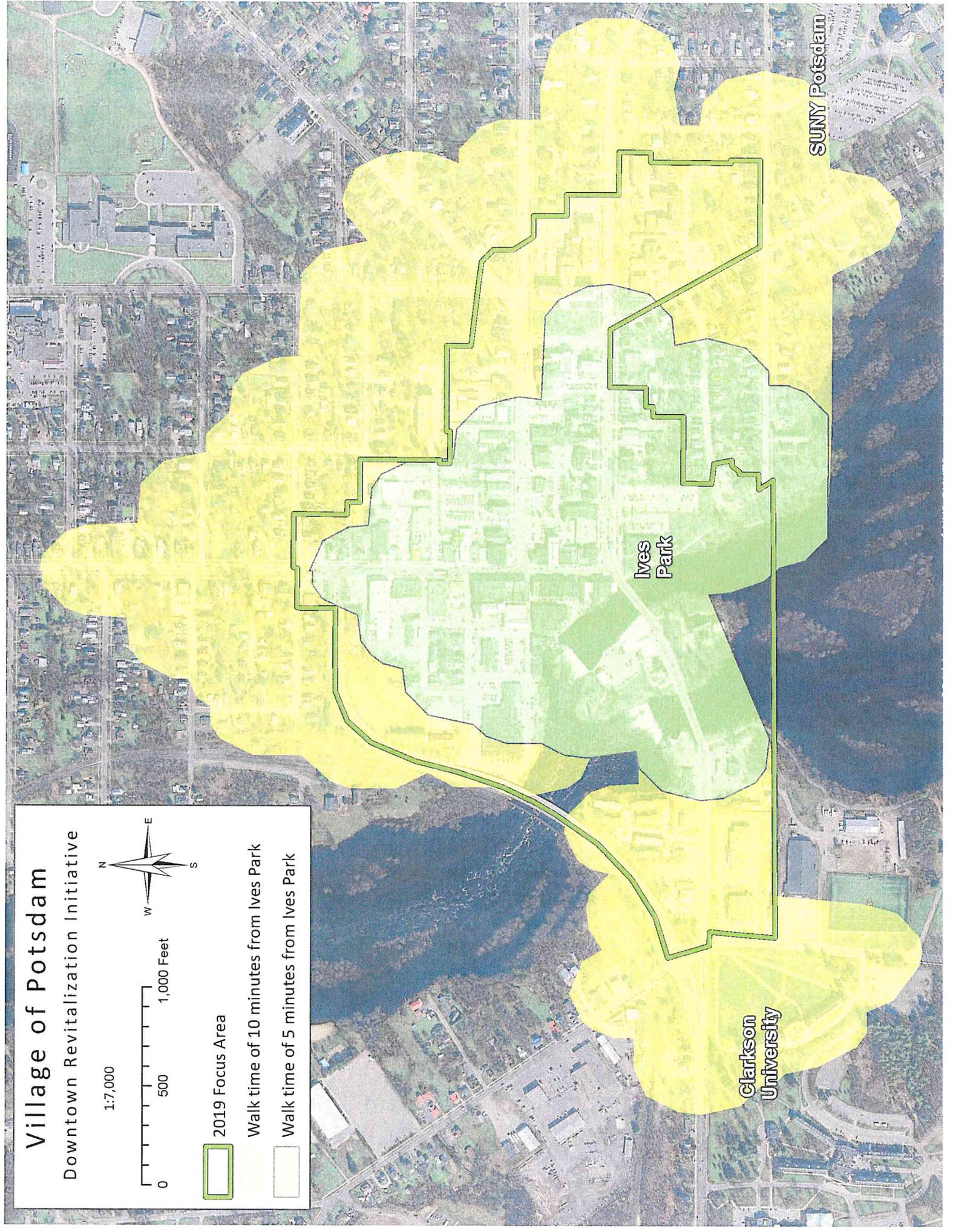


Exhibit 15

2012-2022
Comprehensive Plan
Village of Potsdam, New York
Adopted: January 7, 2013

Steven W. Yurgartis, Mayor
David Fenton, Village Administrator

Economic Development

As noted earlier in the demographics section of this plan, the Village of Potsdam faces significant issues with poverty and median income levels that are markedly lower than either the state as a whole or St. Lawrence County. Potsdam is however better positioned than many upstate, rural communities to recover from a prolonged period of economic stagnation.

First, Potsdam's business community has adapted well to the changes in retailing, and in technology developing downtown Potsdam and the Outer Market Street retail corridor as the County's bricks and mortar commercial center while increasingly engaging in e-commerce.

Second, it has among the last nearly intact Victorian-era downtown areas in Northern New York State. Considerable public and private investments in downtown's many historic buildings has maintained a sense of place and a rich architectural heritage.

Third, its waterfront area is interesting, accessible and a central part of Village life. This asset will help make Potsdam a memorable to place for residents and visitors alike and is a tool in the community's recruiting efforts.

Fourth, unlike many communities in Northern New York State, Potsdam is blessed with 2 universities and a hospital which play important roles in the region's economy. Clarkson University recently completed the Clarkson Small Business Incubator that holds the promise of providing a supportive environment for start-up companies that may help to commercialize university research resulting in a unique new economy sector in Potsdam.

Finally, Potsdam has nearly \$1 million available to provide debt financing for businesses proposing to expand or locate in the Village. In addition to helping leverage private investment, the Village's revolving loan funds also help to leverage public funds such as the recent Arts Micro-Enterprise Project funded through the NYS Community Development Block Grant Program.

The Village can influence economic development in three ways:

- Through its land use regulations.
- By providing reliable infrastructure with capacity for new residential and commercial connections.
- Through economic development incentives.

As noted in the discussion of land use issues, it is recommended that §180 and §A186 of the Village Code be thoroughly reviewed to ensure that each is up-to-date and consistent with Smart Growth principles. For example, the Village has a long-standing issue with its parking code that requires

commercial developers to provide more parking than may be needed to accommodate employees, patrons and deliveries. This requirement consumes real estate, creates impervious surfaces that require expensive storm water management measures thus driving up the cost to develop new businesses in the Village. By conducting a thorough review of its codes and making changes as necessary, the Village will be able to better compete for start-up businesses and retain existing corporate citizens.

The Village has adequate infrastructure to meet the needs of both existing and new businesses at the present time. To ensure that new residential and commercial development can take place, the Village should begin planning for waste water collection and treatment system upgrades and the reduction of infiltration and inflow of storm water to the Village waste water treatment system.

The Villages is fortunate to have nearly \$1 million dollars available for economic development lending through its micro-enterprise revolving loan fund and the Potsdam Growth Fund. In addition to debt financing, the Village has also secured grant funds from the NYS Office of Community Renewal that will help to develop the community's place as the center for arts and culture in Northern New York State. Finally, The Village has in the past, extended property tax relief through a variety of real property tax abatement programs and Payment -In-Lieu-Of-Tax (PILOT) agreements with developers. As opportunities present, it may beneficial for the Village to consider the development of tax abatement or exemption programs that will help support the location of strategic businesses in Potsdam.

Economic Development Recommendations

ED- 1 Preserve and enhance the prominent role of the B-1 Central Area Overlay District as the civic and commercial center of the community.

- a. The Planning and Development Office should encourage private investment in commercial property and business development through the use of revolving loan funds.
- b. Understand that the health and attractiveness of the community (especially the downtown) and the ability of the universities and the hospital to attract quality students and staff are to a large extent mutually dependent.
- c. The Village Board of Trustees should promote and encourage public and private streetscape improvements.
- d. The Village Board of Trustees should encourage historic preservation efforts, including the adoption of historic preservation ordinances to protect landmark properties and pursuing funding for preservation and rehabilitation.
- e. The Planning and Development Office should encourage retention and expansion of residential uses in and adjacent to downtown.
- f. The Code Enforcement Office should continue to enforce building and property maintenance codes to ensure public health, safety, welfare and Village appearance.

Village of Potsdam, New York, 2012-2022 Comprehensive Plan

- g. The Village should support community events in the downtown area.
- h. The Village should encourage the universities, the Chamber of Commerce and other organizations, to develop new events to bring people downtown.

ED-2 Within the framework of a competitive marketplace, the Planning and Development Office should encourage retail diversity while encouraging small, independent niche retail retention and development.

- a. Large scale commercial development should be directed to the outer Market Street retail corridor.
- b. Promote smaller, compatibly scaled retail development in and adjacent to the downtown area.

ED-3 The Planning and Development Office should work with the Reh Center for Entrepreneurship to assist businesses located in Peyton Hall to transition to the next level of growth and remain in a Village location.

- a. Work with the Director of the Reh Center to pro-actively identify future needs for incubator businesses that reside in Peyton Hall.
- b. Locations and services should be identified for possible relocation once a company is ready to transition to the next level.
- c. Assistance in finding investment capital and grant as well as exploring tax incentives should be considered.
- d. A business friendly environment should be stressed at all levels of Village government to encourage companies to find value in relocating to a Village location.

ED-4 The Village should work to diversify the economic base of Potsdam to increase non-retail employment opportunities and increase net taxable property value.

- a. The Planning and Development Office should continue to promote and market the Village as a prime incubator for small light industrial and new economy businesses.
- b. The Village Board of Trustees should continue to encourage development of the Commerce Park.
- c. The Planning and Development Office should continue cooperative efforts with Clarkson University to support redevelopment of downtown campus buildings.

Village of Potsdam, New York, 2012-2022 Comprehensive Plan

- d. The Planning and Development Office should continue efforts to market the Sandstone Drive Redevelopment Area (SDRA) for commercial development compatible with and supportive of, the downtown area.

ED-5 Encourage the Planning and Development Office to continue to streamline regulations, application processes and other areas to make it easier to locate a business in Potsdam.

ED-6 The Village Board of Trustees should provide training and educational opportunities for Village volunteers and elected officials.

ED-7 The Village Board of Trustees should continue efforts to improve existing infrastructure and services to support both residential and commercial development.

ED-8 The Village should recognize the importance of higher education and health care to the local economy and work with the universities and hospital to strengthen their ability to grow consistent with their visions.

ED-9 Encourage the universities to help maintain and expand the local economy through such actions as:

- a. Creating local private sector business spin-offs from research and other programs.
- b. Investing resources in the local economy and municipal projects.
- c. Explore and support options for the University Bookstore to maintain a strong customer base. This could include ideas such as adding SUNY Potsdam merchandise or expansion into other types of products.
- d. Encouraging students to use local businesses and services.
- e. Marketing Potsdam to alumni for business growth and development opportunities.
- f. Active involvement in recruiting new businesses and other local economic development efforts.

ED-10 The Village should recognize the importance of the Canton-Potsdam Hospital (CPH) and its expansion needs including encouraging the hospital to collaborate with economic development opportunities compatible with its mission and vision and that of the Village.

ED-11 The Village Board of Trustees should provide a budget for economic development marketing and develop a plan to create a brand for the Village and the greater North Country area.

ED-12 The Village should strive to make Potsdam the center for the arts in Northern New York State by:

Village of Potsdam, New York, 2012-2022 Comprehensive Plan

- a. Supporting efforts to create a Multi-Arts Center in the Village.
- b. Coordinate with local arts organizations and the universities to promote arts events that occur on campus.
- c. Develop arts festivals.
- d. Develop financial and technical assistance products to assist artists, craftspeople and arts related businesses in the Village.

ED-13 The Village should take a regional view of economic development and encourage joint projects with neighboring communities. Continue to participate in planning activities undertaken by the North Country Regional Economic Development Council and similar state initiatives.

ED-14 The Planning and Development Office should balance its efforts between attracting new businesses and the retention of existing businesses.

ED-15 The Planning and Development Office should put special effort in developing businesses that are owned by residents of St. Lawrence County, and more particularly from the Town and Village of Potsdam, recognizing that wealth generated in the community tends to stay in the community.

ED-16 The Planning and Development Office should work to recruit hotel developers to develop and operate additional hotels within the Village.

ED-17 The Village Board of Trustees should give high priority to implementing the Village's 2012 Downtown and Waterfront Revitalization Plan (attached as Appendix 4).

ED-18 The Planning and Development Office, the Department of Public Works and the Recreation Department should work in concert to develop unique recreational facilities that will be a regional attraction (e.g. foot trails, mountain bike trails, whitewater park, canoe trails, and skateboard park).

ED-19 The Village should continue partnerships developed with communities along the Raquette River corridor and the Town of Canton to market the region's natural resources and tourist attractions.

ED-20 The Village should encourage the development of renewable energy resources in our area; and, support the economic expansion that comes with this development. In particular a market for biomass utilization.

ED-21 The Planning and Development Office should identify ways of developing Potsdam as a center for the processing, storage and distribution of locally produced agricultural products.

Village of Potsdam, New York, 2012-2022 Comprehensive Plan

ED-22 The Village should construct an open-air pavilion as part of Ives Park to encourage expansion of the farmer's market and other community activities.

ED-23 The Village Board of Trustees should identify strategies to improve the coordination of economic development with the Town of Potsdam.

ED-24 The Village Board of Trustees should support and encourage the development and construction of the proposed "*North Country Children's Museum*".

Transportation

Transportation is no longer a question of miles of blacktop, but is a much more dynamic subject that promotes multi-modal travel options including: walking trails such as the Clarkson University's Munter Trails, facilities for pedestrians and bicyclists as well as the motorists. The Complete Streets movement emphasizes the 'provision of a network of roadways and related infrastructure that are designed and operated to provide safe access for pedestrians, bicyclists, people with disabilities and motorists.'³ The Village considered Complete Streets Policies in this section of the comprehensive plan.

Recommendations

T-1 The Village Board of Trustees should amend §A186-14 of the Village of Potsdam Sub-Division Regulations to require sidewalks be installed on all roads intended to handle through traffic, not just collector streets.

T-2 The Village Board of Trustees should encourage the installation of sidewalks, as opportunities arise, on the following streets to encourage pedestrian use and safety.

- a. The west side of Pierrepont Avenue south to Lehman Park.
- b. Both sides of outer Market Street and especially the west side.
- c. Outer Main Street on the north side to the Main Street Apartments; the Village should work cooperatively with SUNY Potsdam to extend the south side walks from Barrington Drive to where it currently terminates at 107 Main Street.
- d. Outer Lawrence Avenue.

T-3 The Village should encourage the NYS Department of Transportation to realign the intersection at Pine Street and Madrid Avenue to ensure adequate vehicle safety and visibility. The grade from Lower Pine Street should be reduced.

T-4 The Department of Public Works should work with the NYS Department of Transportation to:

- a. Increase the available turning radius for tractor trailers at the intersection of Elm and Market Streets.
- b. Evaluate options for improving safety at the Maple, Market and Main Streets intersection by clarifying traffic right-of-way as vehicles merge from Maple and Market on to Main Street.
- c. Explore the construction of a crosswalk between the IGA store and the Midtown Apartments.

³ North Country Healthy Heart Network, "Complete Streets for North Country Communities, p 6.

d. Improve pedestrian safety at the “theater” crosswalk on Main Street.

T-5 The Village Board of Trustees should continue to encourage and support major transportation improvements sufficient to build a dynamic and self-sustaining regional economy. Local bus service continues to be important to the community.

T-6 The Department of Public Works and Planning and Development Office should improve the links between pedestrian movement and downtown parking, making these paths more convenient and appealing.

T-7 The Village Police Department should better enforce metered parking. Likewise, downtown business owners and their employees should be discouraged from using metered parking places in front of their businesses.

T-8 The Village Board of Trustees should implement the downtown streetscape improvements recommended in the 2012 Downtown and Waterfront Revitalization Plan.

T-9 The Village Board of Trustees should order the study of the possible narrowing of Market Street between Elm and Main Streets to encourage a more active downtown street life.

T-10 The Village Board of Trustees should encourage the creation of attractive gateways at the main entrances to the Village at Route 56, U.S. Highway 11 and U.S. Highway 11B.

T-11 The Village has adopted the recommendations of the 2003 U.S. Highway 11 and NYS Route 56 Corridor Management Study. These strategies and implementation recommendations should be considered part of the Village Comprehensive Plan. In particular the Village should:

For Highway 11:

- a. Minimize the possibility that growth along Highway 11 could reduce market reach and growth of businesses on Route 56.
- b. Address the transportation problems and particularly safety, associated with large traffic volumes stemming from development on Highway 11 and Route 56.

For Route 56:

- a. Encourage a pattern of development that allows the development of interior properties and minimizes the aesthetic impacts associated with strip development.
- b. Establish development requirements that will enable necessary transportation improvements in the future without unduly impacting developers.

Village of Potsdam, New York, 2012-2022 Comprehensive Plan

- c. Promote a pattern of development and requirements that will not inhibit the market reach of the Village's central business district.
- d. Address the transportation problems, and particularly safety, that will result from more development along Route 56.

Furthermore, the Village Comprehensive Plan includes the implementation recommendations described on pages 46-57 of this report (the Corridor Management Study is attached as Appendix 6 of the Comprehensive Plan).

T-12 The Department of Public Works should inventory all major crosswalks in the Village and bring them up to "Complete Streets" standards for safety.

T-13 The Planning and Development Office and the Department of Public Works should finance and construct a Riverwalk Trail as described in the 2012 Downtown and Waterfront Revitalization Plan that will connect to Ives Park and Clarkson University's Munter Trails.

T-14 The Village should encourage the connection of trail networks in the Village such as trails on Clarkson and SUNY Potsdam campuses.

T-15 The Village Board of Trustees should pursue efforts to reduce vehicular traffic and to promote a pedestrian and bicycle oriented environment to make shopping in the Village more attractive and bring customers to Village businesses, including but not limited to:

- a. Pedestrian and bicycle routes from the two university campuses should be the focus of attention.
- b. Bicycle use should be encouraged by: the placement of bicycle racks throughout the Village; the designation of bicycle routes; the preparation of a bicycle route map; sponsoring "Bike to Work Days"; the creation of a bicycle system plan.
- c. A "Healthy Infrastructure Advisory Board" could be created to address these and similar matters.

T-16 The Village should serve as the lead agency in developing a regional bicycle trail system that connects the Village of Potsdam to other communities in St. Lawrence County.

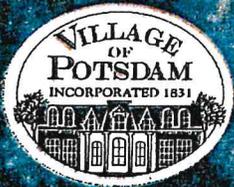
Complete Streets for North Country Communities is attached hereto as Appendix 6.

Exhibit 16

Village of Potsdam

Downtown & Waterfront Revitalization Plan

2012



*This document was prepared for the
New York State Department of State
with funds provided under Title 14 of
the Environmental Protection Fund.*

FUNDING & IMPLEMENTATION STRATEGIES

The implementation of the following recommendations will depend upon the availability of funding and/or partnership opportunities. The timing to initiate each project is indicated as short (1-2 years), medium (2-5 years), and long term (5-10 years). However, it is important to note that short term projects may require a significant amount of resources and time to complete. Conversely, long term projects may be accomplished in a brief amount of time or with limited effort. Therefore, while it is recommended that Village of Potsdam first focus on higher priority or short term projects, it should also consider taking advantage of any opportunity that may advance an initiative.

Initiate	Project	Implementation Steps	Leadership & Partnerships	Potential Funding Source
Short Term	Enhance Ives Park* <i>COMPLETE!</i>	<ul style="list-style-type: none"> ▪ Prepare local strategy (e.g. budgeting, capital improvement plan, etc.) to fund project components or grant match(s). ▪ Prepare and submit grant applications. ▪ Prepare design and engineering drawings for select improvements. ▪ Consult with local professionals regarding tree species and riparian vegetation. ▪ Select contractor and construct improvements. 	Village of Potsdam, Potsdam Farmers Market, Outdoor Recreation Businesses, NYSDOS	Village Funds, NYS Department of State (NYSDOS), NYS Office of Parks, Recreation, Historic Preservation (OPRHP), NYS Department of Environmental Conservation (NYSDEC), Environmental Protection Fund (EPF)

*Priority Project

Initiate	Project	Implementation Steps	Leadership & Partnerships	Potential Funding Source
<p>Short Term</p>	<p>Develop Raquette Riverwalk*</p>	<ul style="list-style-type: none"> ▪ Prepare local strategy (e.g. budgeting, capital improvement plan, etc.) to fund project components or grant match(s). Prepare and submit grant applications. ▪ Consult with local Arts Council regarding art installations. ▪ Seek public input on overall design and amenities. ▪ Prepare design and engineering drawings for select improvements. ▪ Select contractor and construct improvements. 	<p>Village of Potsdam, NYSDOT, St. Lawrence County, Local Landowners</p>	<p>Village Funds, NYSDOS EPF, OPRHP EPF, NYS Department of Transportation (NYSDOT)</p>
<p>Short Term</p>	<p>Improve downtown and waterfront streetscapes*</p>	<ul style="list-style-type: none"> ▪ Prepare local strategy (e.g. budgeting, capital improvement plan, etc.) to fund project components or grant match(s). Prepare and submit grant applications. ▪ Work with NYSDOT on right-of-way, highway design standards, and funding opportunities. ▪ Seek public input on overall design and amenities. ▪ Prepare design and engineering drawings for select improvements and/or coordinate with NYSDOT. ▪ Select contractor and construct improvements and/or coordinate with NYSDOT. 	<p>Village of Potsdam, NYSDOT</p>	<p>Village Funds, NYSDOT, NYS Environmental Facilities Corporation (EFC), NYSDOS EPF, NYSEDEC EPF, CBDG Funds</p>

*Priority Project

Initiate	Project	Implementation Steps	Leadership & Partnerships	Potential Funding Source
<p>Short Term</p>	<p>Design and implement signage and wayfinding System</p>	<ul style="list-style-type: none"> ▪ Prepare local strategy (e.g. budgeting, capital improvement plan, etc.) to fund project components or grant match(s). Prepare and submit grant applications. ▪ Consult with signage and wayfinding specialist to develop a comprehensive strategy that incorporates marketing and branding components (see below). ▪ Consult with NYSDOT on uniform signage requirements. ▪ Manufacture and install in accordance with strategy and streetscape improvements. 	<p>Village of Potsdam</p>	<p>Village of Potsdam, NYSDOS EPF</p>
<p>Short Term</p>	<p>Develop a Branding & Marketing Strategy*</p>	<ul style="list-style-type: none"> ▪ Prepare local strategy (e.g. budgeting, capital improvement plan, etc.) to fund initiative. ▪ Consider consulting with a professional marketing and communications firm. ▪ Work with local and regional stakeholder, businesses, non-profits, and institutions, identify marketable community assets and cross-marketing opportunities. ▪ Develop marketing and branding strategy that incorporates place identification and median contentment (e.g., logo, slogan, web design, print material, etc.) and outlets (e.g., websites, television, newspapers, magazines, etc.). 	<p>Village of Potsdam, Businesses, Chamber of Commerce, Universities, Associations & Non-Profits</p>	<p>Village of Potsdam</p>

*Priority Project

Initiate	Project	Implementation Steps	Leadership & Partnerships	Potential Funding Source
<p>Short Term</p>	<p>Develop, promote, and/or facilitate downtown and waterfront events*</p>	<ul style="list-style-type: none"> ▪ Develop an inventory of existing downtown and waterfront related events. ▪ Work with the Potsdam Chamber of Commerce, Business, Universities, Associations and, Non-Profits to identify ways to promote, improve, and cross-market existing events. ▪ Identify and promote new events that may complement downtown and waterfront use and/or cross-marketing opportunities. ▪ Help to identify long-term funding and organizational solutions for successful downtown and waterfront events. 	<p>Village of Potsdam, Potsdam Chamber of Commerce, Business, Local Universities, Associations & Non-Profits</p>	<p>Village Funds</p>
<p>Short Term</p>	<p>Design and develop whitewater park*</p>	<ul style="list-style-type: none"> ▪ Prepare a whitewater park feasibility study and develop cost estimates for in water, shoreline, and upland features and amenities. ▪ Prepare local strategy (e.g. budgeting, capital improvement plan, charitable donations, membership funds, etc.) to fund project components or grant match(s). ▪ Prepare and submit grant applications and seek local and regional partnerships. ▪ Prepare design and engineering drawings for select improvements. ▪ Obtain relevant permits and approvals. ▪ Select contractor and construct improvements. 	<p>Village of Potsdam, St. Lawrence County, Brookfield Renewable Energy</p>	<p>Village Funds, NYSDOS EPF</p>

Exhibit 17

Village of Potsdam Complete Streets Policy

The Village of Potsdam will employ the Complete Streets Program as its guideline for traffic planning efforts, enhancements, maintenance and operation of the community's transportation infrastructure.

It is the policy of the Village of Potsdam to provide transportation infrastructure that is suitable for use by all, including pedestrians and bicyclists of all ages and abilities as well as automobiles, motorcycles, buses and trucks. This policy will guide decision-making by the Village Board of Trustees, the Village Planning Board and the Department of Public Works. The policy will also be communicated to the St. Lawrence County Highway Department and the New York State Department of Transportation.

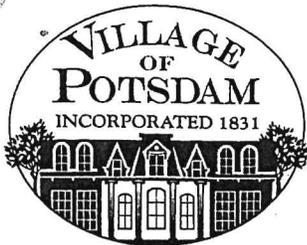
The Village of Potsdam shall require that all transportation projects or sub-divisions that require the development of public or private roadways:

1. Encourages connectivity to the Village's existing network of sidewalks, shared roadways and roadways.
2. Uses the latest and best practice designs to accommodate all potential users.
3. Is compatible with the community context.

Specific implementation steps shall include:

1. The construction of sidewalks in connection with any proposed new construction or the major renovation of existing residential or commercial developments.
2. The extension of sidewalks to those areas of the Village bearing heavy pedestrian use including: the west side of Pierrepont Ave. south to Lehman Park; Both sides of outer Market Street and particularly the west side; outer Main Street on both the north and south sides of the street and outer Lawrence Ave; and, the proposed Riverwalk pedestrian and bicycle trail.
3. The installation of maps and signage identifying bicycle routes and the installation of bicycle racks throughout the Village to promote bicycle ridership in the Village.
4. Install wayfinding signage in the community to help residents and visitors navigate between key places including parks, commercial destinations such as the museum and library, the downtown and outer Market Street retail districts and the universities.
5. Techniques to calm traffic particularly in the downtown area, Leroy, outer Main and Pine Streets.
6. Access management on Maple Street, outer Elm Street, outer Lawrence Avenue and outer Main Street.

The Village Planning Board in cooperation with the Department of Public Works and Planning and Development Office will be responsible for the implementation of this policy.



VILLAGE OF POTSDAM

Civic Center - Park Street - P.O. Box 5168 - Potsdam, NY 13676

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Fax (315) 265-3149

RESOLUTION

Trustee Tischler Moved and Trustee Warr Seconded a resolution to adopt the Village of Potsdam Complete Streets Program Policy. Further a copy of the policy will be forwarded to the NYS Department of Transportation, the St. Lawrence County Highway Department, the Village of Potsdam Planning Board, the St. Lawrence County Planning Board and the St. Lawrence County Health Initiative.

AYES 3 (Mayor Yurgartis)
(Trustee Warr & Tischler)

NAYS 0

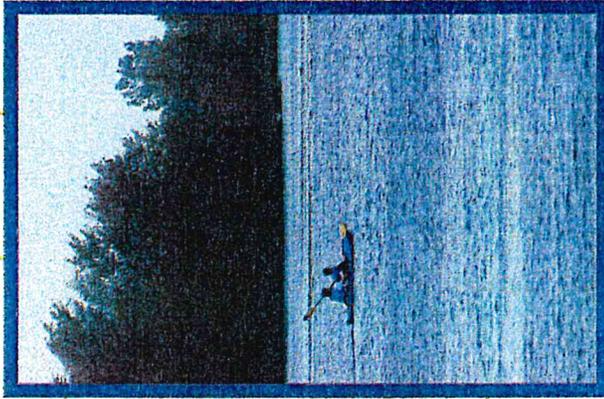
CERTIFICATION

I, LORI S. QUEOR, clerk of the Village of Potsdam, County of St. Lawrence and State of New York, DO HEREBY CERTIFY that the above is a true and exact copy of a Resolution duly passed by the Village of Potsdam Board of Trustees at their Regular Meeting held on May 5, 2014.

LORI S. QUEOR, VILLAGE CLERK
VILLAGE OF POTSDAM, NEW YORK

Exhibit 18

Log Driver's Trail Map on the Raquette River: Potsdam to Norwood



This map and guide was prepared for the New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund.

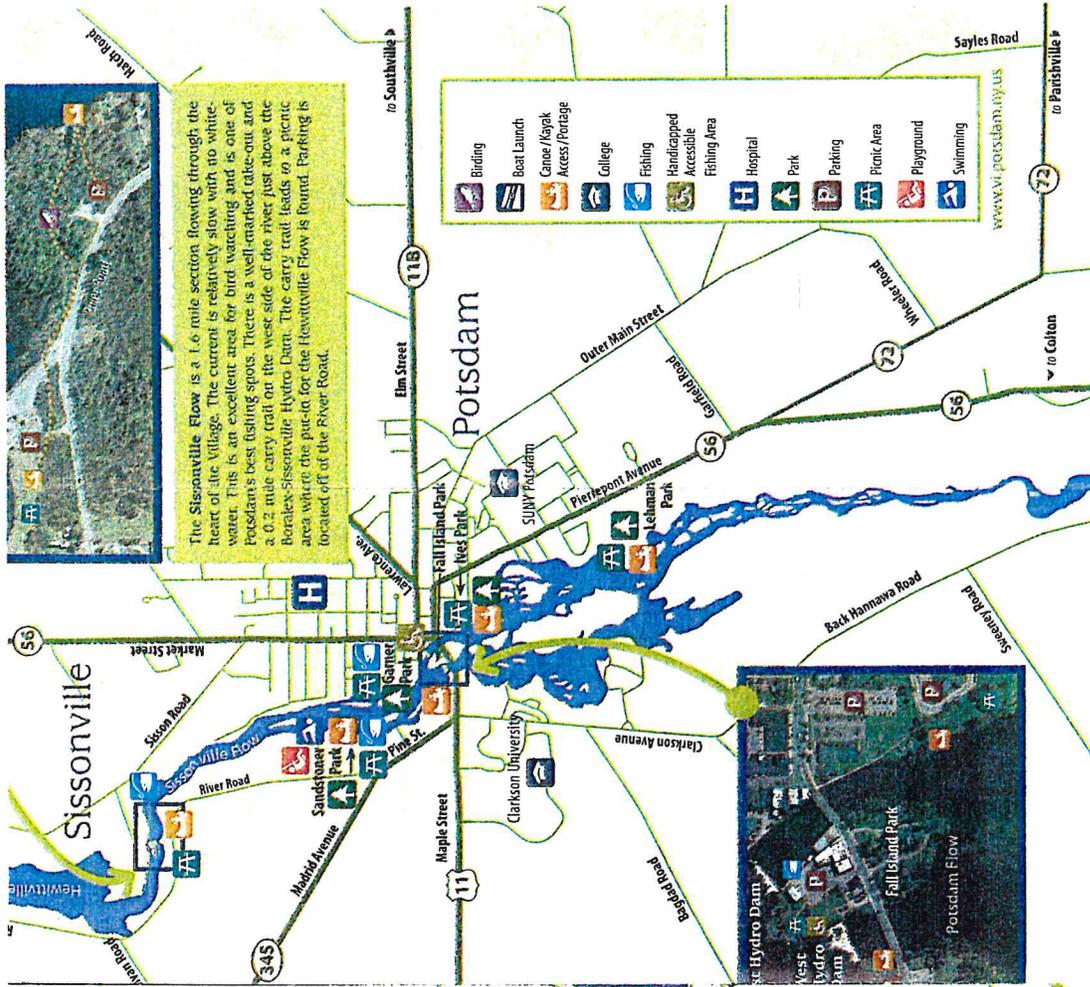
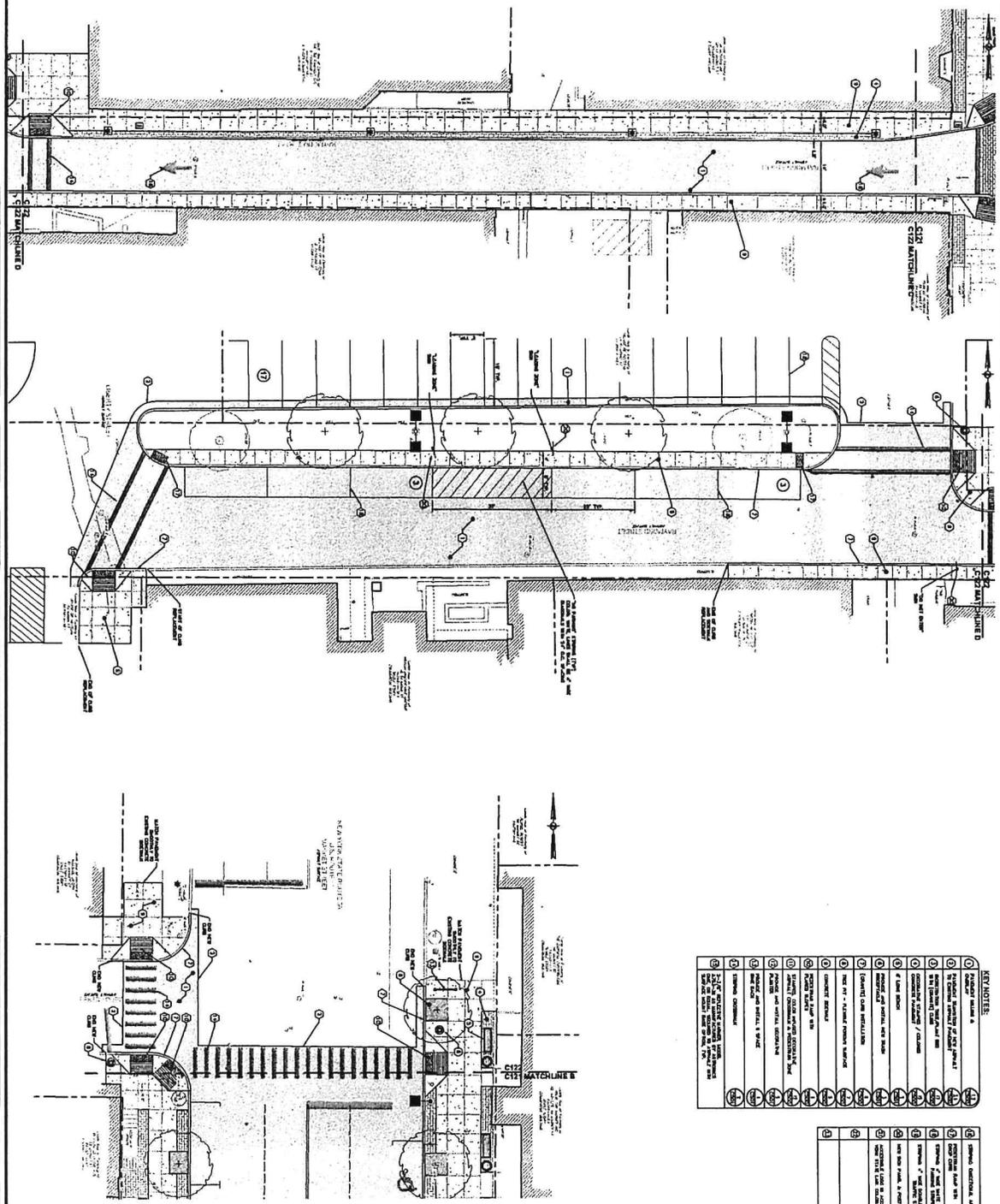


Exhibit 19



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SITE LEGEND

[Symbol]	Proposed Building
[Symbol]	Proposed Parking
[Symbol]	Proposed Driveway
[Symbol]	Proposed Walkway
[Symbol]	Proposed Landscape
[Symbol]	Proposed Utility
[Symbol]	Proposed Retention Wall
[Symbol]	Proposed Fencing
[Symbol]	Proposed Signage
[Symbol]	Proposed Stormwater Management
[Symbol]	Proposed Security
[Symbol]	Proposed Access
[Symbol]	Proposed Easement
[Symbol]	Proposed Right-of-Way
[Symbol]	Proposed Boundary
[Symbol]	Proposed Survey
[Symbol]	Proposed Utility
[Symbol]	Proposed Easement
[Symbol]	Proposed Right-of-Way
[Symbol]	Proposed Boundary
[Symbol]	Proposed Survey

STATE OF NEW YORK
Department of State
 Division of Planning
 120 South Street, Albany, NY 12242
 (518) 475-2200

DESIGN DEVELOPMENT - NOT FOR CONSTRUCTION

SITE PLAN
 1100 WEST 100th STREET, NEW YORK, NY 10025

CLIENT: [Redacted]
ARCHITECT: [Redacted]
DATE: [Redacted]

SCALE: 1/8" = 1'-0"

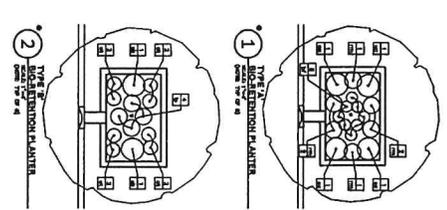
DATE: [Redacted]

BY: [Redacted]

CHECKED BY: [Redacted]

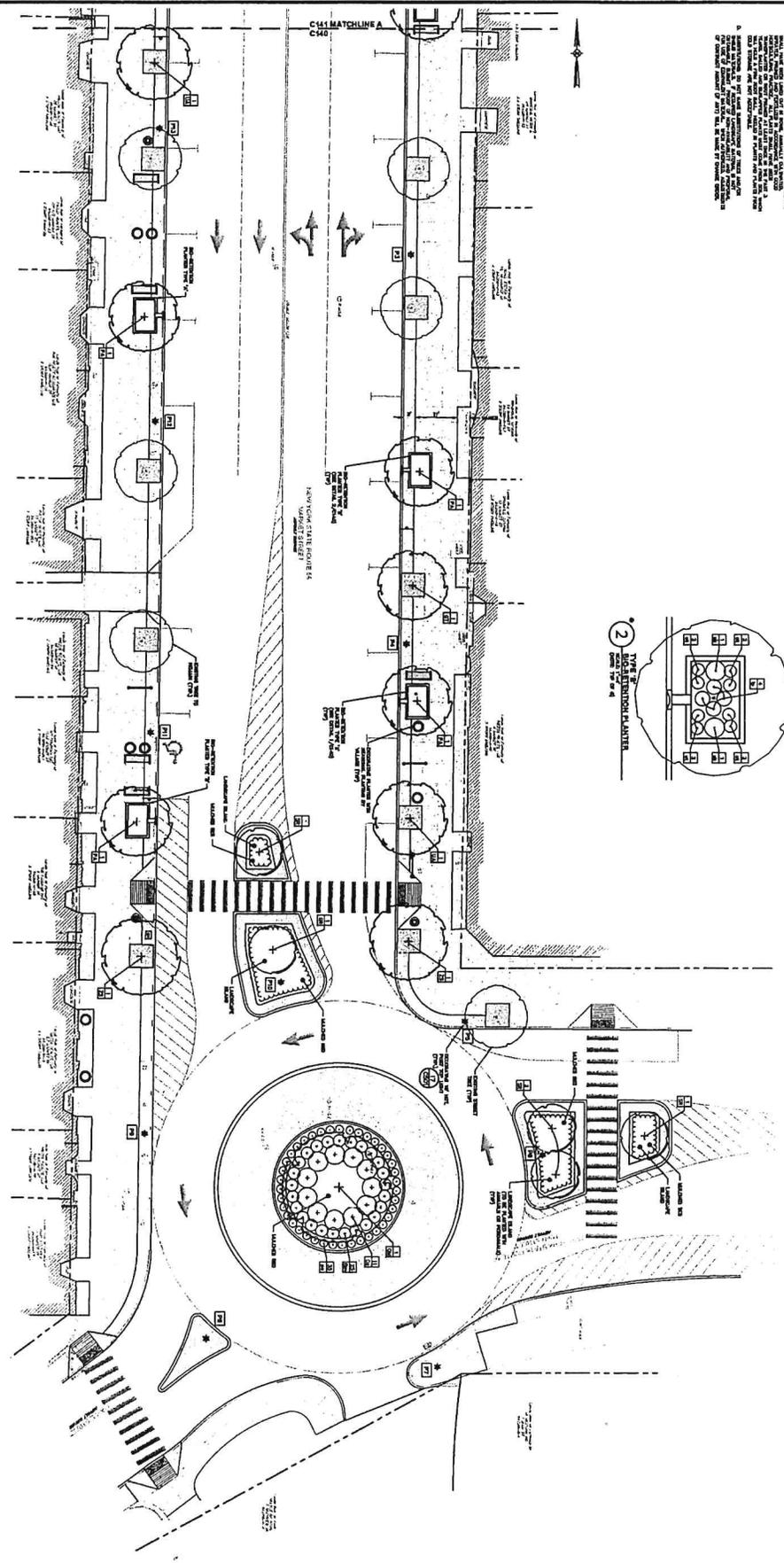
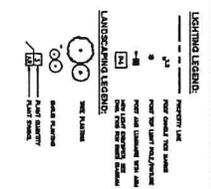
APPROVED BY: [Redacted]

- LANDSCAPE NOTES:**
1. THE CONTRACTOR SHALL VERIFY THE EXISTING CONDITIONS OF THE SITE, THE LOCATION OF ALL UTILITIES, AND THE LOCATION OF ALL EXISTING AND PROPOSED PLANTINGS. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES.
 2. THE CONTRACTOR SHALL MAINTAIN THE EXISTING TREES AND PLANTINGS TO REMAIN UNLESS OTHERWISE NOTED ON THE DRAWINGS.
 3. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES.
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 10. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE LOCAL AUTHORITIES.



PLANT LIST

NO.	SYMBOL	COMMON NAME	SIZE	QUANTITY	REMARKS
1	(Symbol)	PLANTER	4' x 4'	1	
2	(Symbol)	PLANTER	4' x 4'	1	
3	(Symbol)	PLANTER	4' x 4'	1	
4	(Symbol)	PLANTER	4' x 4'	1	
5	(Symbol)	PLANTER	4' x 4'	1	
6	(Symbol)	PLANTER	4' x 4'	1	
7	(Symbol)	PLANTER	4' x 4'	1	
8	(Symbol)	PLANTER	4' x 4'	1	
9	(Symbol)	PLANTER	4' x 4'	1	
10	(Symbol)	PLANTER	4' x 4'	1	



Professional Landscaping of Site

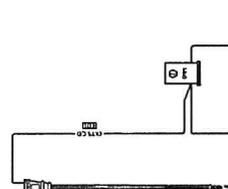
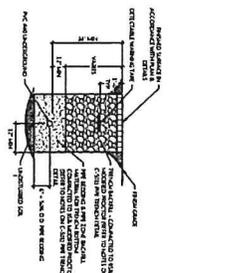
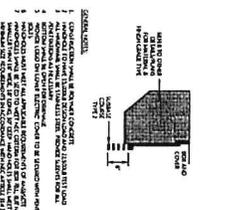
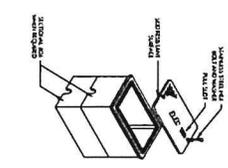
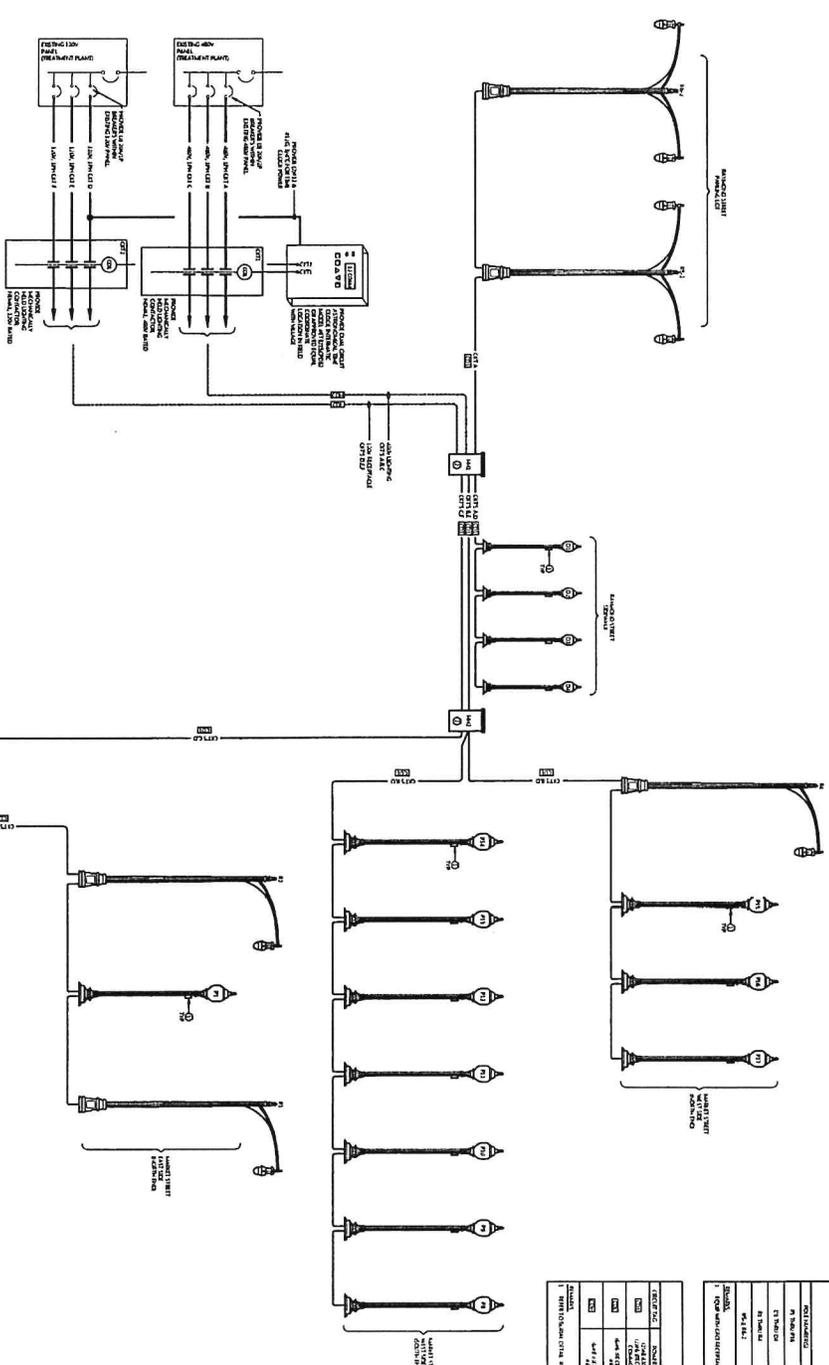
CLARENCE ENGINEERING, LAND SURVEYING & LANDSCAPE ARCHITECTURE, CO. P.A.C.

LANDSCAPING AND LIGHTING PLAN

DESIGN DEVELOPMENT - NOT FOR CONSTRUCTION

DATE: 10/15/2010

SCALE: AS SHOWN



FITTURE SCHEDULE			
NO.	DESCRIPTION	QTY	REMARKS
1	150 WATT	1	
2	250 WATT	1	
3	400 WATT	1	
4	600 WATT	1	
5	1000 WATT	1	

CONDUIT SCHEDULE			
NO.	DESCRIPTION	QTY	REMARKS
1	1/2" RIGID	100	
2	3/4" RIGID	100	
3	1" RIGID	100	
4	1 1/2" RIGID	100	
5	2" RIGID	100	

- GENERAL ELECTRICAL PROJECT NOTES:**
1. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE NATIONAL ELECTRICAL CODE (NEC) AND THE NATIONAL FIRE ALARM AND SIGNAL CODE (NFPA 72).
 2. ALL MATERIALS SHALL BE OF THE HIGHEST QUALITY AVAILABLE.
 3. ALL WORK SHALL BE SUBJECT TO INSPECTION AND APPROVAL BY THE LOCAL ELECTRICAL INSPECTOR.
 4. ALL WORK SHALL BE SUBJECT TO INSPECTION AND APPROVAL BY THE LOCAL FIRE DEPARTMENT.
 5. ALL WORK SHALL BE SUBJECT TO INSPECTION AND APPROVAL BY THE LOCAL HEALTH DEPARTMENT.
- SHEET KEY NOTES:**
1. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE NATIONAL ELECTRICAL CODE (NEC) AND THE NATIONAL FIRE ALARM AND SIGNAL CODE (NFPA 72).
 2. ALL MATERIALS SHALL BE OF THE HIGHEST QUALITY AVAILABLE.
 3. ALL WORK SHALL BE SUBJECT TO INSPECTION AND APPROVAL BY THE LOCAL ELECTRICAL INSPECTOR.
 4. ALL WORK SHALL BE SUBJECT TO INSPECTION AND APPROVAL BY THE LOCAL FIRE DEPARTMENT.
 5. ALL WORK SHALL BE SUBJECT TO INSPECTION AND APPROVAL BY THE LOCAL HEALTH DEPARTMENT.

NEW YORK STATE DEPARTMENT OF STATE

DESIGN DEVELOPMENT - NOT FOR CONSTRUCTION

ELECTRICAL RISER DIAGRAM AND DETAILS

DESIGNED BY: [Firm Name]

DATE: [Date]

PROJECT NO: [Project Number]

SCALE: [Scale]

REVISIONS:

NO.	DESCRIPTION	DATE
1	ISSUED FOR PERMIT	10/1/20
2	REVISED PER COMMENTS	10/15/20

CONSULTANT OPINION OF PROBABLE COST

Chazen Project No.: 31816.00

Village of Potsdam
 St. Lawrence County, New York
 Department of State
 Consultant: The Chazen Companies
 Estimator: J. Rymph
 Date: 4/30/2018
 Phase: Design Development

Downtown Streetscape Enhancements

CSI Number	DESCRIPTION:	QUANTITY	UNIT	UNIT COST	TOTAL COST
General					
	Mobilization/Demobilization/Ins./Bonds	1	LS	\$95,000.00	\$95,000
	Underground Utility Locating Service	1	LS	\$4,500.00	\$4,500
	Project Sign	1	EA	\$2,500.00	\$2,500
	Construction Layout and As-builts	1	LS	\$10,000.00	\$10,000
	Maintenance and Protection of Traffic	1	LS	\$50,000.00	\$50,000
Demolition and Removals					
	Sawcut Asphalt Pavement	670	LF	\$5.00	\$3,350
	Brick Paver Removal	410	SF	\$2.50	\$1,025
	Unclassified Excavation	4,350	CY	\$35.00	\$152,250
	Asphalt Pavement Removal	66,700	SF	\$2.00	\$133,400
	Curb Removal	2,640	LF	\$18.00	\$47,520
	Concrete Sidewalk Removal	27,500	SF	\$5.00	\$137,500
	Tree Protection	7	EA	\$400.00	\$2,800
	Remove Existing Parking Meters	23	EA	\$100.00	\$2,300
	Miscellaneous Removals	1	LS	\$10,000.00	\$10,000
	Remove Site Furnishing - Deliver to Village	14	EA	\$75.00	\$1,050
	Remove and Dispose of Existing Sign	15	EA	\$75.00	\$1,125
	Existing Tree Removal	10	EA	\$200.00	\$2,000
	Inlet Protection	9	EA	\$250.00	\$2,250
Removals - Electric					
	Electric Asset Termination Fees (National Grid)	17	EA	\$4,500.00	\$76,500
	Electric Removals - Overhead Wiring	1	LS	\$10,000.00	\$10,000
	Electric Removals - Poles and Fixtures	17	EA	\$1,800.00	\$30,600
Site Improvements					
	Concrete Sidewalk	21,250	SF	\$7.50	\$159,375
	Concrete Pavement (7" thk. At Drop Curb Entries)	260	SF	\$10.00	\$2,600
	Colored/Stamped Concrete Pavement	8,950	SF	\$12.00	\$107,400
	Decorative Crosswalks - Thermoplastic (add to asphalt)	1,750	SF	\$28.00	\$49,000
	Decorative Pavements - Islands at Elm Street	600	SF	\$24.00	\$14,400
	Geotextile Fabric - Roadways and Sidewalks	10,200	SY	\$6.00	\$61,200
	NYS DOT Subbase Course Type 2 (8") - sidewalks/pavers	530	CY	\$65.00	\$34,450
	Asphalt 1.5" Top Course (Type 6F)	61,200	SF	\$1.60	\$97,920
	Asphalt 2" Binder Course, 4" Base Course	61,200	SF	\$3.50	\$214,200
	NYS DOT Subbase Course Type 4 (12") - asphalt	2,260	CY	\$55.00	\$124,300
	Granite Curb	2,850	LF	\$65.00	\$185,250
	Traversable Curb at Roundabout	200	LF	\$85.00	\$17,000
	Mountable Curb at Islands	345	LF	\$75.00	\$25,875
	Granite Curb at Planters	300	LF	\$45.00	\$13,500
	Drop Curb Handicap Ramp w/ Detectable Warning Strips	17	EA	\$1,200.00	\$20,400
	Striping - Parking Spaces	500	LF	\$6.00	\$3,000
	Striping - Roadway Islands	900	LF	\$6.00	\$5,400
	Striping - Roadway Lanes	2,300	LF	\$6.00	\$13,800
	Striping - Diagonals at Parking (white epoxy)	580	LF	\$6.00	\$3,480
	Striping - Handicap Symbols and Spaces (blue)	1	LS	\$1,000.00	\$1,000
	Striping - Crosswalk (white) - 4" equivalent	2,050	LF	\$6.00	\$12,300
	Striping - Stop Bars - 4" equivalent	450	LF	\$6.00	\$2,700
	Striping - Symbols (Arrows)	20	EA	\$250.00	\$5,000
Utilities					
	Adjust Existing Water Valve Elevation	50	EA	\$300.00	\$15,000
	Adjust Existing Gas Valve Elevation	5	EA	\$250.00	\$1,250
	Adjust Existing Utility Manhole Frames	18	EA	\$400.00	\$7,200
	Storm - Trench Drains (18"x30") with Curb Inlet	12	EA	\$2,200.00	\$26,400
	Storm - Underdrain Piping at Tree Pits	550	LF	\$20.00	\$11,000
	Storm Drainage at Roundabout (Allowance)	1	LS	\$35,000.00	\$35,000
	Water - Relocated Hydrant, Lead Line and New Valve	1	EA	\$2,000.00	\$2,000
Electric					
	Electric circuit interception (treatment plant)	1	LS	\$2,500.00	\$2,500
	Lighting Control	1	LS	\$3,500.00	\$3,500
	New Poles and Fixtures - 10' Decorative Post-Top	4	EA	\$4,000.00	\$16,000
	New Poles and Fixtures - 16' Decorative Post-Top	17	EA	\$4,500.00	\$76,500
	New Poles/Fixtures - 25' Roadway Pendant w/Arm	4	EA	\$10,500.00	\$42,000
	New Poles/Fixtures - 25' Roadway Double Pendant w/Arm	2	EA	\$12,000.00	\$24,000
	Foundations	27	EA	\$1,200.00	\$32,400
	Conductors	14,400	LF	\$1.50	\$21,600
	Conduit	2,400	LF	\$5.00	\$12,000
	Electrical Trenching - Sidewalk	2,150	LF	\$12.00	\$25,800
	Electrical Trenching - Roadway	250	LF	\$15.00	\$3,750
	Splices	100	EA	\$30.00	\$3,000
	Hanholes	4	EA	\$1,300.00	\$5,200
Site Amenities					
	Roadway Signs - Allowance	1	LS	\$20,000.00	\$20,000
	Flexible Pavement Snowplow Markers	15	EA	\$350.00	\$5,250
	Decorative Planter	20	EA	\$1,750.00	\$35,000
	Bench	16	EA	\$1,600.00	\$25,600
	Bicycle Rack	6	EA	\$1,750.00	\$10,500
	New Trash Receptacles	9	EA	\$1,400.00	\$12,600
	New Parking Pay Station (Not included)				
Landscaping					
	Street Trees	31	EA	\$750.00	\$23,250
	Decorative Trees	5	EA	\$650.00	\$3,250
	Soil Media for 12 Tree Planter Pits	36	CY	\$50.00	\$1,800
	Tree Pits - Porous Rubber (21 pits)	525	SF	\$16.00	\$8,400
	Shredded Hardwood Mulch (2,000 SF x 4" depth)	25	CY	\$45.00	\$1,125
	Shrubs	36	EA	\$100.00	\$3,600
	Perennials (for Tree Planter Areas)	227	EA	\$40.00	\$9,080
				Construction Subtotal	\$2,474,775
				Design Contingency (5%)	5% \$123,700
				Engineering and Construction Admin (Allowance at 10%)	10% \$247,500
				Construction Contingency - Field Order Allowance (+/-5%)	5% \$123,700
				Project Total	\$2,969,675

Exhibit 20

Note to Reviewer:

The Village of Potsdam is providing construction budgets for 2 distinct sections of the Downtown Riverwalk Trail. The first section is for that area of the Riverwalk Maple Street and Sandston Drive. The second section is that area between Sandstone and Garner Park. The total project cost including each section is estimated to be \$1,668,500.

CONSULTANT OPINION OF PROBABLE COST

Chazen Project No.:

31816.00

Village of Potsdam
St. Lawrence County, New York

Consultant: The Chazen Companies
Estimator: J. Rymph
Date: 5/29/2018
Phase: Schematic Design

Riverfront Improvements at Garner Park

CSI Number	DESCRIPTION:	QUANTITY	UNIT	UNIT COST	TOTAL COST
	General				
	Mobilization/Demobilization/Ins./Bonds	1	LS	\$9,000.00	\$9,000
	Underground Utility Locating Service	1	LS	\$1,500.00	\$1,500
	E&SC - Silt Fence	450	LF	\$3.00	\$1,350
	Maintenance and Protection of Traffic	1	LS	\$2,000.00	\$2,000
	Demolition and Removals				
	Sawcut Asphalt Pavement	400	LF	\$5.00	\$2,000
	Topsoil Removal and Unclassified Excavation	300	CY	\$35.00	\$10,500
	Asphalt Pavement Removal	2,000	SF	\$2.00	\$4,000
	Curb Removal	30	LF	\$18.00	\$540
	Concrete Pavement Removal	2,900	SF	\$2.00	\$5,800
	Tree Protection	4	EA	\$300.00	\$1,200
	Miscellaneous Removals	1	LS	\$2,500.00	\$2,500
	Remove Site Furnishing - Deliver to Village	6	EA	\$75.00	\$450
	Existing Tree Removal	4	EA	\$200.00	\$800
	Removals - Electric				
	Electric Asset Termination Fees (National Grid)	5	EA	\$300.00	\$1,500
	Electric Removals - Misc.	1	LS	\$1,000.00	\$1,000
	Electric Removals - Poles, Fixtures and Bases	5	EA	\$600.00	\$3,000
	Site Improvements				
	Concrete Walkways	5,800	SF	\$7.00	\$40,600
	Concrete Pavement (Pads for Benches/Tables)	650	SF	\$6.50	\$4,225
	Geotextile Fabric - Sidewalks	700	SY	\$5.00	\$3,500
	NYS DOT Subbase Course Type 2 (8") - Walkways	160	CY	\$60.00	\$9,600
	Granite Curb	100	LF	\$65.00	\$6,500
	Granite Curb at Planters	30	LF	\$65.00	\$1,950
	Drop Curb Handicap Ramp w/ Detectable Warning Strips	1	EA	\$1,200.00	\$1,200
	Asphalt Pavement - Patch at New Curblines	200	SF	\$4.00	\$800
	Striping - Parking Spaces	140	LF	\$6.00	\$840
	Striping - Handicap Symbols and Spaces (blue)	1	LS	\$300.00	\$300
	Striping - Crosswalk (white) - 4" equivalent	240	LF	\$5.00	\$1,200
	Utilities				
	Storm Drainage (Allowance)	1	LS	\$10,000.00	\$10,000
	Electric Service Connection	1	LS	\$2,500.00	\$2,500
	Elec - New Poles/Fixtures - 12' Decorative Post-Top	6	EA	\$4,200.00	\$25,200
	Elec - Light Foundations	6	EA	\$800.00	\$4,800
	Elec - Conductors	1,520	LF	\$1.50	\$2,280
	Elec - Conduit and Trenching	380	LF	\$18.00	\$6,840
	Elec - Hanholes	1	EA	\$1,200.00	\$1,200
	Site Amenities				
	Signage - Allowance	1	LS	\$2,000.00	\$2,000
	Decorative Metal Fence - 4' Hgt.	200	LF	\$80.00	\$16,000
	Riverwalk Swing	2	EA	\$3,500.00	\$7,000
	Bench	2	EA	\$1,500.00	\$3,000
	Bicycle Rack	1	EA	\$1,750.00	\$1,750
	Trash Receptacle	2	EA	\$1,400.00	\$2,800
	Picnic Tables	3	EA	\$1,200.00	\$3,600
	Landscaping				
	Large Deciduous Trees	8	EA	\$750.00	\$6,000
	Decorative Trees	5	EA	\$650.00	\$3,250
	Lawn Restoration - New Seeding	1,000	SY	\$6.00	\$6,000
	Topsoil - for Lawn and Plant Beds	110	CY	\$60.00	\$6,600
	Soil Media for Tree Pits	36	CY	\$50.00	\$1,800
	Shredded Hardwood Mulch (Tree and Shrub Areas)	6	CY	\$45.00	\$270
	Shrubs - Hedge	38	EA	\$75.00	\$2,850
	Shrubs - Beds	80	EA	\$80.00	\$6,400
	Shoreline Restoration (Plantings and Weed Removal)	1	LS	\$6,000.00	\$6,000
				Construction Subtotal	\$245,995
				Design Contingency (10%)	10% \$24,600
				Engineering and Construction Admin (Allowance at 10%)	10% \$24,600
				Project Total	\$295,195
				SAY	\$295,000

Exhibit 21

Note to Reviewer:

The Village of Potsdam is providing construction estimates for the following drop structures in its proposed whitewater park, including:

- Site set-up.
- Circulation path and access steps.
- Phase 1, drop structure.
- Phase 2 a, drop structure.
- Phase 2 b, drop structure.
- Additional included items,
- Contingency
- Construction bonding and insurance
- Mob and demob.
- Construction stakeout.
- Construction monitoring.
- Incidentals.
- Permitting and design.
- Design contingency.
- Other.

The total project cost for the above scope of work is \$ 2,543,862.

The Village of Potsdam has opted not include Phase 2 a, Drop Structure 1 because it involves notching the Village's existing dam and installing Obermeyer Gates. The Village is unwilling to accept the liability for this activity.



THE VILLAGE OF POTSDAM
1155 College Avenue, #100, Davis, CA 95616
530.754.1100
www.s2o.com

Client: THE VILLAGE OF POTSDAM

Project Name: ST. LAWRENCE WHITEWATER PARK

Status: CONCEPTUAL DOCUMENTS: NOT FOR CONSTRUCTION

Drawing Name: POTSDAM WHITEWATER PARK PHASE 22

Revision:

Drawing Description:

Drawn By: Nathan Wenne, Christine Clark

Checked By: Scott Spady

Date: 1/2/2014

Status: Not Drawn for Construction

Scale:

Sheet: 2



Project: St Lawrence Potsdam Phase 2b Design
 Issue Date: 5/1/2018
 Developed By: SS

Phase 2b: Estimated Construction Costs

Description	Quantity	Unit	Unit Cost	Item Total Cost
Site Setup				
Traffic Control	2.0	LS	\$ 5,000.00	\$ 10,000.00
Install & Maintain Best Management Practices	2.0	LS	\$ 5,000.00	\$ 10,000.00
Circulation Path & Access Steps				
Furnish & Install Pavilion	1	EA	\$ 10,000.00	\$ 10,000.00
Furnish & Install Crushed Aggregate (3/4 In minus)	65.6	Tons	\$ 55.00	\$ 4,709.38
Furnish & Install Quarried Limestone Steps	6.8	Tons	\$ 150.00	\$ 1,018.52
Excavate & Grade Native Material	63.4	CY	\$ 15.00	\$ 951.39
Furnish & Install Landscape Fabric	380.6	SY	\$ 6.00	\$ 2,283.33
Unclassified Hauloff	63.4	CY	\$ 25.00	\$ 1,585.65
Phase 1 Drop Structure				
Operate & Maintain Water Control	2.0	LS	\$ 55,000.00	\$ 110,000.00
Install Equipment Access Ramps & Roads	2.0	EA	\$ 1,500.00	\$ 3,000.00
Reclaim Equipment Access Ramps, Roads, & Staging Areas	2.0	EA	\$ 2,500.00	\$ 5,000.00
Furnish & Install Boulder (Avg 36" B Axis)	2344.8	Tons	\$ 120.00	\$ 281,381.03
Furnish & Install Riprap Armoring (Type VH)	486.7	Tons	\$ 75.00	\$ 36,499.22
Excavate & Grade Native Alluvium	4237.1	CY	\$ 15.00	\$ 63,556.67
Furnish & Install Bedding Material	564.4	Tons	\$ 35.00	\$ 19,752.97
Furnish & Install Mirafi 180n Filter Fabric	1607.5	SY	\$ 7.00	\$ 11,252.19
Furnish & Install Concrete Grout, Including Rebar, & Marine Epoxy	42.1	CY	\$ 325.00	\$ 13,681.69
Furnish & Install by Hand Washed Rock Veneer	17.5	Tons	\$ 120.00	\$ 2,100.88
Unclassified Hauloff	4237.1	CY	\$ 25.00	\$ 105,927.78
Phase 2a Drop Structure 1				
Operate & Maintain Water Control	2.0	LS	\$ 55,000.00	\$ 110,000.00
Install Equipment Access Ramps & Roads	2.0	EA	\$ 1,500.00	\$ 3,000.00
Reclaim Equipment Access Ramps, Roads, & Staging Areas	2.0	EA	\$ 2,500.00	\$ 5,000.00
Furnish & Install Boulder (Avg 36" B Axis)	991.4	Tons	\$ 120.00	\$ 118,971.97
Excavate & Grade Native Alluvium	685.5	CY	\$ 15.00	\$ 10,282.08
Furnish & Install Bedding Material	329.9	Tons	\$ 35.00	\$ 11,546.10
Furnish & Install Mirafi 180n Filter Fabric	763.6	SY	\$ 7.00	\$ 5,345.42
Furnish & Install Concrete Grout, Including Rebar, & Marine Epoxy	83.9	CY	\$ 325.00	\$ 27,263.64
Furnish & Install by Hand Washed Rock Veneer	13.4	Tons	\$ 120.00	\$ 1,607.09
Unclassified Hauloff	685.5	CY	\$ 25.00	\$ 17,136.81
Furnish & Install Obermeyer Pneumatic Gates	90.0	FT	\$ 4,000.00	\$ 360,000.00
Notch Existing Dam Face	180.0	SF	\$ 280.00	\$ 50,400.00
Phase 2a Drop Structure 2				
Operate & Maintain Water Control	2.0	LS	\$ 55,000.00	\$ 110,000.00
Install Equipment Access Ramps & Roads	2.0	EA	\$ 1,500.00	\$ 3,000.00
Reclaim Equipment Access Ramps, Roads, & Staging Areas	2.0	EA	\$ 2,500.00	\$ 5,000.00
Furnish & Install Boulder (Avg 36" B Axis)	1584.5	Tons	\$ 120.00	\$ 190,134.83
Furnish & Install Riprap Armoring (Type VH)	422.0	Tons	\$ 75.00	\$ 31,646.25
Excavate & Grade Native Alluvium	2966.0	CY	\$ 15.00	\$ 44,490.56
Furnish & Install Bedding Material	449.1	Tons	\$ 35.00	\$ 15,719.58
Furnish & Install Mirafi 180n Filter Fabric	1133.8	SY	\$ 7.00	\$ 7,936.75
Furnish & Install Concrete Grout, Including Rebar, & Marine Epoxy	34.4	CY	\$ 325.00	\$ 11,184.26
Furnish & Install by Hand Washed Rock Veneer	14.1	Tons	\$ 120.00	\$ 1,693.31
Unclassified Hauloff	2966.0	CY	\$ 25.00	\$ 74,150.93
Phase 2b Drop Structure				
Operate & Maintain Water Control	2.0	LS	\$ 55,000.00	\$ 110,000.00
Install Equipment Access Ramps & Roads	2.0	EA	\$ 1,500.00	\$ 3,000.00
Reclaim Equipment Access Ramps, Roads, & Staging Areas	2.0	EA	\$ 2,500.00	\$ 5,000.00
Furnish & Install Boulder (Avg 36" B Axis)	1401.5	Tons	\$ 120.00	\$ 168,181.84
Excavate & Grade Native Alluvium	1395.3	CY	\$ 15.00	\$ 20,928.89
Furnish & Install Bedding Material	509.4	Tons	\$ 35.00	\$ 17,828.62
Furnish & Install Mirafi 180n Filter Fabric	1079.5	SY	\$ 7.00	\$ 7,556.42
Furnish & Install Concrete Grout, Including Rebar, & Marine Epoxy	157.6	CY	\$ 325.00	\$ 51,223.66
Furnish & Install by Hand Washed Rock Veneer	15.7	Tons	\$ 120.00	\$ 1,881.01
Unclassified Hauloff	1395.3	CY	\$ 25.00	\$ 34,881.48
Additional Included Items				
Additional Excavator Time as directed by S2o	80	HR	\$ 250.00	\$ 20,000.00
PROJECT SUBTOTAL				\$ 2,346,692.16
Contingency (15%)				\$ 352,303.82
CONSTRUCTION SUBTOTAL				\$ 2,700,995.99
Construction Bonding/Ins				3% \$ 81,029.88
Mob and Demob				2% \$ 54,019.92
Construction Stakeout				1% \$ 15,000.00
Construction Monitoring (as a % of Construction Sub-Total)				5% \$ 117,434.61
Incidentals not Included In Items above (as % of Construction Sub-Total)				2% \$ 35,230.38
Permitting & Design (as % of Construction Sub-Total)				8% \$ 187,895.37
Design Contingency (as % of Design Sub-Total)				20% \$ 37,579.07
Other (as % of Construction Sub-Total)				2% \$ 35,230.38
TOTAL PROJECT COST OPINION				\$ 3,264,415.6

St. Lawrence County Whitewater Park

April, 2015

Feasibility Analysis, Market Assessment and Economic Impact of Whitewater Parks in Colton, Canton, and Potsdam, New York

Prepared for:
St. Lawrence County, New York

Prepared by:
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S2o Design and Engineering
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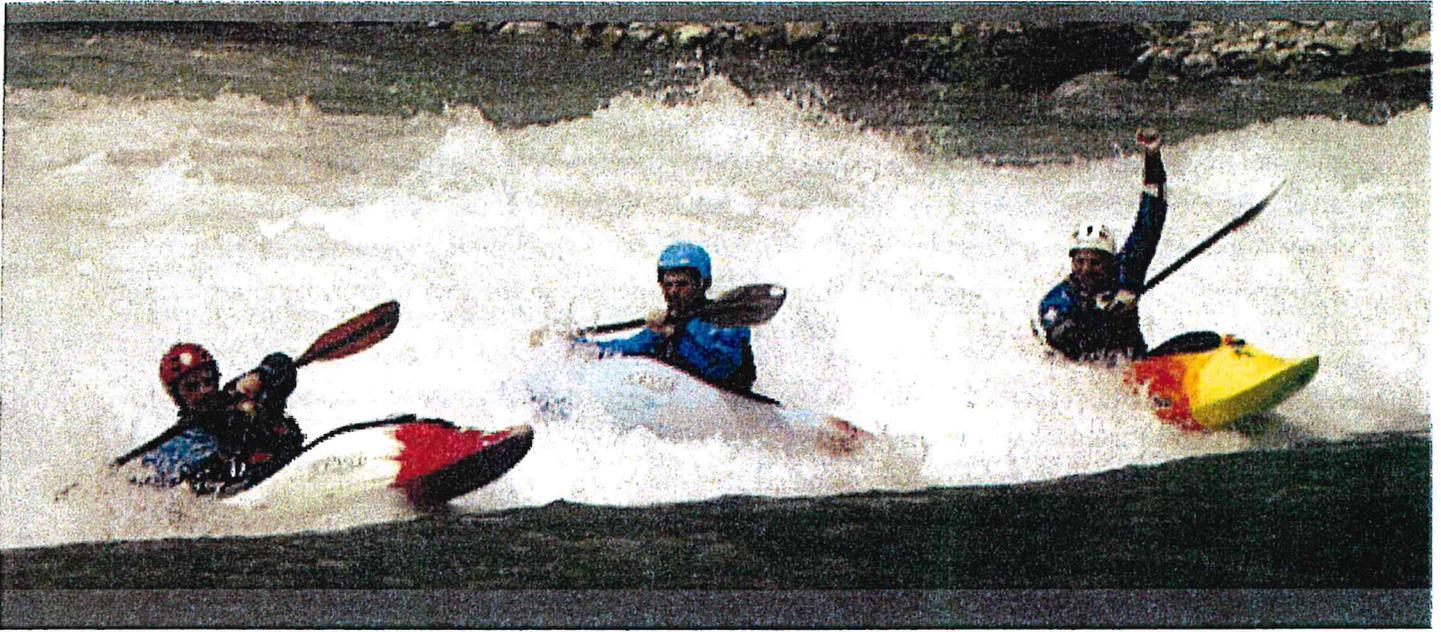
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EXECUTIVE SUMMARY

"The Whitewater Center is our number one attraction."

- Bob Morgan, President, Charlotte Chamber of Commerce

existing drops increasing the capability for fish passage. Additional fish passage could be designed into the design concept, but the implementation of this component will be decided following consultation with environmental regulatory agencies.

Other issues of constructability are site specific and are shown below in the context of selected sites.

Other Construction Issues: Endangered Species Act:

Preliminary consultation with the NY DEC suggested that there are no known endangered species in the proposed project areas. Sturgeon are listed, but are not typically seen as far upstream as Colton and Potsdam. Endangered Species in the area could limit construction access and construction timing.

Other Construction Issues: Land Ownership

In New York State, property owners along waterways typically own to the centerline of the waterway. However, in certain circumstances, New York State retains an interest in the lands underwater. In this instance, it has been confirmed that the State of New York does not have ownership interest in the streambed of the Grasse or Raquette Rivers in the proposed project areas (Labruzzo, New York Department of State, 2014). In order to attain the required permits shown above it is a requirement that the municipality have ownership, permission, or easements to the land in order to construct the project.

Whitewater Market Assessment

One of the key factors to consider in building Whitewater Parks are the potential users and the likelihood that those users will visit the proposed facility(s) in a way that is meaningful to the local community's economy. This study includes a market assessment that explores the potential for Whitewater Park usage at the three project sites and the impact of this potential usage.

The whitewater market assessment estimates the number of whitewater participants in the region, and the likelihood that whitewater participants will travel to the Potsdam, Canton, and Colton area. Estimating the size of the market relies on population data, from ESRI Business Analyst Online (ESRI Business Analyst Online, 2013), the Canadian Census (Statistics Canada: Population Geosearch, 2013), and sports participation data from the Outdoor Industry Foundation (Outdoor Industry Association, 2013). Local and regional whitewater kayakers are considered the primary market for whitewater development in the St. Lawrence County. For the purposes of this report, local participants are defined as living within a 60-minute drive from of Potsdam. Regional participants live between 60 minutes and 180 minutes from the local area. Figure 6: Geographic Market Area by Drive Time, 60 minutes, 120 minutes, and 180 minutes (ESRI Business Analyst Online, 2013) shows a map of these specific regions.

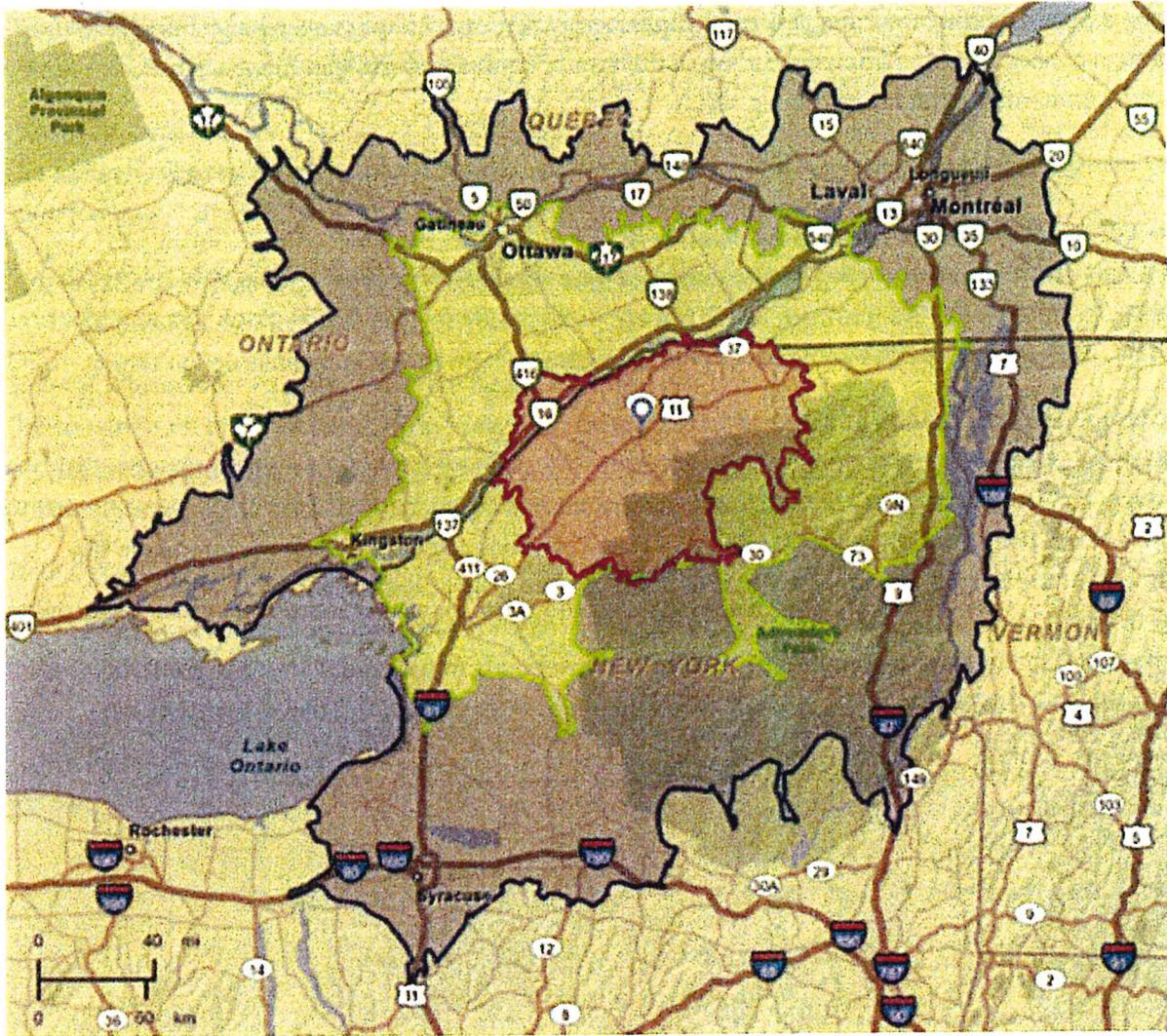


Figure 6: Geographic Market Area by Drive Time, 60 minutes, 120 minutes, and 180 minutes (ESRI Business Analyst Online, 2013)

Despite being a relatively rural area, over 7.4 million people live within three hours of the area. Ottawa and Watertown are within two hours and Montreal, Syracuse and Utica are all within three hours of the area. 145,000 people live within one hour of the local area, 2.1 million live in a two-hour drive radius, and 5.2 million live in the three-hour drive radius, as seen in Table 1.

Table 1: Total Population by Drive Radius from Potsdam (Statistics Canada: Population Geosearch, 2013) (ESRI Business Analyst Online, 2013)

Drive Radius	Total Population	% of Regional Population
60 Minutes	145,000	2%
120 Minutes	2,136,000	29%
180 Minutes	5,207,000	69%
Total Regional Population	7,488,000	

According to a 2011 study from the US Department of Commerce’s International Trade Administration (US International Trade Administration, 2011), over 21 million Canadians traveled to the United States in 2011. Canadian travelers accounted for over 176 million visitor nights, and spent more than \$16 billion in the US. 6% of Canadian visitors traveled to the US in order to whitewater boat, or kayak, which translates to over 1.2 million visitors. These statistics are summarized in Table 2. Over 3.7 million Canadians traveled to New York in 2011, making it the most visited state. Over 200,000 Canadian visitors to New York participated in canoeing and kayaking (of some type). These numbers demonstrate that the border does not present a significant obstacle for Canadian whitewater participants.

Table 2: 2011 Canadian Tourism Summary from US Department of Commerce ITA

Visitors to New York	21,344,000
Visitor Nights to New York	176,107,000
Spending in New York	\$16,425,464,000
Boating /Kayak Canoe (% of Total)	6%

According to an economic impact study that examined potential impacts of whitewater development in Saratoga and Warren counties entitled *Economic Impact Analysis of a Proposed Whitewater Park on the Sacandaga River, Saratoga and Warren Counties, New York*, 1.7% of the area’s population participates in whitewater kayaking (Crane and Associates, 2008). The rate is based on survey data area of the Whitewater Park collected specifically for this study and proprietary participation rates for northeastern states.

This rate is relatively conservative when compared with other data sources. A 2013 report by the Outdoor Industry Foundation estimates that 4.9% of the mid-Atlantic population participates in kayaking (of some type) (Outdoor Industry Association, 2013), and data from ESRI Business Analyst Online estimates that between 5.2% and 10.4% of the regional population participates in canoeing or kayaking (ESRI Business Analyst Online, 2013).

The average participant kayaks an average of eight days per season (Outdoor Industry Association, 2013). There are 127,300 whitewater kayakers and a corresponding 1,018,400 total whitewater kayaking user days in the market area. Table 3 shows the total whitewater kayak user days based on the market area discussed previously.

Table 3: Total Whitewater Kayakers and Whitewater Kayaking Days in Market Area (RPI Consulting, 2013)

Total Market	Whitewater Kayaking Population	Total Whitewater Kayak User Days
60 Minutes	2,500	20,000
120 Minutes	36,300	290,400
180 Minutes	88,500	708,000
Total	127,300	1,018,400

Destination-quality Whitewater Parks in St. Lawrence County have the potential to capture a portion of the existing whitewater recreation market. If the area becomes known for its whitewater amenities and is established as a whitewater destination, whitewater kayakers from outside the three communities will want to explore and experience what the area has to offer. To determine the potential market share it is first necessary to examine existing whitewater sites in the market area. There are four developed whitewater sites within a three-hour drive of Potsdam. Table 4 summarizes whitewater opportunities within a three-hour drive from the region; the water features on the Sacandaga River and Hudson River were not included because they are more than a 3-hour drive from the area.

Table 4: Competing Sites in Market Area (RPI Consulting, 2013)

	Drive Time in Hours	Description of Whitewater Attractions
Watertown, NY	1.5	Surf and Rodeo Holes, Class 3-5 Whitewater Run, Paved Access, Rafting, Trails
Upper Hudson River, NY	2	Class 3-5 Whitewater Run
Ottawa Parks, Canada	1.5	Surf and Rodeo Holes, Class 2-3 Whitewater Run, Paved Access, Rafting, Trails
Montreal Parks, Canada	2.25	Surf and Rodeo Holes, Class 2-3 Whitewater Run, Paved Access, Rafting, Trails

It is unreasonable to assume that the new Whitewater Parks in Canton and Potsdam would capture the entire whitewater market, so it is necessary to estimate the percentage of the existing market that local whitewater amenities could capture. Current estimates of Stone Valley's market capture are not available, and it should be noted that a class V run will attract a relatively small portion of an areas whitewater kayakers due to the technical skill and danger involved with class V kayaking. This analysis splits market capture into two categories (local and regional) and provides low and high market capture rates to provide a range of potential economic effects.

In the first years after the Whitewater Park is built, the economic performance is likely to be closer to the low market capture rate. The presence of the Stone Valley run is beneficial in initially promoting the Whitewater Parks because some regional whitewater kayakers may already know about the area. It will also take time for businesses to respond to the new market demand generated by the Whitewater Parks. The high market capture rate represents an upper target for attracting participants and for the economic impacts.

Using the Sacandaga Impact Report, it is estimated that development of diverse whitewater attractions proposed in Canton and Potsdam (freestyle/surf, slalom, and the Stone Valley Run) could capture between 80% (low) and 95% (high) of the whitewater kayak user days within one hour of the area. Regional capture rates beyond a one-hour drive are estimated to be between 5% (low) and 20% (high) for whitewater kayakers living more than two hours from Potsdam.

The capture rate estimates are based on survey data from the Sacandaga Impact Report. The report found that whitewater kayakers on average were willing to travel four hours two to four times per year,

or between 25% to 37% of total average whitewater kayak days. To remain conservative it is assumed that at high market capture, 20% of whitewater kayak days will occur outside of the participant’s local area. The remaining 80% of activity is assumed to occur in the participant’s local area.

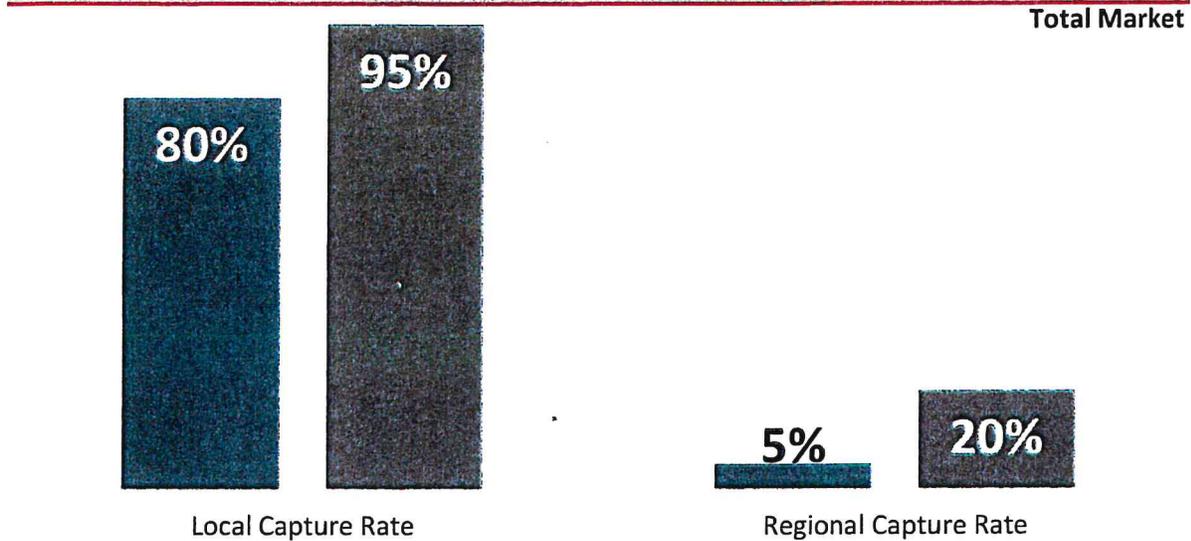


Figure 7: Low and High User-Day Capture Rates for Local vs. Regional Participants

To account for the user days accommodated by competing play-boating attractions, analysts employed a user day geographic allocation model designed to distribute whitewater kayaker user-days to local and regional destinations. Market capture rates were applied to each drive radius ring and the local and regional user days were then divided evenly between the number of sites within each drive radius ring to calculate the number of regional and local user days at each site in each drive radius.

The proposed Whitewater Parks in Canton and Potsdam and the Stone Valley Run in the hamlet of Colton would be the only whitewater destination in the one-hour local drive time radius of the area. The one-hour drive radius has a total potential market of 20,000 user days, which would result in 16,000 user days at an 80% market capture rate (low). The remaining 20% of local area whitewater kayaker user days are allocated evenly between the other four destinations in the market region including Watertown, NY; Upper Hudson River, NY; Ottawa Parks, Canada; Montreal Parks, Canada. A parallel calculation was applied to each drive time radius to generate a regional market allocate whitewater kayaker user days throughout the market region, this is summarized in Table 5.

Table 5: User Day Geographic Allocation Model Results

Drive Radius	Total User Days	Local Sites	Regional Sites	Local Days/Site (Low)	Local Days/Site (High)	Regional Destination Days/Site (Low)	Regional Destination Days/Site (High)
1 hour	20,000	1	4	16,000	19,000	300	1,000
1-2 hours	290,400	3	2	77,400	92,000	7,300	29,000
2-3 hours	708,000	1	4	556,400	673,000	8,900	35,400

The user day geographic allocation model shows that the new Whitewater Parks in Potsdam and Canton together with the premier Stone Valley run near Colton could capture between 32,200 and 83,400 user days annually, shown in Table 6.

It should be noted that many of these days would likely occur around the water release schedule of the Brookfield Renewable Energy Plant. There are six scheduled releases per year which typically occur between July and September, and often correspond with releases on the Black, Beaver and Moose rivers. The dates for these releases change from year to year but are typically scheduled on Saturdays (Raquette - 5) Stone Valley: Colton to Brown's Bridge, 2014).

Table 6 Potential Local and Regional Whitewater Kayak User Days at Whitewater Parks and Stone Valley Run

	Total User Days From Local Users	Total User Days From Regional Users	Total User Days
Low Market Capture	16,000	16,200	32,200
High Market Capture	19,000	64,400	83,400

Kayaker Market Demographics

Data from The Outdoor Industry Association shows that individuals that participate in some form of kayaking are relatively wealthy, young, and educated. As is the case with most outdoors and adventure sports, more males participate in the sport than females, 56% of kayakers are male and 44% are female (Outdoor Industry Association, 2009). 15% of kayakers are college aged between the ages of 18-24, 36% are between the ages of 25-44, and 30% are above the age of 45 (Outdoor Industry Association, 2009). 74% of participants have an annual income of \$50,000 or more and 41% have incomes greater than \$100,000 (Outdoor Industry Association, 2009). Over half of kayak participants are college graduates and 73% have at least one year of college (Outdoor Industry Association, 2009). A breakdown of kayak user demographics are shown in Figure 8 through Figure 10.

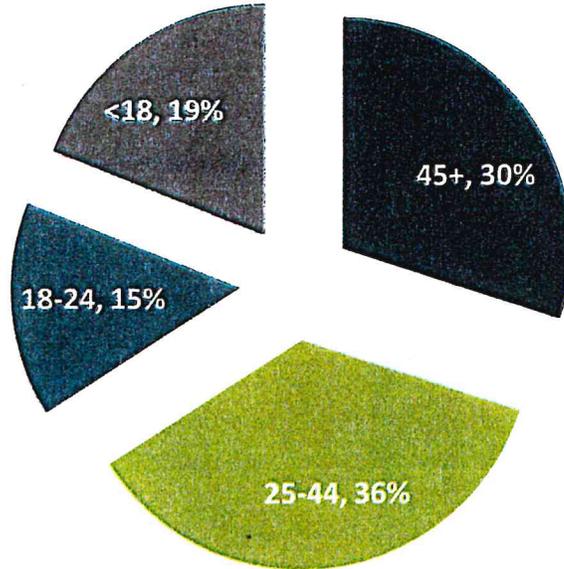


Figure 8: Kayak Participants by Age

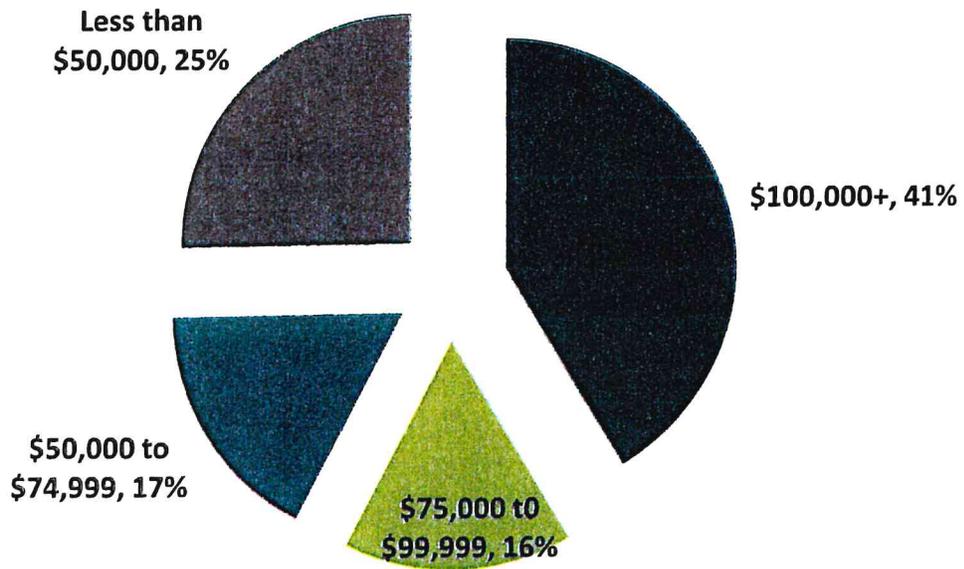


Figure 9: Kayak Participants by Income

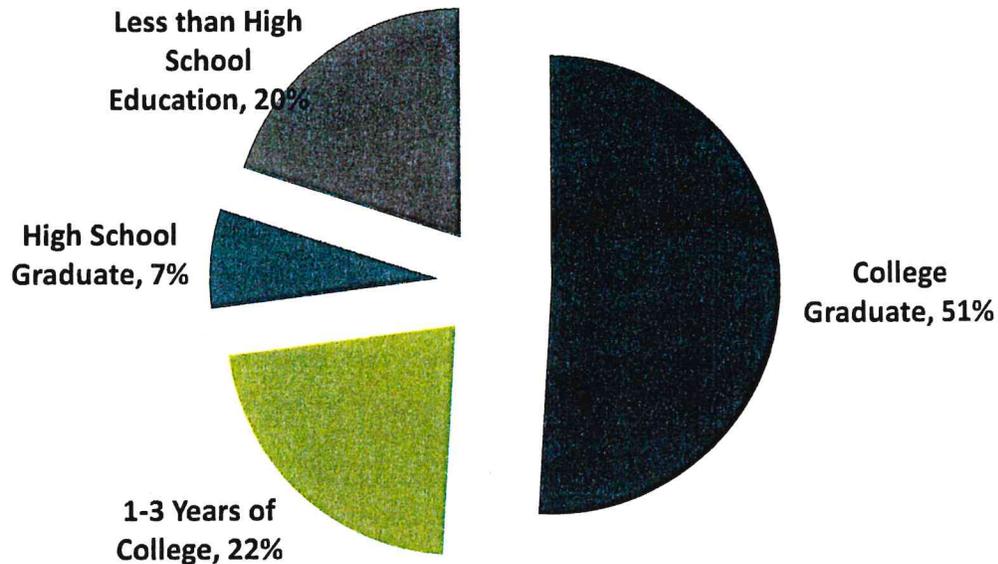


Figure 10: Kayak Participants by Education

Opportunities Enabled By Increased Market Visitation

Sector Specific Sales and Business Opportunity Analysis

There would be tangible business opportunity enabled by the new Whitewater Parks in Canton and Potsdam. The following analysis looks at the real world measure of sales potential by sector and scales this to the typical sales for businesses in each sector.

It is important to note that the multipliers used to determine output, earnings and jobs in Figure 81 and Table 7 are different from the multipliers used in the sector specific analysis. Final multipliers in Figure 81 and Table 7 include secondary impacts, whereas the multipliers used in the following analysis are industry specific. The impacts presented in the following sections were calculated by multiplying industry spending from Table 21 by the direct earnings and jobs.

Grocery Opportunities

Spending by whitewater visitors in grocery outlets will likely result in increased sales, earning and employment to existing businesses and will not result in new establishments. Even at the highest capture rate, the \$402,000 in sales spread across an already developed grocery market is not going to be enough to justify opening a new grocery store. Grocery sales in the area total over \$376 million annually and the average over \$25 million per outlet annually. This does not mean that potential increased grocery sales are insignificant. Increased sales could create between one and five grocery jobs, and could increase earnings by \$134,000.

There are a number of small-scale general stores and neighborhood grocery stores in the area with sales of less than \$500,000. It is unlikely that a single establishment could capture all activity associated with increased grocery sales, and therefore most of the impacts will benefit existing merchants in all markets. However, impacts from grocery spending related to recreation outings could have the greatest relative

impact on Colton. Even a relatively small percentage of additional grocery sales could substantially increase grocery sales from the two grocery/convenience stores in the Hamlet of Colton.

Sporting Equipment and Gear Opportunities

Increased sales related to whitewater equipment and gear purchases are substantial and could possibly support a whitewater specialty store or significantly increase activity for an existing sporting goods outdoor retailer such as the canoe and kayak outfitter in Potsdam. According to ESRI BAO (ESRI Business Analyst Online, 2013) existing sporting goods related sales total \$1.1 million in the area. If the area becomes a whitewater destination, gear and equipment sales could increase by between \$76,000 and \$302,000, employing an additional two to nine people.

Data from ESRI BAO (ESRI Business Analyst Online, 2013) shows that whitewater sporting goods retail stores have average sales volumes of just under \$400,000 and employ an average of five people. Large-scale whitewater stores in developed markets have sales that total over \$1.3 million and can employ more than twenty people.

Food and Beverage Opportunities

Increased visitation from whitewater participants could increase restaurant/bar sales by \$186,000 (low) and \$738,000 (high). This spending would increase area restaurant/bar sales by between 1% and 3%, and employment by 1%. Restaurants and bar establishments in Potsdam, Colton and Canton have average annual sales of \$785,000 and range from less than \$50,000 to \$8.8 million. Even if a portion of increased spending is absorbed by local eateries, activity could be high enough to sustain a small restaurant (i.e. sandwich shop, pizzeria, family diner, etc.)

Lodging Opportunities

Currently lodging in the local area is composed of a few small national chain hotels such as the Comfort Suites, Hampton Inn and Best Western, smaller locally owned motels such as Smallings, and numerous bed and breakfast/small inn establishments. The addition of between \$211,000 and \$838,000 in lodging revenues could sustain development in the lodging sector for the area. Current lodging receipts total \$2.4 million. Data from ESRI BAO (ESRI Business Analyst Online, 2013) shows that on average small to midsize national hotels chains (Best Western, Super 8, Motel 6, etc.) in New York have average annual sales of just over \$2 million. Smaller scale lodges and bed and breakfast establishments average annual sales of less than \$100,000. The scale of potential lodging revenue suggests that with whitewater development lodging opportunities could include the addition of one modestly sized hotel. Camping opportunities on the Raquette River are also available at the Higley State Park, McNeill Campground and the Parmenter Site located in nearby South Colton

Other Retail and Automobile Opportunities

Similar to impacts in the grocery sector, it is unlikely that increased spending in other retail (personal care, auto, clothing, souvenirs etc.), and automobile related retail will result in new establishments. These impacts are likely to be absorbed by existing retail (Walmart, Walgreens, Dollar General, etc.) and gas stations in Colton, Potsdam and Canton. Increased whitewater spending could total between

\$270,000 and \$1 million. Existing sales in the personal care, general merchandise, and gas station and clothing outlets in the local area total over \$200 million.

Special Events

Another source of potential economic impacts results from special events centered around whitewater and outdoor sports. Adventure sport events are one of the fastest growing sectors of the outdoor industry, experiencing 200% growth in the past five years.

Three events from across the country show that impacts from adventure sports can bring a considerable number participants and visitors to the area. The majority of impacts and visitors at special events results from spectators. In 2012, the Vail Mountain Games brought 44,000 people to Vail (Vail Valley Foundation, 2013). Participants stayed an average of three nights and spent an average of \$125 per day. Economic impact from this event totals \$3.8 million. A similar event, the Dominion Riverrock on the James River in Virginia, attracted a total of 28,000 visitors and had a total economic impact of over half a million (Dominion Riverrock, 2010). A series of whitewater specific events in Durango, CO attracted over 4,200 participants and visitors and had a total impact of \$977,000 (RPI Consulting, 2006). Durango is an example of a Town that is able to capitalize on special events because of its in-town Whitewater Park and robust visitor services.

Table 7: Potential Impacts from Special Events

	Vail Mountain Games (2012)	Durango, CO	Dominion Riverrock
Economic Impact	\$3,800,000	\$977,000	\$500,000
Visitors	44,000	4,200	28,000
Average Nights Stayed	3		
Average Daily Spending	\$125		

The development of Whitewater Parks in Canton and Pqtsdam together with the Stone Valley run could position the area as the location for a significant whitewater festival/festivals encompassing all whitewater disciplines. Direct impacts from special events are helpful, but the marketing and promotion that accompanies a well-conceived and executed special event can be invaluable.

It should be noted that event coordinators should consider the option of synchronizing events with the scheduled water releases from the Brookfield Renewable Energy Plant. There are typically six releases per year that occur between July and September. While the release schedule varies from year to year, the releases typically occur on Saturdays. Releases are typically between 600-900 CFS but can exceed 1,000 CFS. The schedule is typically released in late spring but can change based on demand for power. (Raquette - 5)Stone Valley:Colton to Brown's Bridge, 2014)

Effects on Property Values

The 2020, report, The Economic Benefits of Open Space, Recreation Facilities and Walkable Community Design, commissioned by the Robert Wood Johnson Foundation "reviews the sizable body of peer-

reviewed and independent reports on the economic value of outdoor recreation facilities, open spaces and walkable community design.

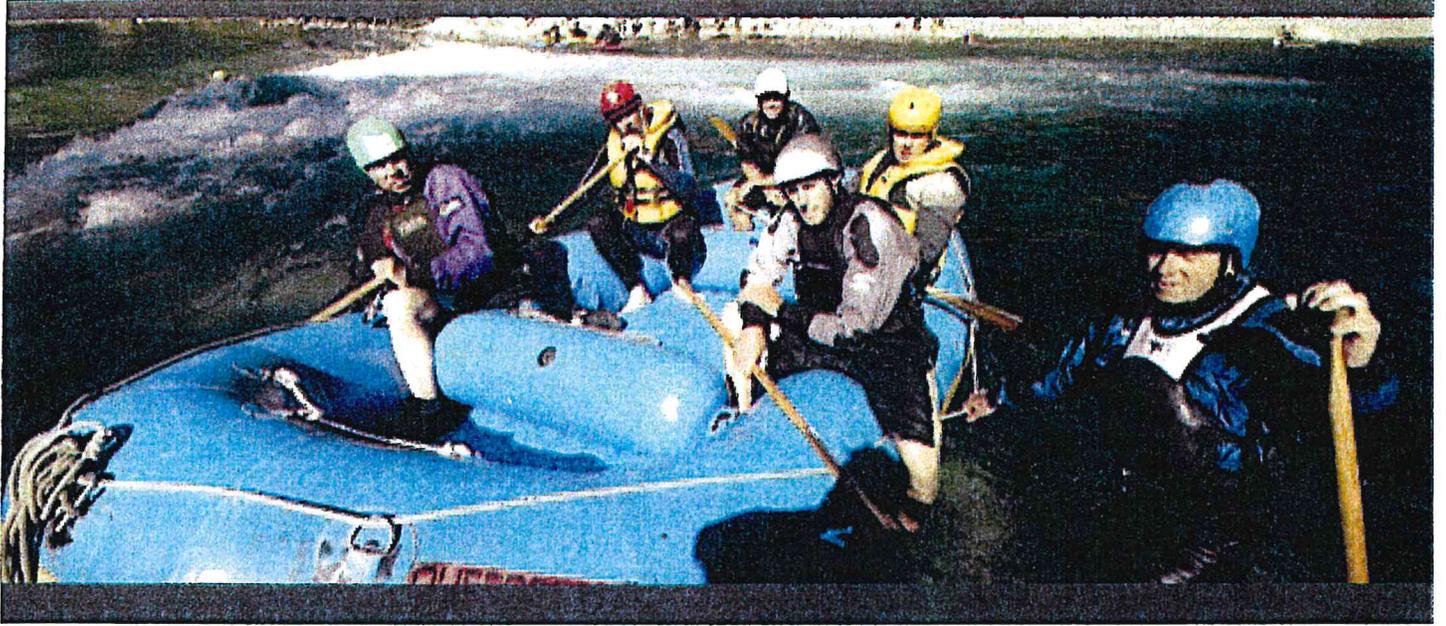
The following are highlights from the report:

- Overall, homes located within 1,500 feet of a specialized park increased in value by over \$5,000
- The conclusion of the American Planning Association's *Parks and Economic Development Report* states, "Investing in parks and other public amenities is proven economic development tools that can help communities attract businesses and wealthy residents."
- The National Park's Service Report, *The Economic Impacts of Protecting River's Trails and Greenway Corridors* concludes, "Proximity to open space, parks and trails can increase the marketability of properties and promote faster sales".
- Homes in Dallas bordering parks were worth 22% more than homes a half mile away.
- Neighborhoods with greenbelts in Boulder, Co were valued at \$5.4 million more than neighborhoods without.
- A study of real estate sales in Portland, OR showed homes "within one half-block of any type of open space were estimated, on average, to experience the largest positive effect on their sale price."
- A study from Salem OR, showed that amenities can add \$1,200 per acre to urban land values

Commercial Rafting and Flat Water Recreation

The full impact of whitewater rafting was not considered because it is unlikely that the runs in the area will become a major rafting destination due to dams and lack of consistent gradient. The dams create large expanses of flat water which are unattractive to rafting. The number of impoundments along the Grasse and Raquette Rivers mean that there are no extended whitewater areas which would allow for commercial rafting over an extended reach. Most natural river rafting business occurs along extended reaches of river. According to ESRI BAO data (ESRI Business Analyst Online, 2013), the average rafting outfitter has a sales volume of just under \$400,000 and employs 12 people. Stone Valley is far too technical to be favored by rafters. A slalom style park in Canton may be a venue for occasional rafting, but rafting is not likely to be a mainstay. Should this prediction be wrong, the development of commercial rafting in the area would have a significant economic impact to the region.

In addition to commercial rafting another option for future recreation is flat-water recreation including tubing and standup paddle boarding. While it is not possible to calculate the impact from flat water recreation due to data limitations, a study titled "Cooling Off in Engineered River Parks: Park Use and Perception in Colorado and Nevada", found that engineered Whitewater Parks have a wide range of potential users depending on site conditions, and that play waves often attract surfers, tubers and swimmers (Podolak).



CONCLUSION

"Once we brought s2o on board as our whitewater design team we were pleasantly surprised to find that they were focusing their efforts on working with us."

- John Brennan, Durango, CO coach and paddler

Conclusion

Whitewater Parks are feasible in both Potsdam and Canton and they would complement the experience currently available in Colton. This study proposes that the Potsdam Whitewater Park be either a single freestyle feature, or a series of freestyle features, that allow for play and surfing near the Town's central business district. The study proposes that Canton consider a downtown Whitewater Park in parallel with the revitalization of an urban area adjacent to their central business district. This park would be a longer recreational run-of-the-river type park that would allow for instruction, recreational, and competitive slalom racing. Another site could be designed for freestyle as well, but would be away from the central portion of the Village.

The creation of the parks would create a significant attraction that would see significant usage. With the cumulative economic output reaching as high as \$45 million in a ten-year period from regional visitation, it is clear that Whitewater Parks in Potsdam and Canton would pay dividends in the regional economy. Achieving this level of economic benefit will require investing in the Whitewater Parks themselves and will require private and public investment to capitalize on this investment.

Both Canton and Potsdam are positioned to benefit immediately, having established eating/drinking, groceries, and lodging. The commercial areas along the river corridor are the best positioned to benefit, but all businesses related to visitor services could gain. Deliberate efforts by local businesses and local economic development entities will be needed to capitalize on this opportunity.

Not only would visitors add new diversity and input to downtown economies, but the communities would augment their overall appeal. Whitewater Parks in Canton and Potsdam would create a new economic engine and public asset in town. With quality Whitewater Parks and diligent marketing, the area could host national and international scale whitewater events and gain recognition as a whitewater community and destination.

Exhibit 22

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Meetings to be held in Potsdam on downtown revitalization funds

By KEVIN SHEA
KSHEA@WDT.NET
PUBLISHED: MONDAY, MAY 6, 2019 AT 12:30 AM

A11 Tweet

POTSDAM — The village is taking another step toward applying for the Downtown Revitalization Initiative with a preapplication workshop.

The workshop, which will be held at 7 p.m. Tuesday in the Civic Center Board Room, 2 Park St., will be used to gather input from the public. This will be the first of three meetings over the next four weeks that will help the village build its 2019 Downtown Revitalization Initiative nomination proposal. A rally will also be held at 6:30 p.m. May 22 in Ives Park to boost support for the application.

Fred J. Hanss, Potsdam's planning and development director, would like those who are unable to attend the meetings to send in written comments, thoughts or suggestions to fbanss@vi.potsdam.ny.us or P.O. Box 5168, Civic Center, Potsdam, NY, 13676. Mr. Hanss can also be contacted by telephone at 315-265-1670.

The village has been working for several years to earn the \$10 million grant to revamp the downtown by improving infrastructure, expanding small businesses or developing arts and culture spaces.

Mr. Hanss has already begun collecting information from the public and business owners in the village by interviewing downtown business and property owners and will soon interview stakeholders. Mr. Hanss said that the goal of the interviews was to see if what the village plans to put in the application corresponds with what the owners believe is a priority.

Commenting rules:

1. Stick to the topic of the article/letter/editorial.
2. When responding to issues raised by other commenters, do not engage in personal attacks or name-calling.
3. Comments that include profanity/obscenities or are libelous in nature will be removed without warning.

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- Northern New York Gives Back doubles number of comfort bags given to patients

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- Federal, state legislators announce efforts to curb robocalls

POTSDAM

- Marty Miller running for Potsdam Town Council
- Morristown man refutes rape, sex abuse charges
- 3 Bears Gluten-Free Bakery and Cafe to be recognized in Syracuse for business excellence
- Four seek three seats in Norwood Library board, \$1k budget increase proposed

VILLAGE GOVERNMENT

- Meetings to be held in Potsdam on downtown revitalization funds
- Settlement allows CFC to use 25 Court Street as a church

COMMUNITY

- Northern New York Gives Back doubles number of comfort bags given to patients
- Three Lewis County libraries seek more funding from school districts



Village of Potsdam gathering input from residents for downtown revitalization effort

POTSDAM -- The Village of Potsdam will hold a pre-application workshop to gather input from residents and members of the business community on its proposed 2019 NYS Downtown Revitalization Initiative nomination proposal.

The workshop will be held at 7 p.m. Tuesday, May 7 in the Civic Center Board Room, 2 Park St.

This will be the first of three public events to be held over the next four weeks.

To demonstrate support for the application, the village will also hold a rally in Ives Park at 6:30 p.m. Wednesday, May 22.

The Downtown Revitalization Initiative can provide communities with a \$10 million grant that may be used for a wide range of downtown revitalization activities such as assistance for the start-up and expansion of small businesses, the renovation of older buildings, streetscape improvements and the development of arts and cultural spaces. People attending the meeting are encouraged to think about the types of projects that they believe will help improve and build on downtown Potsdam's assets.

Fred Hanss, director of the Village of Potsdam Planning and Development Office, is encouraging those people unable to attend the meeting to submit written comments or suggestions to fbanss@vi.potsdam.ny.us or P.O. Box 5168, Civic Center, Potsdam, NY.

For more information contact Hanss at the email address above or by telephone at (315) 265-1670.

View Full Story at: <https://northcountrynow.com/news/village-potsdam-gathering-input-residents-downtown-revitalization-effort-0257414> (<https://northcountrynow.com/news/village-potsdam-gathering-input-residents-downtown-revitalization-effort-0257414>)

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P.O. Box 975, 4 Clarkson Ave., Potsdam, NY 13676
315-265-1000
ThisWeek@NorthCountryNow.com
(<mailto:ThisWeek@NorthCountryNow.com>)

Exhibit 23

Meetings planned as Potsdam eyes \$10 million grant

POTSDAM -- The Village of Potsdam will hold two public information meetings and a downtown rally for its proposed 2019 Downtown Revitalization Initiative proposal.

The first will be an informal workshop at Jernabi's Coffee House, 11 Maple St., from 10 to 11 a.m. Saturday, May 18. Director of Planning and Development Fred Hanss will provide an overview of the draft application and take public feedback on the proposed activities.

The second meeting is set for 7 p.m. Monday, May 20, in the Civic Center Board Room. The public is

encouraged to attend and provide comments on the proposed workplan.

And a downtown rally for the community to celebrate downtown Potsdam and send the proposal off in style starting at 6:30 p.m. Wednesday, May 22 at the Ives Park Gazebo, with prominent local speakers and a final presentation on the Downtown Revitalization Initiative proposal. In case of inclement weather, the rally will be moved to the Civic Center Community Room. More info: fhanss@vi.potsdam.ny.us or (315) 265-1670.



Village of Potsdam to hold public info meeting, downtown rally for Downtown Revitalization Initiative proposal

POTSDAM -- The Village of Potsdam hold a public information meeting tonight and a downtown rally Wednesday for its 2019 Downtown Revitalization Initiative proposal.

Tonight's meeting is set for 7 p.m. in the Civic Center Board Room. The public is encouraged to attend and provide comments on the proposed workplan, and deliver ideas of their own.

A downtown rally for the community to celebrate downtown Potsdam and send the proposal off in style starts at 6:30 p.m. Wednesday, May 22 at the Ives Park Gazebo. There will be prominent local speakers and a final presentation on the Downtown Revitalization Initiative proposal.

In case of inclement weather, the rally will be moved to the Civic Center Community Room.

More info: fhanss@vi.potsdam.ny.us or (315) 265-1670.

View Full Story at: <https://northcountrynow.com/news/village-potsdam-hold-public-info-meeting-downtown-rally-downtown-revitalization-initiative>
(<https://northcountrynow.com/news/village-potsdam-hold-public-info-meeting-downtown-rally-downtown-revitalization-initiative>)

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ThisWeek@NorthCountryNow.com
(<mailto:ThisWeek@NorthCountryNow.com>)

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Wednesday rally, last hurrah before Potsdam applies for \$10m DRI grant

By W.T. ECKERT
 WECKERT@WDT.NET
 PUBLISHED: WEDNESDAY, MAY 22, 2019 AT 5:15 AM
 UPDATED: WEDNESDAY, MAY 22, 2019 AT 11:17 AM

[Tweet](#)

POTSDAM — Helping to boost support and enthusiasm for the village's May 31 application for the \$10 million state grant for the state Downtown Revitalization Initiative, a public rally is planned tonight at the gazebo in Ives Park.

Village Planning and Development Director Frederick J. Hanss has been soliciting input from residents and businesses through four informational get-togethers that began on May 7 with the last one held in the community room at the Civic Center Monday night following the Village Board meeting.

"What they can expect are some pretty jazzed-up public speakers," Mr. Hanss said about today's rally. "That's our last big outreach effort with the public, so we'll have sign on letters for them to send in letters of support or if they want to write a letter of support, we can help them with that."

The event is scheduled for 6:30 p.m. with an alternate location at the community room if the weather is inclement.

Returning to support letters, Mr. Hanss said they are important to the application process and can be from anyone and anywhere, citing letters received from businesses as far away as Madrid.

"Rating and ranking criteria number one is how much public support you have," he said. "What those sign-on letters do and what those letters of support do is demonstrate that somebody took the time to write a letter or that someone took the time to attend an event and sign a letter."

A major focus on that revitalization has been the village as a hub of arts, entertainment and culture as well as the first major streetscape enhancement in about 40 years.

"We're really making an effort to make sure that the community is behind the project. They are very enthusiastic about the streetscape enhancement. They really want to see downtown Potsdam go through a revitalization program," Mr. Hanss said. "Last time Potsdam did a big streetscape project would have been in the late 1970s, so 40 years ago."

The enhancement would be along the Market Street National Historic Register District, which goes from Depot Street over to the intersection with Maple, Main and Market, and then down Raymond Street.

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POTSDAM

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Within that district there are 28 buildings that are listed on the National Register of Historic Places, Mr. Hanss said.

The funding would go toward replacing the existing sidewalks that are there with one that has a decorative concrete band on it, put in new street trees and "bio-tree planters" which act as stormwater management infrastructure.

"What that does is it captures stormwater running off of the street and the sidewalk and it very slowly filters it through soil and it releases it to the water cleaner," Mr. Hanss said. "All of this directly feeds into the Raquette, so if we can deliver it cleaner and cooler, that is a good thing."

There would also be new LED street lighting along Market and Raymond streets to better illuminate the sidewalks and for senior citizens and people with disabilities, groups Mr. Hanss said he has heard from.

"That could be a hazard and it keeps them from coming downtown," Mr. Hanss said. "It's the same model lighting that we have in Ives Park and on the Maple Street bridges, so it will all be a nice, consistent look."

But one of the big feathers Mr. Hanss said is now in the village's cap is the recent announcement that the state is funding \$5.6 million toward a \$26 million renovation project of Clarkson University's Old Snell Hall into 59 affordable housing apartments by The Vecino Group is a feather in the cap of the village.

A common denominator among each of the previous recipients of the grant money was that each had a theater in the downtown.

Old Snell also houses a theater on its first floor, will be part of the renovation and will be occupied by the Arts Council and Shipley Center for Renovation.

"As part of the project, it will renovate the theater in Old Snell that has been closed to the public for many years," Mr. Hanss said. "It's about 98,000 square feet in size and seats about 500 people. It used to be the Crane School of Music's performing arts space."

He said having the North County Children's Museum on the western edge of the focus area and Old Snell Hall on the eastern edge makes for a couple of big cultural anchors downtown.

"So this is our year," he said.

Anyone interested in writing a letter of support is being asked to address it to Mayor Reinhold J. Tischler and email it to fhanss@vl.potsdam.ny.us or mail it to Planning and Development Office, P.O. Box 5168, Potsdam, NY 13676.

Commenting rules:

1. Stick to the topic of the article/letter/editorial.
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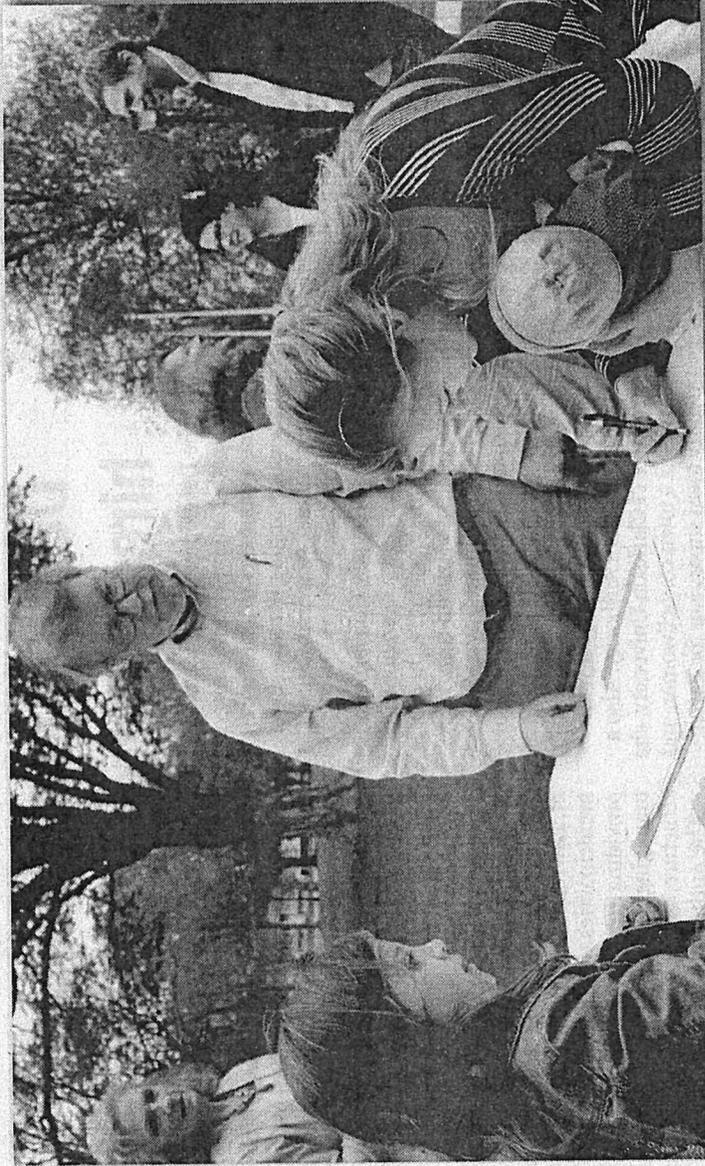
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Cheryl Shumway | NCTW

Rally held for \$10M grant

Alexandra Wilke signs a petition supporting the \$10 million grant proposal for Potsdam's Downtown Revitalization at a rally in Potsdam's Ives Park on Wednesday. On her left is Fred Hanss, village director of planning and development. Several local leaders spoke in support of the grant that will be sent off next week. For more details on the grant proposal, see the front page story in last week's Potsdam-Canton North Country This Week. North Country This Week photo by Cheryl Shumway.

Exhibit 24

MAY
22 - 28, 2019

VOL. 35, NO. 38
**POTSDAM-
CANTON, NY**

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Potsdam Village | Courtesy

The area inside the yellow line contains the projects in the village's DRI application.

Arts, business support, streets focus of Potsdam's \$10M plan

By **CRAIG FRELICH**
North Country This Week

POTSDAM – The village is gearing up for its next submission for the annual \$10 million grant to a North Country village or city from the state's Downtown Revitalization Initiative.

Key in this year's application will be securing financial support for the work of a new "Virtual Downtown Business Incubator" for local small business entrepreneurs.

This is "to make sure people who might be inclined to open

a 'Main Street' type of business you'll typically see in a small town – specialty business services, marketing, insurance and other support to business, and personal care" businesses including retail – have a chance to make a pitch for support," said Fred Hanss, director of the village's Planning and Development Office.

This small business incubator could get funding through the state grant this year to assist startups and expansions with, for instance, rent payments for three years. "Not everybody can afford market rate rent" for a small busi-

ness, Hanss said.

Financial support will also be sought for startup or expanding knowledge-based or new technology companies being developed in Clarkson University's Small Business Incubator, intended to put the fruits of research into the marketplace.

Emphasis in this year's application will be placed on ideas to develop the village's standing as a center for arts, culture, education and outdoor recreation through expansion of the North Country

SEE POTSDAM PAGE A9

POTSDAM...

Children's Museum and rejuvenation of Clarkson University's Old Snell Hall downtown, including its theater. The building is in line for a revival with market-rate and medium- and low-income apartments through a plan being developed by The Vecino Group, which seeks funding.

"Streetscape enhancement is still key for Market Street in this application round," along with a new pedestrian and bicycle trail along

the river, Hanss said.

The village's streetscape plan, including decorative paving treatments including a possible road roundabout, plantings, and LED street lighting, has long been in the works for the village, and funding could come through the DRI.

Money will also be sought to continue the village's program to repair façades on downtown buildings and financial assistance for more extensive renovation and repair for older commercial and mixed-use buildings.

The application to the Downtown Revitalization Initiative is for the fourth in an annual series of 10 \$10 million grants, one to a municipality in each of the state's Regional Economic Development Commission zones that has become part of Gov. Andrew Cuomo's Consolidated Funding Application program of competitive awards to each zone based on requests compiled from proposals in each zone each year.

In the North Country Region, Plattsburgh won the award three years ago, Watertown in 2017, and

Saranac Lake took the prize in 2018.

"It's going to be very competitive this year," Hanss said, noting that applications are also expected from Canton, Massena, Ogdensburg, Lowville and maybe Malone.

The deadline for applications to the state Empire State Development office is May 31.

The application can benefit from statements of support from people in the municipality asking for the grant.

At its meeting Tuesday night, May 14, the Potsdam Town Council passed a resolution voicing support for the village's efforts, as it has done in the past.

Businesspeople and others have also been asked to add their statements of support for the application and its proposals, which should boost its appeal to those who decided which municipality will get the \$10 million prize.

More info: fhanss@v.potsdam.

ny.us or (315) 265-1670.

Exhibit 25

Gregory R. Thompson

175 Rowen Road

Lisbon NY 13658

(315)379-1957

lvfd1911@verizon.net

Professional Goal:

I am seeking a career in the public service field. It is my goal to find a career that enables me to use both my professional as well as my personal abilities to serve the people of St. Lawrence County.

Education:

State University of New York College at Potsdam

Masters of Science: Instructional Technology and

Multimedia Management

Graduation Date: August 2000

State University of New York College at Cortland

Bachelor of Science: Education

Concentration: Psychology of the Exceptional Child

Graduation Date: December 1994

Professional Continuing Education:

Environment Associates

EPA Lead Inspector/Risk Assessor

Rochester NY

American Building Inspector Training Co.

NYS Home Inspector Training

Syracuse NY

New York State Department of State

Building Standards and Codes

Code Enforcement Officer Training

Albany NY

Gregory R. Thompson

175 Rowen Road

Lisbon NY 13658

(315)379-1957

lvfd1911@verizon.net

Professional Experience:

Village Administrator

Village of Potsdam

December 2016 – Present

Code Enforcement Officer

Village of Potsdam

September 2013 – December 2016

Northeastern Home Inspections

NYS Certified Home Inspector

February 2013 – Present

Owner

Self Employed

Risk Assessor/Construction Manager

October 2009 – 2013

Lead Hazard Identification

Lead Hazard Sampling/Recording

Recording Lead Assessment Results

Writing Work Scopes/Risk Assessments

Project Oversight

St. Lawrence County Housing Council

Property Management

September 2008 – October 2009

Lisbon Central School

Teacher / School Safety Officer

September 1997 – August 2008

Gregory R. Thompson

175 Rowen Road

Lisbon NY 13658

(315)379-1957

lvfd1911@verzizon.net

Special Skills and Activities:

Morley Volunteer Fire Department

February 2009 – Present

Office Held - President

Lisbon Volunteer Fire Department

February 1991 – January 2009

Offices Held: Truck Captain, Treasurer, President, Foreman, 2nd

Assistant Chief, 1st Assistant Chief

New York State Emergency Medical Technician 1991 – 2000

FEMA Certifications

Cortland State Emergency Squad

September 1990 – December 1994

Offices Held: Personnel Officer, First Lieutenant, Captain,

Robert J. Morgowitz Lifetime Membership Award In 1993.

Computer Skills:

Microsoft Word

Microsoft Office

Power Point

Chrome

Microsoft Excel

Internet Explorer

IPS

LORI S. QUEOR
P.O. Box 97 – 169 River Road
Norfolk, NY 13667
(315) 262-4007 (C)
(315) 265-7480 (W)

Experience

- 5/92 - present Village of Potsdam, P.O. Box 5168, Civic Center, Potsdam, NY 13676.
Village Clerk/Treasurer from 2011-present
Village Clerk from 2002-2011
Keyboard Specialist for the Planning and Development Office from 1992-2002
- 5/89 - 4/92 Stephen S. Robinson, CPA, 6595 Route 56, Potsdam, NY 13676.
Secretary/Receptionist. General office duties, bookkeeping duties, payroll, and work with WordPerfect.
- 2/89 - 5/89 Potsdam State University, Raymond Hall, 6th Floor, Potsdam State Campus,
Potsdam, NY 13676. General office duties, work with d-Base.
- 7/88 - 8/88 St. Lawrence Elementary School, George Street Brasher Falls, NY 13613. General
office duties.

Education

- 1988 - 1989 Massena School of Business, Massena, NY 13662.
Graduated 1/89 with General Business diploma.
- 1982 - 1986 Norwood-Norfolk High School, Route 56, Norwood, NY 13668. Graduated with a
Business Diploma as well as a New York State Regents Diploma.

Licenses

Notary Public, State of New York

Organizations

Past Vice President of the St. Lawrence County Municipal Clerk's Assoc.
Current member Local Government Conference committee.

References

Available upon request.

Frederick J. Hanss
P.O. Box 94/16 School Street
Hannawa Falls, NY 13647
(315) 212-6213 /fhanss@twcny.rr.com

Capabilities:

- Able to work effectively with community residents, local organizations and the private sector to plan, develop and implement grass-roots and regional based revitalization initiatives.
- Proven track record of developing innovative solutions to the housing, economic development and community facilities problems associated with rural community deterioration and decline.
- Possess a broad range of skills that are useful in addressing critical needs in rural communities such as: housing stock preservation and affordability, downtown revitalization, small business assistance, the development of tourism infrastructure and land use planning.
- Accomplished grant writer with strong real estate development skills.

Significant Accomplishments:

- Secured nearly \$14.1 million in Small Cities Community Development Block Grant funding, \$3.2 million in HOME Investment Partnership Program funding and \$1.5 million in NYS Affordable Home Ownership Development Program funding for emergency home repair assistance, housing rehabilitation, homeownership assistance, community facilities development, public infrastructure, downtown revitalization, micro-enterprise grant and loan assistance and public facilities. Secured \$415,000 in NY Main Street funding for downtown revitalization in Potsdam. Secured \$10,710,000 in Clean Water State Revolving Fund and Clean Water Grant Program funding for renovations to the age of Potsdam's waste water pollution control facility.
- As a developer, secured \$4.8 million in capital funding for the construction of 46 affordable rental housing units for the elderly and a 30-bed adolescent residential chemical dependency center through the USDA Rural Development and other state funding agencies.
- Developer for the 51-57 Market Street Redevelopment Projects securing \$3.8 million in funding that included federal Low-Income Housing Tax Credits and Historic Preservation Tax Credits for gut rehabilitation of a fire damaged block located in Potsdam's Market Street National Register District. The project returned 4 ground floor retail spaces and 13 apartments for low-income residents to useful service.
- As the Village of Potsdam's Planner, led the mid-term amendment of the Village's 2001-2011 Comprehensive Plan; and, the preparation of the Village's 2012-2022 Comprehensive Plan and the Village's Downtown & Waterfront Revitalization Plan. Also, responsible for developing new code language covering a broad range of issues ranging from the development of health care zoning districts to a rental housing inspection and permitting law.

- Program coordinator for the Raquette River Blueway Trail Corridor, a regional economic development initiative focused on the 174-mile-long Raquette River watershed involving local government, community-based organizations, private businesses, chambers of commerce and interested citizens.
- Secured grant funding to develop several whitewater parks and Blueway Trails on the Raquette and Grasse Rivers in St. Lawrence County, NY.
- Principal administrator for the Village of Potsdam's community forestry program that has using public and private resources planted over 100 trees in the Village.

Work History:

2005-Present

- Director, Village of Potsdam Planning and Development Office, Potsdam, NY

1987-2005

- Executive Director, North Country Housing Council (formerly the St. Lawrence County Housing Council, Inc.), a member of the NeighborWorks® America Network

1984-1987

- Housing Development Specialist, PathStones (formerly Rural Opportunities, Inc.) Rochester, NY

Education:

- Bachelor of Arts, Political Science/ Urban Studies, SUNY Potsdam, 1984
- Associates in Arts and Sciences, Liberal Studies, Monroe Community College, 1981

Community Activities:

- Board Member and Former President, Canton Human Services Initiative Corporation
- Board Member and Vice President, Ft. La Présentation Association
- Former Board Member of Traditional Arts in Upstate New York
- Former Member, St. Lawrence County Planning Board
- Former Board Member, NYS Rural Housing Coalition
- Former Board Member, NYS Rural Advocates

JAMES F. CORBETT

50 Pine Street, Potsdam, New York 13676 | E-mail: jcorbett2@twcny.rr.com Phone: 315-212-0460

EXPERIENCE

Village of Potsdam Public Works Dept.

Head Building Maintenance Worker

April 1993 - Present

- Responsible for all facets of facilities maintenance.
- Responsible for maintenance of sewage lift stations.
- Responsible for Damon Field Airport, including lighting, AWOS, Jet A and AVGAS systems
- Install and maintain IT Infrastructure

Village of Potsdam Public Works Dept.

Motor Equipment Operator

May 1986 - April 1993

- Operate Motor Equipment
- Grounds maintenance
- Water and sewer construction and maintenance
- Street construction and maintenance
- Snow removal/plowing

Corbett Electric

Electrician/Owner

February 1983 - August 1986

- Self Employed Electrical Contractor
- Residential and Commercial work

Aubuchon Hardware

Assistant Manager

April 1982 - September 1985

SKILLS

- 31 Years of Experience at DPW
- Class BM CDL with tank endorsement
- NYS DOH Grade D Water operators License
- 1500 Hours of training in Machine trades/ Mechanical technology
- Trained in confined space procedures
- Trained In workzone safety procedures

VOLUNTEERING

Potsdam Volunteer Fire Dept.

April 1978 - Present

- Have served in numerous capacities: Board of Wardens, Secretary, Steward and Training Officer

Potsdam Vol. Rescue Squad

September 1982 - August 2009

- EMT, Board of Directors, Driver Trainer

Village of Potsdam Planning Board

Chairman

- Long time member of Planning Board, currently serving as chairman.
- Former member/chairman of the VOP Zoning Board of Appeals

REFERENCES

- Robert Burns, Retired Village Administrator
- Michael Weil, Retired Village Administrator
- David Fenton, Retired Village Administrator
- Everett Basford, Retired Village Administrator

- Responsible for store operation in Mgrs. absence
- Customer service, ordering and inventory
- General maintenance of store and rental units

Robinsons Farm Equipment
Mechanic/sales/service

June 1980 - November 1981

- Surge route sales
- Lawn & Garden equipment repairs
- Repairs to all types of agricultural equipment

St. Lawrence County Sheriffs Department Garage
Mechanics helper

June 1979 - June 1980

- Clean vehicles
- Service vehicles
- Set up and install equipment on new road patrol vehicles
- Other duties as assigned

St. Lawrence County CETA program
Trainee

1978 - 1979

- Clean and maintain assigned work sites
- General maintenance duties

St. Lawrence County Highway Department
Temporary Laborer

May 1978 - September 1978

- General labor for highway construction and maintenance

Buns Blue Sunoco
Gas pump attendant

March 1976 - May 1978

- Pumping gas
- Minor maintenance on customers vehicles

EDUCATION

Canton ATC
incomplete

September 1977 - January 1978

Seaway Area Tech
Machine Trades

1978 - 1979

- Graduated from Machine Trades Adult Ed classes

Potsdam Central School
Regents Diploma

September 1973 - June 1977

- Regents Diploma
- Regents Scholarship
- Concentration in Science, Arts and Tech

Congdon Campus School

- May 1973

Lisa A. Newby
670 Sand St. ~ Brier Hill, NY 13614
newby315@gmail.com ~ (315)741-0647

Qualifications Profile

- Extensive knowledge of procedures and rules regarding enforcement and inspection duties.
- Excellent knowledge of investigative techniques in dealing with Codes and Town Laws.
- Proficient in computer software application programs.
- Ability to interpret laws, ordinances and resolutions regarding code enforcement.
- Ability to work independently and also interact effectively with all persons and/ or parties.
- Success in streamlining office processes to increase efficiency and improve productivity.
- Outstanding communication skills.
- Continuously project a highly polished professional image.

Professional Experience

Village of Potsdam Code Enforcement Officer - Potsdam, NY - January

2017- Present

NYS Certified Family Daycare Provider

April 2012- January 2017

- Own/ Operate a Family Daycare at my residence.

Town of Oswegatchie Code Enforcement Office - Heuvelton, NY August 2010 - Aril

2012

Office Assistant

- Entered all archived building permits into Codes Database to be used digitally.
- Tagged and referenced all rolled building plans into Codes Database.
- Revised and updated Fire Inspection Form to be used on all fire inspections.
- Assisted in the Inspection of businesses within township that require an annual or a 3-year fire inspection.

Morristown Code Enforcement Office - Morristown, NY - March 2009 - May 2010

Office Assistant

- Researched all information on Building Permits archived to prepare for entry into Codes Database.
- Entered all Fire Inspections, Complaints, CO's and CC's into Codes Database with reference materials to accompanying Building Permit.
- Organized and Filed all documents in Office
- Tagged and organized all Rolled Plans in office and referenced each to the appropriate Building Permit in Database.
- Prepared Discovery Evidence Documents for existing Federal Court Case.

Certified Nurses Aide - Cedars Nursing Home - Ogdensburg, NY- May 2006 - January 2007

- Assisted Residents with everyday daily living requirements - Bathing, toileting, mobility, feeding, as well as daily activities

NYS Parks and Recreation - Jacques Cartier State Park - Morristown, NY June 1996- March 2005

- Registered Campers
- Secretary to Park Manager from 2003 - 2005
 - Scheduled all employees
 - Maintained all invoices, ordering of supplies, hiring of employees, general office duties

Education

Jefferson Community College	August 2013 - May 2015
AS Degree Criminal Justice	
NYS Code Enforcement Certification Classes	April 2011 - September 2011
NYS Dept of State Codes Division	
Certified Nurse Aide	2006
-Received New York State Certification	
Northwest Tech, BOCES - Ogdensburg, NY	
High School Regents Diploma- Morristown Central School	1996

Exhibit 26



Clarkson

OFFICE OF THE PRESIDENT
Box 5500, 8 Clarkson Avenue
Potsdam, New York 13699
315-268-6444
clarkson.edu

May 23, 2019

*Re: Letter of Commitment for
Downtown Revitalization Initiative*

The Hon. Reinhold Tischler, Mayor
Village of Potsdam
P.O. Box 5168
Potsdam, NY 13676

Dear Mayor Tischler,

On behalf of more than 3,900 students and 790 employees who live, study and/or work within the boundaries and walking distance of downtown Potsdam's catchment area, Clarkson University welcomes the opportunity to provide this letter of commitment to the Village of Potsdam and endorses the Village as a leading nominee for New York State's Downtown Revitalization Initiative (DRI) in the North Country. We are an active partner in the sustainability of Potsdam's downtown, its vitality and its attractiveness to promote new business development as well as consumer services and amenities for students, employees and visitors alike.

New York State's award earlier this month of \$5.6 million to the Vecino Group for a mixed-use renovation of Clarkson's Old Snell Hall will create 59 affordable apartments in this historic downtown building along with space for the St. Lawrence County Arts Council and more incubation space for small businesses supported by Clarkson's Shipley Center of Innovation. Beyond the increased residential population, these new usages of presently vacant space will further leverage investments from a successful DRI grant to the Village of Potsdam.

As part of this DRI proposal and intentional development of vibrant plans for the future, we express our interest in advancing our Innovator's Colony initiatives with the Village of Potsdam and its business community to create and keep jobs in downtown Potsdam:

- Advance plans and renovations to the vacant Congdon Hall as a multi-use space including light assembly and business services as an extension of the business incubation facilities and services in Damon Hall, Peyton Hall, and Old Main; *(Estimated project budget \$6 million.)*
- Accelerate renovations to the third floor of Damon Hall to accommodate our current building tenant LC Drives with assembly of their innovative motors and generators. *(Estimated project budget \$1.6 million.)*
- We anticipate adding additional Health Sciences programs to our graduate offerings located downtown that will include renovations to the vacant Liberal Studies Building. *(Estimated project budget \$800,000.)*
- Renovations to the Clarkson Inn and expansion of conference services in Old Main associated with our tax-paying subsidiary J.R. Westin, which has also just hired a Business Development staff position to advance these opportunities. *(Estimated project budget \$600,000.)*

- With Ducted Wind Turbines International, a faculty-start up seeded by NEXUS New York, we also propose looking at innovative ways to share small-wind technologies to light Ives Park and power events in the Village's Gazebo. (Estimated project budget \$150,000.)

In addition to the students and employees who call the Village of Potsdam 'home,' the University brings thousands of visitors to the Village each year through its alumni, corporate, athletic, admissions and conference activities – *more than 25 annual University events bring more than 2,000 visitors each time to the Village.* Last year, the Rochester-based Center for Local Government assessed our economic impact on the region as more than \$344.7 million annually.

Together we encourage active patronage of downtown local businesses through a variety of events and promotions such as organized immersions downtown during new student orientation sessions, alumni reunion festivals, the Bassmaster College Series, parades, passes and coupons with local establishments, tours and advertising opportunities. Clarkson's investment of more than \$100,000 in the publicly accessible Munter Trails along the Raquette River and its commitment to the Bayside Park Gatehouse further connect the campus and community together. Clarkson parents also fund student "Knight Cards" which average more than \$875,000 per year in goods from merchants in the Village of Potsdam.

In the last decade, the University has expended more than \$25 million in capital improvements from private, federal, state and its own resources for Old Main, Clarkson Hall, Peyton Hall and Damon Hall on our downtown campus and will continue to advance related projects. These improvements are geared towards enrollment growth of 125+ graduate students in health science programs and the operations of the Shipley Center for Innovation, which has incubated more than 265 companies, exiting 39 and creating more than 170 new jobs for the region since 2011.

This is a truly once-in-a century opportunity to transform the economic forefront of Potsdam, the center of St. Lawrence County and a key anchor community in the North Country. We are available to talk further and respond to questions in support of the Village of Potsdam for the Downtown Revitalization Initiative.

Sincerely,



Anthony G. Collins
President

cc: Kelly O. Chezum, Vice President for External Relations, kchezum@clarkson.edu
James D. Fish, CFO, jfish@clarkson.edu

Fifty Two Capital Group, LLC
9 Market Street, Potsdam, NY 13676

Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express my interest in proposing a building renovation project in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project or Business Name: Fifty-Two Capital Group, LLC

Project or Business Address: 9 Market Street, Potsdam, NY 13676

Project Description:

Fifty-Two Capital Group, LLC would do substantial rehabilitation of 9 Market Street. A long term commercial tenant has been in the space for the last 37 years, and the interior and exterior are in need of major structural and cosmetic repairs to retain this tenant. Tentative plans would include:

- Structural repairs to the building's floor system
- Bathroom, plumbing and electrical systems
- Wall and ceiling finish work
- Modernizing HVAC systems
- Replacement/repair of building's windows
- Replacement of building cladding

Cosmetic improvements would also be made to residential units on the second and third floor.

Project Budget:

Commercial Renovations - \$200,000
Residential Renovations - \$ 50,000
Total \$250,000

Investment Made:

Legal and Architectural \$10,500

Thank you for your consideration. Please contact me at (315) 705-7767 or by email at gabe@fiftytwocapital.com if I can provide any additional information.

Sincerely,



Gabriel Ockrin
President, Fifty-Two Capital Group, LLC

TFI

THE FARRAGO, INC.

PO Box 414
Madrid, NY 13660

(315) 869-2021

MaryHilton@
TheFarragoInc.com

EIN
54-2071958

May 21, 2019

Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss,

I wish to express my interest in proposing a building renovation project in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Business Name: The Farrago, Inc. (building owner) and Maple Run Emporiums, Inc. (retail business in building, ground floor)

Project Address: 49 Market Street, Potsdam, NY 13676

Project Description: The Farrago, Inc. will undertake the renovation of the basement at 49 Market Street, which is currently an unused space of approximately 2,200 square feet. We envision building out a small workshop for manufacturing and labeling Maple Run Emporium branded boutique retail merchandise; creating a fulfillment and shipping center for Maple Run Emporium's internet sales including space for packing materials, scales, and postage machine; and building a storage area for Maple Run Emporium's seasonal merchandise and seasonal shop décor.

Project Budget: \$62,800.00

Thank you for your consideration. Please contact me at (315) 869-2021 if I you would like additional information.

Sincerely,



Mary Hilton
President
The Farrago, Inc.
Maple Run Emporiums, Inc.

EATshawarma

(it's chicken pita)

Friday, May 24, 2019

Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

Re. Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express my interest in proposing a building renovation project in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project or Business Name: Eat Shawarma Restaurant

Project or Business Address: TBD, Potsdam, NY 13676

Project Description: Eat Shawarma is looking to open a restaurant in downtown Potsdam in order to bring the people of the village authentic Lebanese flavors.

Along with the local community, Potsdam is home to two universities (Clarkson and SUNY Potsdam) that are host to students from over 33 countries. With the ever growing international student population, it is incumbent upon the members of the community to provide a diverse selection of eateries that will appeal to the international pallets represented by some of the brightest students studying at our local universities. Eat Shawarma will help to grow the current international options available to not only students from abroad, but the greater community as a whole.

To be built in a modern and industrial aesthetic, Eat Shawarma will offer a bright, clean environment that will encourage recycling and healthy eating. Not only will it provide Potsdam with an ethnic restaurant, but will capitalize on the digital ordering services that the Millennial Generation and Generation Z have grown accustomed to using.

Utilizing kiosk based ordering, Eat Shawarma will not only be a quick and healthy eat, but will also allow customers the opportunity to order via their smartphone in advance so that they can arrive to their order freshly made.

Eat Shawarma will provide 2 full time positions (Manager and Assistant Manager) as well as 2-4 part-time positions. Eat Shawarma will provide delivery so that those unable to leave their places of work, study, or home, will still have the luxury of accessing Potsdam's sole Lebanese offerings.

Work will be contracted out to area craftsmen based upon their availability. We anticipate contacting contractors Jon & Justin Daniels for the build out (framing, sheetrock, plumbing, electrical, floors etc.), From The Heart Cabinetry (counters, tables, and bar seating), and LaFaver's Painting (taping and painting).

Although we have looked at several locations, a site has yet to be secured, but we are interested in a space between 800-1200 sq. ft. in the heart of downtown. All the commercial kitchen equipment will need to be purchased and a kitchen installed in whatever location is decided upon.

Marketing will be completed by Unparallel Media and website design and build by Laterna Studio.

Project Budget:

Commercial Renovation	\$30,000
FF&E	\$70,000
Marketing, Website, & Advertising	<u>\$10,000</u>
Total:	\$110,000

Investment Made:

Proof of Concept (pop-up)	\$12,000
---------------------------	----------

Thank you for your consideration. Please contact me at (315) 244-2936 or by email joshuamcgrath@gmail.com if I can provide any additional information.

Sincerely,



Joshua McGrath

Trezza Realty & Hazen Enterprises

17 Market Street
Potsdam, New York
(315) 265-3224

Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express my interest in proposing a building renovation project in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project or Business Name: Trezza Realty

Project or Business Address: 5-7 Market Street, 17 Market Street, 25 Market Street and 1 Constitution Street, Potsdam, NY 13676

Project Description:

Trezza Realty proposes to undertake the rehabilitation of the four buildings listed above. Each of these buildings are listed on the National Register of Historic Places and renovation assistance provided through the Village of Potsdam would help to preserve them and contribute to the Village's historic character. Three of the four buildings are presently occupied by Maxfield's Restaurant and Tactics, The Isle of You a woman's apparel boutique, and Mama Lucia's Italian Restaurant. Twenty-five Market Street is vacant and for lease.

Project Budget:

Commercial Renovations - \$542,601.

Thank you for your consideration. Please contact me at (315) 265-3224 if I can provide any additional information.

Sincerely,



Lawrence Hazen
Owner

17 Market Street Building Repairs Preliminary Cost Opinion				
For				
Hazen Enterprises				
23-May-2019				
Item	Quantity	Unit	Cost/Unit	Total
Phase 1 Environmental Assessment	1	ls	\$2,200.00	\$2,200
Hazardous Material Survey and Testing	1	ls	\$2,800.00	\$2,800
General Conditions	1	ls	\$14,116.00	\$14,116
Remove ACM Roofing	2457	sf	\$10.25	\$25,184
Masonry Repointing	4140	sf	\$25.39	\$105,115
Remove and Replace EPDM Roofing	2457	sf	\$16.95	\$41,646
Repair Entry Doors	1	ls	\$3,250.00	\$3,250
Replace Storefront Glass With Insulated Glass	15	sf	\$32.99	\$495
Subtotal				\$194,806
Contingency			10%	\$19,481
Architect and Engineer Fees			8%	\$17,143
Project Total*				\$231,429
*Excludes Prevailing Wage Rates and MWBE Adjustments				

Maxfield's Building Repairs Preliminary Cost Opinion				
For				
Hazen Enterprises				
23-May-2019				
Item	Quantity	Unit	Cost/Unit	Total
Phase 1 Environmental Assessment	1	ls	\$2,200.00	\$2,200
Hazardous Material Survey and Testing	1	ls	\$2,800.00	\$2,800
General Conditions	1	ls	\$62,500.00	\$62,500
Masonry Repointing	2310	sf	\$25.39	\$58,651
Create Handcap Accessible Toilet Rm	1	ls	\$5,985.00	\$5,985
Foundation Waterproofing	924	sf	\$3.25	\$3,003
Excacation/Backfill	15	cy	\$55.25	\$829
Subtotal				\$135,968
Contingency			10%	\$13,597
Architect and Engineer Fees			8%	\$11,965
Project Total*				\$161,530
*Excludes Prevailing Wage Rates and MWBE Adjustments				

Mama Lucia's Building Repairs Preliminary Cost Opinion				
For				
Hazen Enterprises				
23-May-2019				
Item	Quantity	Unit	Cost/Unit	Total
Phase 1 Environmental Assessment	1	ls	\$2,200.00	\$2,200
Hazardous Material Survey and Testing	1	ls	\$2,800.00	\$2,800
General Conditions	1	ls	\$4,800.00	\$4,800
Remove and Replace EPDM Roofing	2310	sf	\$16.95	\$39,155
Replace Site Lighting	5	ea	\$1,835.00	\$9,175
Subtotal				\$58,130
Contingency			10%	\$5,812.95
Architect and Engineer Fees			8%	\$5,115.40
Project Total*				\$69,058
*Excludes Prevailing Wage Rates and MWBE Adjustments				

25 Market Street Building Repairs Preliminary Cost Opinion				
For				
Hazen Enterprises				
23-May-2019				
Item	Quantity	Unit	Cost/Unit	Total
Phase 1 Environmental Assessment	1	ls	\$2,200.00	\$2,200
Hazardous Material Survey and Testing	1	ls	\$2,800.00	\$2,800
ACM Roofing Material Removal	2310	sf	\$10.25	\$23,678
EPDM Roofing Removal and Repalcement	2310	sf	\$16.95	\$39,155
Subtotal				\$67,832
Contingency			10%	\$6,783.20
Architect and Engineer Fees			8%	\$5,969.22
Project Total*				\$80,584
*Excludes Prevailing Wage Rates and MWBE Adjustments				



LETTER OF INTENT FOR BUILDING RENOVATION

Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

May 25, 2019

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express my interest in proposing a building renovation project in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project or Business Name: Tactics Games, LLC (Adventure & Escape Games)

Project or Business Address: 5-7 Market Street, Potsdam, NY 13676

Project Description:

Tactics Games, LLC ('Tactics') is looking to undertake renovations located in the third story at 5-7 Market St, Potsdam, NY 13676. Located in the historic district of downtown, this building has had 2 stories vacant for multiple decades. 3 years ago we renovated the second story in this same building. It was done with precision, care, and a focus on maintaining the historic nature of such a community staple in our village. Now that we've been open for 3 years, we've seen how this business has impacted the community and wish to expand that. The renovation would include a conference room for businesses and team building groups to debrief in after their experience, as well as to allow businesses to lease out as a local conference room option. In addition, we'd add 5 new scenario rooms. As the third story is untouched as of now, this would be a full renovation including flooring, insulation, electrical, HVAC, sheetrock and more, as well as necessary updates to bring safety and public access to code. We've made our public spaces, restrooms, and scenario access ADA Compliant, and we would plan to do the same with this renovation. Restoring this building has also brought it up to new safety and accessibility standards, and this renovation would bring that to the third story.

As part of this undertaking, an estimated 3 new full-time jobs would be created for the planning of the scenarios and physical space, as well as additional crews hired out for contracting. Once completed, we estimate needing an additional 3 full-time staff members to join our team on an ongoing basis over our current staffing.

Project Budget:

Commercial Renovations: \$230,000

Investment Made:

Building, Legal/Personnel, Architectural: \$145,000

Thank you for your consideration. You can reach me at 315-274-9494, or by email, kevin@tacticslive.com if I can provide any additional information.

Sincerely,

Kevin Daniels
Owner, Tactics

May 28, 2019

Mr. Frederick Hanna, Director
Potsdam Planning and Development Office
PO Box 5168 Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanns:

I wish to express my interest in proposing a building project in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Business Name: Market Street Redevelopment Corporation

Business Address: 51/53 Market Street, Potsdam, NY 13676

Mailing Address: 19 Main Street, Canton, NY 13617

Project Description:

The North Country Housing Council will undertake the renovation of the Market Street property located at 5/53 Market Street, Potsdam, NY 13676. Work/renovations envisioned include replacement of windows both in the residential and commercial spaces and new membrane roof decking, both of which will add to the energy efficiency of the building and savings onto the tenants in both spaces.

Project Budget:

Renovations: \$175,000

Investment made:

Legal & Architectural \$

Thank you for your consideration. Please contact me at (315) 386-8576 or by email abowman@slchc.org if I can provide additional information.

Sincerely,

Annette Bowman

Annette Bowman
Executive Director



New Roofing and Windows at 51/53 Market Street Potsdam

for

The St Lawrence County Housing Council

16-May-2019

Item	Quantity	Unit	Cost/Unit	Total
Phase 1 Enviromental Screening	1	ls	\$2,000.00	\$2,000
ACM and Lead Paint Testing	1	ls	\$2,500.00	\$2,500
General Conditions	1	ls	\$9,918.00	\$9,918
EPDM over Roof Deck	4874	sf	\$16.00	\$77,984
Remove and Replace Small Windows	8	ea	\$1,895.00	\$15,160
Remove and Replace Large Windows	21	ea	\$2,464.00	\$51,744
Subtotal				\$159,306
Contingency			10%	\$15,930.60
Total*				\$175,237
Remove ACM Roofing Materials	4874	sf	\$10.00	\$48,740

*Excludes prevailing wage rates

**BROOKS
WASHBURN**
ARCHITECT, PC

Brooks Washburn, AIA, LEED, AP BD+C

14 May 2019

Fred Hanss, Director
Potsdam Planning and Development Office
Village of Potsdam
P O Box 5168 Civic Center
Potsdam, New York 1376

Via email: fhanss@vi.potsdam.ny.us

Re: Scope of Work
51-53 Market Street

Fred:

Per your request, below is a brief written description of the proposed work on the 51-53 Market Street commercial and apartment building to maintain these existing historic buildings.

Scope of Work

1 Window Replacement on second and third floors

The existing building has existing windows on the second and third floor apartments that are in poor condition. Operation of the windows is undependable, and the energy performance of the windows is below current standards.

New replacement windows are proposed to allow easier operation of the windows by residents, improved energy performance, and reduced maintenance.

2 Roof replacement

The existing EPDM roofs are aged and leaking.

New replacement EPDM roofing is proposed to provide a serviceable roof system for the next twenty years.

If you have any questions or need additional information, please contact me.

Thank you.



Brooks Washburn, AIA

22 DEPOT STREET SUITE 16
POTSDAM, NEW YORK 13676
TEL/FAX 315.268.1338
brooks@northnet.org

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INTERIORS/SPACE PLANNING
ARCHITECTURAL ENGINEERING
MAINTENANCE AND REPAIR



19 Main Street, Canton, NY 13617
Tel: (315) 386-8576
Fax: (315) 386-1564
www.nocohousing.org

May 28, 2019

Mr. Frederick Hanna, Director
Potsdam Planning and Development Office
PO Box 5168 Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanns:

I wish to express my interest in proposing a building project in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Business Name: Market Street Redevelopment Corporation

Business Address: 55/57 Market Street, Potsdam, NY 13676

Mailing Address: 19 Main Street, Canton, NY 13617

Project Description:

The North Country Housing Council will undertake the renovation of the Market Street property located at 5/53 Market Street, Potsdam, NY 13676. Work/renovations envisioned include replacement of windows both in the residential and commercial spaces and new membrane roof decking, both of which will add to the energy efficiency of the building and savings onto the tenants in both spaces.

Project Budget:

Renovations: \$175,000

Investment made:

Legal & Architectural \$

Thank you for your consideration. Please contact me at (315) 386-8576 or by email abowman@slchc.org if I can provide additional information.

Sincerely,

Annette Bowman

Annette Bowman
Executive Director



New Roofing and Windows at 55/57 Market Street Potsdam

for

The St Lawrence County Housing Council

16-May-2019

Item	Quantity	Unit	Cost/Unit	Total
Phase 1 Enviromental Screening	1	ls	\$2,000.00	\$2,000
ACM and Lead Paint Testing	1	ls	\$2,500.00	\$2,500
General Conditions	1	ls	\$9,918.00	\$9,918
EPDM over Roof Deck	4874	sf	\$16.00	\$77,984
Remove and Replace Small Windows	8	ea	\$1,895.00	\$15,160
Remove and Replace Large Windows	21	ea	\$2,464.00	\$51,744
Subtotal				\$159,306
Contingency			10%	\$15,930.60
Total*				\$175,237
ADD #1 - Remove ACM Roofing Materials (If Required)	4874	sf	\$10.00	\$48,740
*Excludes prevailing wage rates				

**BROOKS
WASHBURN**
ARCHITECT, PC

Brooks Washburn, AIA, LEED, AP BD+C

14 May 2019

Fred Hanss, Director
Potsdam Planning and Development Office
Village of Potsdam
P O Box 5168 Civic Center
Potsdam, New York 1376

Via email: fhanss@vi.potsdam.ny.us

Re: Scope of Work
55-57 Market Street

Fred:

Per your request, below is a brief written description of the proposed work on the 55-57 Market Street commercial and apartment building to maintain these existing historic buildings.

Scope of Work

1 Window Replacement on second and third floors

The existing building has existing windows on the second and third floor apartments that are in poor condition. Operation of the windows is undependable, and the energy performance of the windows is below current standards.

New replacement windows are proposed to allow easier operation of the windows by residents, improved energy performance, and reduced maintenance.

2 Roof replacement

The existing EPDM roofs are aged and leaking.

New replacement EPDM roofing is proposed to provide a serviceable roof system for the next twenty years.

If you have any questions or need additional information, please contact me.

Thank you.



Brooks Washburn, AIA

22 DEPOT STREET SUITE 16
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TEL/FAX 315.268.1338
brooks@northnet.org

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MAINTENANCE AND REPAIR

Exhibit 27

Potsdam Village Branding Proposal

Our goal is to output a brand promise that is unique, compelling and believable for Potsdam and develop a tagline and logo that articulates that promise.



May 15, 2019

Contacts:

Mark Todd idleminds@icloud.com (315) 777-0290

Valisha Arnold valisha@clevertoaddesign.com (315) 267-6649

www.idleminds.me • www.clevertoaddesign.com

Potsdam Village Branding Proposal

We anticipate the project to span approximately 115 hours of research and production time. We will not bill for more time unless the project stakeholders require more attention to a specific stage of the project. This will be agreed on beforehand. If a specific stage of the project is completed in less time than is estimated, we will charge for the actual time involved in that stage.

This project will comply with Minority & Women's Business Development standards for New York State.

INFORMATION REVIEW

Estimated Duration: 30 hrs.

Information gathering with key stakeholders including mayor, city manager, visitors and convention bureau, economic development agency, business improvement districts, business owners and cultural institution leaders

- Including a review of research, websites and marketing documents/presentations
- Focusing on identifying of strengths and assets of the community to focus on a compelling brand

DEVELOP BRAND PROMISE OPTIONS

Estimated Duration: 20 hrs.

Development of up to 10 brand promise options based upon strengths/assets of the information review

TESTING BRAND PROMISE OPTIONS

Estimated Duration: 20 hrs.

Testing of brand promise options with the most important target audiences (residents, businesses, tourists) through an online survey

- Includes development of temporary website to streamline communication and analysis sharing among the stakeholders
- Analyze effectiveness of Brand across multiple media (print/digital/audio, etc.)
- Evaluation criteria includes relative appeal, uniqueness and believability for the community
- Select and recommend brand promise and positioning

DEVELOP TAGLINE

Estimated Duration: 5 hrs.

Development of a tagline that succinctly and powerfully communicates this brand promise

FINAL DESIGN and WRAP-UP

Estimated Duration: 40 hrs.

- Developing a municipality logo to accompany the tagline
- Developing street banners featuring the municipality logo and tagline
- Developing a comprehensive brand marketing plan
- Community consensus building facilitation
- Provide project notes, including all developmental correspondence from all stakeholders, in both digital and print formats for archival purposes

Included expenses:

- Local travel (St. Lawrence County)
- Software and image licensing from Adobe and Getty Images
- Archival digital medium

Excluded expenses:

No excluded expenses will be charged without prior authorization

- Travel expenses (mileage/lodging/meals)
- Software and images not currently licensed by Clever Toad or Idle Minds Design
- Materials and merchandise for signage, etc.

Estimated Project Time: 115 hrs.

Hourly Rate: \$45

Project Cost: **\$5,175**

Exhibit 28



Administered by The State University of New York • Funded in part by the U.S. Small Business Administration

May 29th, 2019

Mr. Frederick J. Hanss, Director
Planning and Development Office
Village of Potsdam
PO Box 5168, Civic Center
Potsdam, NY 13676

Dear Fred:

RE: Letter of Support - “Virtual Incubator”

As the Director of the New York Small Business Development Center (NYSBDC) at SUNY Canton, I am writing to express my support for the “Virtual Incubator” as proposed by the Village of Potsdam through the 2019 Downtown Revitalization Initiative application. This project would provide unprecedented opportunities for the residents of the North Country to pursue their dreams of owning their own business by enhancing the entrepreneurial ecosystem in Potsdam, NY.

This region in the past has relied on large manufacturing companies for jobs and economic growth. As these companies dispersed over the past few decades so have those jobs, as a result the regional economy has been substantially weakened, unemployment has risen and poverty has driven down the population. A “Virtual Incubator” would help launch new innovative businesses and create new jobs providing opportunities for Potsdam residents to stay and/or come back to the North Country.

The NYSBDC provides business counseling at no cost to the Small and Medium Enterprises (SME) community through Advisement, Education, Research and Advocacy for Entrepreneurs, Innovators and the SME Community. Having a “Virtual Incubator” would be an extremely important stepping stone to further assist the SME Community and support the goal of economic development in the North Country. The SBDC would certainly be an active part in assisting residents within the Incubator system.

I truly believe that this project will encourage entrepreneurship, build the regional economy and improve the quality of life in the North Country.

Sincerely,

Dale A. Rice
Director NYSBDC at SUNY Canton





Adirondack Economic Development Corporation

67 Main Street, Suite 300 - Saranac Lake, NY 12983

Phone: 518-891-5523/888-243-2332 Fax: 518-891-9820.

May 22, 2019

Mr. Frederick J. Hanss, Director
Planning and Development Office
Village of Potsdam
P.O. Box 5168
Potsdam, NY 13676

RE: Letter of Intent to Provide Technical Assistance and Training for Virtual Incubator Project

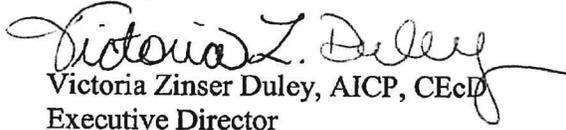
Dear Mr. Hanss:

I wish to express the Adirondack Economic Development Corporation's (AEDC's) support for the Village of Potsdam's Downtown Revitalization Initiative (DRI) application and intent to participate in the Virtual Incubator project with personalized technical assistance and training. We understand that the Village is seeking funding through the 2019 DRI and that further development of a technical assistance and training program are depending upon the Village securing this financial assistance. The AEDC is prepared to assist the development of a value-added program if the Village's proposal is successful.

AEDC provides the Village of Potsdam with loan underwriting, origination and servicing for its micro-enterprise and growth fund revolving loan funds. Additionally, the AEDC has provided the Village with certification seminars for prospective NYS Minority and Woman-Owned Business Enterprises and a four-week Small Business Boot Camp.

Thank you for your interest in the AEDC. We look forward to having this opportunity to work with the Village on this exciting project.

Sincerely,

A handwritten signature in black ink that reads "Victoria Z. Duley". The signature is fluid and cursive, with a long horizontal flourish extending to the right.
Victoria Zinser Duley, AICP, CEcD
Executive Director

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www.aedconline.com



Adirondack North Country Association
67 Main
Street, Suite 201
Saranac Lake, NY 12983
518.891.6200, anca@adirondack.org

May 23, 2019

Mr. Frederick J. Hanss
Planning and Development Office
Village of Potsdam
Post Office Box 5168, Civic Center
Potsdam, New York 13676

RE: Village of Potsdam, NY Nomination Proposal for the Downtown Revitalization Initiative and Letter of Intent

Dear Mr. Hanss,

We are pleased to be writing in support of the Village of Potsdam for their proposed 2019 Downtown Revitalization Initiative for the application year 2019.

If awarded, we look forward to supplying support and expanding resources for transitioning Potsdam business through our work in the Center for Businesses in Transition (CBIT). As CBIT already works in tandem with other key program partners such as the SBDC, AEDC and the St. Lawrence County Chamber of Commerce, it is a natural fit that would allow us to expand our network of direct partnerships to include the Potsdam initiative of an “Incubator Without Walls.”

The Adirondack North Country Association (ANCA) is an independent nonprofit organization growing the New Economy in northern New York. Using an integrated approach to sustainable economic development and prosperity where economic health, community vitality and ecological stewardship are equally important outcomes, ANCA focuses on creating opportunity for people with diverse backgrounds, experience and education levels. Since its founding in 1955, ANCA has leveraged hundreds of millions of dollars into the region in key sectors, including farming, local food systems, the forest economy, the creative economy, small businesses, clean energy, community assets and the visitor experience.

ANCA recently commissioned an economic analysis of the region that found that more than 10,000 businesses in the Adirondack North Country are owned by Baby Boomers looking to retire over the next several years in the so-called “silver tsunami.” Without a transition plan in place, many of these businesses are in danger of closing, depriving their communities of employers as well as the vibrancy that helps our towns & villages thrive.

Launched in 2019, ANCA and a regional network of public, private & nonprofit partners have established the Adirondack North Country Center for Businesses in Transition: Providing the soft infrastructure to supply matchmaking, resources & services for

The Adirondack North Country Association is an independent, not-for-profit organization working to strengthen key sectors of the economy in the Adirondack North Country.



Adirondack North Country Association
67 Main
Street, Suite 201
Saranac Lake, NY 12983
518.891.6200, anca@adirondack.org

transferring business ownership. In these first five months of operation, the Center has worked alongside 62 retiring business owners to develop a documented strategy for succession as well as 8 aspiring entrepreneurs to provide matchmaking services and connections to available resources.

As we move forward with the CBIT program, we are looking to partner with more villages and downtowns to provide direct assistance, share educational resources and host community conversations that focus on particular needs of a locality as identified by its community members and business owners.

Drawing on the Village of Potsdam's expertise in understanding the businesses within their own community, we look forward to supporting the initiatives provided in their DRI application and to be able to advise and connect the dots between where financial resources that are often reserved for new start ups can also be utilized to apply to transitioning businesses. We applaud the efforts of the Village of Potsdam for recognizing the importance of rental assistance, small scale start up capital and revolving loan funds as part of their approach to revitalization.

Sincerely,

A handwritten signature in black ink that reads "Kate Fish". The signature is written in a cursive, flowing style.

Kate Fish
Executive Director
Adirondack North Country Association

Exhibit 29



Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express my interest in proposing a business for participation in the Virtual Incubator for inclusion in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project or Business Name: Andrew Thomas Studio, will rename on moving to downtown location.

Project or Business Address: 14 Church St. Hannawa Falls, NY 13647. Will move to downtown location.

Project Description: A Ceramic and Mixed Media studio offering classes and creative spaces for community members. The studio will provide tools, materials, equipment and instruction not consistently available outside of academic settings in the Potsdam area including wheels, clay and glaze mixing, shelving, clay mixing equipment, and electric kilns.

Project Budget: \$40,000

Prior Investments Made:

- \$1,900 Kiln
- \$1,300 Wheel
- \$2,500 Other equipment

Thank you for your consideration. Please contact me at (315)261-8941 or by email andrew@andrewthomasstudio.com if I can provide any additional information.

Sincerely,

Andrew Norrell
Andrew Thomas Studio
PO Box 19
Hannawa Falls, NY 13647

Exhibit 30



Program: Village of Potsdam DRI

Grant Amount: \$250,000

Total Project: \$500,000

Project: LC Drives 20" Line Automation

Opportunity: In 2017, the St. Lawrence County Comprehensive Economic Development Strategy identified the need for a unification of the resources existing in the county to create maximum impact to support business growth. This strategy called out the need for the cultivation of advanced manufacturing in the county. This study is in alignment and based upon the 2011 North Country Regional Strategic Plan and its five subsequent annual updates/reports.

LC Drives is the first company to fully move through the existing incubator ecosystem in St. Lawrence County. The company just closed its Series A round and will begin a period of rapid growth. Part of that growth includes the expansion and automation of its existing 20" line. This line automation will retain the current 16 jobs and it will also necessitate the hiring of 4 new positions. This project will begin in mid-April 2020.

Background:

LC Drives has been developing a novel electric motor that will revolutionize the worldwide industry. Many new manufacturing processes have been developed and have been implemented in the facility in Damon Hall on Main Street. LC Drives has grown rapidly to an employee base of over 16 employees and anticipates maintaining that growth trajectory in the coming years. It will grow to over 100 employees in the coming years as the manufacturing volume grows. LC Drives motors and generators will be shipped around the world for applications including marine propulsion, wind turbine generators, bus traction motors, and high-speed pumps. These applications will increase energy efficiency and reduce the cost of renewable energy making the world a better place to live. LC Drives is committed to the public/private partnership and believes this is the best way to expand businesses and grow economic development. LC Drives has recently received its first three production purchase orders for over \$500k worth of electric motors. These validate the value proposition LC Drives is offering by the fact that these companies are willing to commit at an early stage to purchase units from LC Drives. The company has closed its Series A funding round for \$15M.

LC Drives has an active engagement with Clarkson University and SUNY Canton. This includes hiring students and graduates from the schools, completing partnership research projects, and providing a local company for students, faculty, and administration to work with to bring manufacturing awareness to the region. Additionally, the staff at LC Drives cycle in as adjunct instructors, guest lecturers and panelists at the local universities and various local agencies. LC Drives is hiring some of the best talent out of the local universities and retaining them in the North Country to help fuel the industrial growth.

LC Drives has an active Veteran Internship Program for veterans leaving Fort Drum. Two of these interns have accepted a full-time position with LC Drives. The next internship begins in June. There are additional open positions for this workforce development internship, and LC Drives is actively recruiting. This initial progress on this intern program builds on the success of the LC Drives engineering internship program and will result in recruiting many qualified veterans for full-time employment.

Proposal:

With this funding, LC Drives will automate several of the processes and fixtures currently in use in the Damon Hall facility that houses the 20" line. Equipment will also undergo changes to allow for repeatability and higher throughput rate. The last objective of the project is the refinement of the current process to ensure maximum utilization of the line equipment. These improvements will enable to the company to build motors within a competitive lead time with minimal scrap.

Sincerely,

A handwritten signature in black ink that reads "Devon Sutton".

Devon Sutton

Director, Strategic Operations

NORTH COUNTRY THIS WEEK

FREE ST. LAWRENCE COUNTY'S MOST-READ PAPER

NORTH COUNTRY
NOW
Local news
updated all
day long

\$15 million

infusion spurs LC Drives

BY CHRIS FRIELICH
North County This Week

POTSDAM – LC Drives of Potsdam has obtained \$15 million in Series A financing from Koch Engineered Solutions to help them move forward with production of their innovative motors and generators.

CEO Russ Marvin said he expects to hire 20 more people in the next few months to ramp up production of motors at their facility at Clarkson University's downtown campus.

"We're committed to Potsdam. We're here, and we're going and we're hiring," Marvin said. "I'm quite excited to be part of this," he said.

With this new infusion of capital Marvin says "we expect to grow the business significantly with the launching of full production."

"We have production purchase orders that will move the company to "the next stage of growth."

What they have been developing are motors and generators that are about half the size and weight of comparably powered units. They do that with a patented creative solution dispersing the heat buildup those units experience. They use less power per unit of output, with the promise of cutting the proportion of all electric power now used by motors around the world below the



Marvin

SEE PAGE 10

LC...

current 47 percent, the company says.

LC Drives is "focused on the development, manufacturing, marketing, and sales of industrial electric motors with industry-leading power density. The Company's patented designs enable LC Drives

to produce motors with half the weight and size of comparative products. The proceeds will be used to accelerate time-to-market activities including research and development, manufacturing, marketing

and sales. LC Drives is planning to expand operations and add additional staff in the immediate term," their press release said.

The markets they are aiming at include marine, industrial, trans-

portation, and wind energy applications, among others.

Marvin is "encouraging people to send resumes to LC Drives," he said. "They are looking for engineers to manufacturing folks to marketing and communications people and manufacturing technicians – quite a range of people," he said.

They will be expanding their footprint in Damon Hall at Clarkson's downtown campus while maintaining offices in Peyton Hall here, and contemplating the next growth spurt as time goes on and

"longer term needs are sorted out," said LC Drives spokesman Mark Sperry.

The funding will be used for salaries, engineers and operators, for manufacturing and manufac-

turing support, and equipment in their Damon Hall facility, Sperry said. "We're looking to double our operation in the next four to six months," he said. "Just how fast that will happen "depends on how fast production ramps up and the size of the motors" in production.

What's known as Series A financing, also called a strategic investment, is private funding from an investor who believes the company is ready to move beyond the startup phase, in this case to begin a push toward commercially sustainable production and sales.

The investment in LC Drives is even more significant due to the size and reputation of the investor, Koch Industries, in the top rank of private businesses in the world, which has an emphasis on science and engineering.

"The funding comes from the Koch company Koch Engineered Solutions," the unit of Koch Industries, Inc. focused on developing and delivering innovative technical and service solutions for industrial value chains," LC Drives' press release said.

"We are making a strategic investment in LC Drives as their technology shows promise in several of our core markets and strategy for future growth," said Don Brown, Koch Engineered Solutions Vice President, Business Development.

In return for the investment, Koch will have two seats on LC Drives' Board of directors.

Marvin said the investment is understandably exciting to people in the company and even among customers, along with others who are watching LC Drives grow.

LC Drives has been developing its motors and manufacturing processes since its founding in 2012 with help from state grants and local support from the "village in grant acquisition. Clarkson University has given the company support in

its business incubator through the Shipley Center for Innovation and the Raft Center for Entrepreneurship.

"We are happy to have achieved this critical milestone for LC Drives and appreciate the confidence displayed by Koch in our vision and unique product and manufacturing process designs," Marvin said in the press release. "Thank you to the dedicated team at LC Drives for your hard work and ingenuity and to Clarkson University, the New York State Energy Research and Development Authority, Empire State Development, and numerous other federal, state, and local organizations for their ongoing support," he said.

"I moved back to Potsdam five years ago "to see if he could "grow the ecosystem" of the economy in the North Country.

He said he wanted to demonstrate that the success of a venture-backed company that "could be helpful to other companies looking to do the same. We're an engine of economic growth in the community. Companies in the North Country are not taking advantage of this model for growth. "It could make an impact, not just in the North Country,"

NORTH COUNTRY THIS W



Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

May 17, 2019

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

We wish to express my interest in proposing a Light Manufacturing/Clean-Tech project for inclusion in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal.

Project or Business Name: Ducted Turbines International

Project or Business Address: 65 S Canton Rd, Potsdam, NY 13676

Ducted Turbines International (DTI) is a wind turbine company with a focus to provide the lowest cost per kWh in the small turbine market, reducing the time for return on investment to half of what it takes for conventional open rotor wind turbines, as a DTI turbine will generate more than twice the annual energy. Although we are really excited about developing our turbine, we are also moving forward in measured steps, concentrating on developing a sound, reliable and long lasting, certified product. Our initial prototype is up and running and we are currently constructing a Gen 2 unit as a commercializable prototype.

DTI proposes to use \$400,000 in Light Manufacturing/Clean-Tech Grant Assistance to build a facility in the Potsdam Commerce Park, establishing a permanent location from which to produce turbines for the global market. This would enable us to purchase welding equipment and a metal press to stamp out our blades. We have strong interest from consumers and feel there are several markets we will be able to be successful in. DTI will be able to match these funds with almost \$650,000 in DOE and NY State grants and an additional \$50,000 from private investors. In addition, DTI would be looking to hire 4-5 individuals including a supply chain, a production, and an electrical engineer, a marketing individual and a part time office assistant.

Project Budget:

<i>Manufacturing Space</i>	<i>\$350,000</i>
<i>Tooling</i>	<i>\$ 50,000</i>
<i>Total</i>	<i>\$400,000</i>

Investment Made To Date: *\$55,000 (and a lot of free seat equity!)*

Thank you for your consideration. Please contact me at (315) 262-6262 or by email at ken.visser@ductedturbinesinternational.com if I can provide any additional information.

Sincerely,



Ken Visser
Ducted Turbines International, LLC.
Potsdam, NY, 13676.
T: +1 315 262 6262
<http://ductedturbinesinternational.com>



65 Main Street
Potsdam, New York 13676

May 15, 2019

Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express our interest in proposing a Light Manufacturing/Clean-Tech project for inclusion in the Village of Potsdam’s 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project or Business Name: DMAX Plasma LLC
Project or Business Address: 65 Main Street, Potsdam, NY 13676

Project Description:

DMAX Plasma LLC, founded in 2014, is a woman-owned small business. The company develops cutting edge electrical discharge plasma reactors to remove per- and polyfluoroalkyl substances (PFASs) from water. The company has 3 employees. Manufacture and disposal PFAS containing-products including the historical use of aqueous film forming foam (AFFF) formulations containing PFAS has resulted in PFAS contamination of numerous water supplies. Recent reports indicate the Air Force alone is expecting to spend > \$2.25 billion for cleanup for PFAS-contaminated sites. Our technology, based on the generation of electrical discharge plasma, is the most effective and efficient destructive technology available today for degrading PFAS.

Dmax Plasma LLC proposes to use \$200,000 in Light Manufacturing/Clean-Tech Grant assistance to further develop our technology. Our specific goal is to develop a larger volume commercially-viable water treatment technology by increasing the processing capacity of the plasma system from 2 gallons per minute (gpm) to 10 gpm in an easily reproducible modular design and develop guidelines for further system scale up from 10 gpm to 100 gpm. To upscale the plasma treatment system to 10 gpm, individual 1 gpm single tube plasma reactor units will be combined into a larger treatment system. Thus, achieving treatment rates of 10 gpm will require combining a minimum of 10 plasma reactors and performing the following subtasks: (a) determining the optimal arrangement for the 10 individual single tube plasma reactor units; b) argon recirculation scaleup; c) plasma-generating network scaleup; and d) design optimization laboratory testing.

DMAX Plasma is currently funded by one outside investor and external grants from the U.S. EPA and the Department of Defense and our work is aimed towards further developing our commercially viable plasma-based PFAS treatment system. DMAX Plasma will match the grants funds requested with \$200,000 in new grants from Federal, State and Industrial sources and/or other investors. This expansion project will allow us to hire 2 new full-time equivalent employees engaged in development and manufacturing.

Project Budget:

<i>Equipment</i>	<i>\$100,000</i>
<i>Personnel</i>	<i>\$200,000</i>
<i>Treatment Trailer Design and Construction</i>	<i>\$100,000</i>
<i>Total</i>	<i>\$400,000</i>

Investment made to date:

> \$1,500,000

Thank you for your consideration. Please contact me at (315) 212-5261 or by email dmaxplasma@gmail.com if I can provide any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Th M Holsen". The letters are cursive and somewhat stylized.

Thomas M. Holsen, Ph.D.
Chief Technology Officer
DMAX PLASMA LLC

Project Vū

May 24, 2019

Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

Please accept my start-up as a Light Manufacturing/Clean-Tech project for inclusion in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project or Business Name: Project Vū/Blū Dodo

Project or Business Address: PO Box 695, Potsdam, NY 13676

Project Description:

Developed with the assistance of the team at Google Earth and currently incubating at Clarkson University's Shipley Center for Innovation, Project Vū has successfully prototyped and is maintaining a live, fully immersive, mixed reality global climate product titled Blū Dodo. We are currently in due diligence with investors and prospective clients as we move into phase two with a market-ready product that addresses the global need for an individual level climate impact tool. We propose to use \$350,000 in Light Manufacturing/Clean-Tech Grant assistance to provide working capital, update equipment, and improve internet and cloud services as we expand our operations in preparation for the launch of the primary product and a secondary data science product. Project Vū will match the requested grant funds with additional investor and founder funds of \$350,000.

These additional funds will allow us to fill a total of six (6) positions: three full time equivalent positions in programming and design, an additional two part-time programming positions and one part-time marketing/user development position.

Project Budget:

Staffing	\$465,000
Working Capital	\$45,000
New Equipment	\$90,000
Cloud Services	\$100,000
Total	\$700,000

Investment Made:

Phase 1 Costs Incurred	\$95,000
------------------------	----------

Project Vū

If I can provide any additional information, please feel free to contact me at 781.507.4948 or via email at scott@projectvu.io.

Thank you for your consideration.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Scott Carroll". The signature is fluid and cursive, with the first name "Scott" and last name "Carroll" clearly distinguishable.

Scott Carroll

CEO - Founder

**LETTER OF INTENT
FOR LIGHT MANUFACTURING/CLEAN-TECH GRANT PROGRAM**

Mr. Frederick Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, NY 13676

RE: Letter of Interest in Participation in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express my interest in proposing a Light Manufacturing/Clean-Tech project for inclusion in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project or Business Name: TerrApparel LLC

Project or Business Address: 65 Main Street, Potsdam, NY 13676

Project Description:

TerrApparel LLC, now in its third year of operation and second year of sales, intends to participate in the Light Mfg. – Clean Tech Grant Program if funds are available. We are currently beginning research and development into an economically and environmentally sustainable apparel recycling and refurbishment program for outdoor and performance apparel. In order to accomplish this, we estimate software development costs of \$30,000, equipment and process refinement costs of \$10,000 and initial labor costs to operate the recycling program at \$35,000 annually. The labor costs are to pay one technician \$15 per hour full time in the Village of Potsdam. As volume rises, we would add additional technicians at this compensation rate and full-time status. We intend to find outside investors from Point Positive, Inc., of which we have already talked with, in order to cover the technology and process refinement costs.

Project Budget:

<i>Software Development</i>	<i>\$30,000</i>
<i>Process Refinement Costs</i>	<i>\$2,500</i>
<i>Equipment</i>	<i>\$7,500</i>

Investment Made:

Phase 1 Costs Incurred *\$25,000*



Live | Wear | Explore

Thank you for your consideration. Please contact us at (860) 558-1663 or by email matt@terrapparel.co if I can provide any additional information.

Sincerely,

Matt Hawthorne
Co-founder and CEO, TerrApparel LLC

Maura Maguire
Co-Founder, CFO & Supply Chain Manager, TerrApparel LLC

Exhibit 31



THE VECINO GROUP
Helping to build a better place

Mr. Frederick J. Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, New York 13676

RE: Letter of Intent to Participate in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express my interest in proposing a downtown cultural anchor project for inclusion in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project Name: The Quarry

Project Address: Old Snell Hall, located at 41 Elm Street, Potsdam, NY 13676

Project Description:

The Quarry will transform a largely vacant building into a dynamic mixed-use development that will serve as a regional center for creativity, innovation and job creation. Leveraging Clarkson University's role as a leader in Entrepreneurship, The Quarry will provide space for the Shipley Center for Innovation, the St. Lawrence Arts Council, a community theater, as well as 59 affordable housing geared towards artists, innovators and entrepreneurs.

Project Budget:

Total project costs are approximately \$26 million. Costs not included in this figure are associated with theater build out space. After discussions with Philip Morris with Proctor's Theater, these costs were estimated at \$2 - \$2.5 million. This would include a grid, electrics, dimmers, sound and soft goods. These investments would provide a space that could be used for community-based to professional theater productions or music.

Investments Made:

To date, approximately \$600,000 has been invested in this project through environmental studies, market studies, legal fees, architectural and engineering plans, as well as uncounted employee time on this project.

Evidence of Site Control:

Executed 65-year land lease with Clarkson University is available upon request.

Thank you for consideration. Please contact me at (417)720-1577, or rick@vecinogroup.com if I can provide any additional information.

Sincerely,

Rick Manzardo
President

305 W. Commercial St. Springfield MO 65803
417-720-1577 | www.vecinogroup.com



**LETTER OF INTENT
FOR DOWNTOWN CULTURAL ANCHOR**

Mr. Frederick J. Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, New York 13676

RE: Letter of Intent to Participate in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

I wish to express my interest in proposing a downtown cultural anchor project for inclusion in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. My proposal is outlined as follows:

Project Name: North Country Children's Museum Phase III Build-out

Project Address: 10 Raymond Street, Potsdam, NY 13676

Project Description: The North Country Children's Museum will renovate 3,500 square feet of currently undeveloped space on the 2nd floor of our building. Interactive exhibits will be designed, fabricated, and installed in the space along with a program room, bathrooms, storage space and an office. The renovations and exhibit installations will double the capacity of the current facility. The project will expand a two-day a week science educator position to full time with health insurance and retirement benefits. The project will expand a service sector cleaning position from 15 hours to 25 hours.

Project Budget: \$ 1,326,686

Investments Made: Schematic plans/estimate from architect.

Evidence of Site Control:

Phase II: Air Conditioning installation and roof over accessible ramp.

Phase I: Building acquisition and rehab costs, exhibit costs, adding exterior accessible ramp.

St. Lawrence C. Clerk's Instrument Number or Liber & Page if owned: **Book 2017 Page 5541**

Thank you for consideration. Please contact me at (315) 274-9381 or director@northcountrychildrensmuseum.org if I can provide any additional information.

Sincerely,

Sharon Williams

Sharon Vegh Williams, PhD
Executive Director
NCCM

Thank you for consideration. Please contact me at (315) 274-9381 or director@northcountrychildrensmuseum.org if I can provide any additional information.

Sincerely,

Sharon Williams

Sharon Vegh Williams, PhD
Executive Director
NCCM

Museum sees 15,000 visitors in first year

BY CRAIG FREILICH
North Country This Week

POTSDAM — Over 15,000 people have visited the North Country Children's Museum since it opened almost a year ago, in June 2018, and has generated more than half a million dollars in economic activity in the community.

That attendance number includes 70 school groups, according to Sharon Williams, director of the museum, who gave a report on the museum to the village Board of Trustees at their meeting May 20.

The museum, in the Red Barn at 10 Raymond Street has signed up 580 members families, Williams said.

She also introduced an Clark-

son University master of business administration student who conducted a survey of visitors to determine the museum's impact on the local economy.

The Davis Yang's survey and calculations, conducted with fellow students under faculty member Boris Jukic, indicate that the museum and the activity there have resulted in the generation of between \$500,000 and \$800,000 in spending for the community when follow-on spending by visitors, such as at restaurants and other businesses, is figured in.

Yang and his colleagues asked museum visitors five questions including ones about their plans while they were in Potsdam.

Williams noted that that figure is

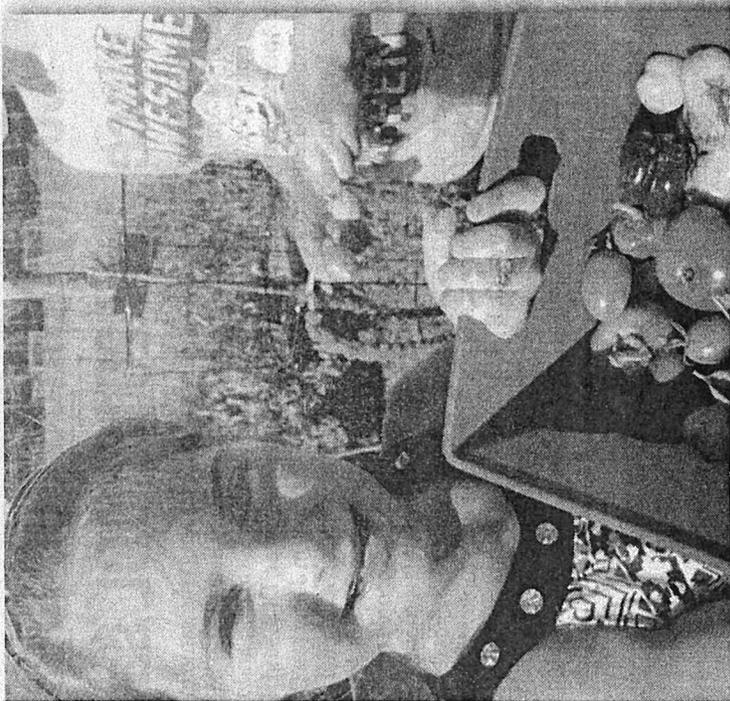
about visitor spending, and does not include employee pay and the subsequent spending that has on local economic activity.

The museum is being included in this year's Downtown Revitalization Initiative grant request by the village, which will be submitted this month. If the village wins the \$10 million North Country competition, there will be funds for expansion of the museum's exhibit space upstairs in their building.

Williams said they have requested the funds since there ground floor exhibit space is full.

"Weekends have been very busy and we are starting outgrow our space already," she said.

NCCM is open Wednesday through Sunday, 10 a.m. to 5 p.m.



**BROOKS
WASHBURN
ARCHITECT, PC**

Brooks Washburn, AIA, LEED, AP BD+C

15 May 2019

Fred Hanss, Director
Potsdam Planning and Development Office
Village of Potsdam
P O Box 5168 Civic Center
Potsdam, New York 1376

Via email: fhanss@vi.potsdam.ny.us

Re: Scope of Work
North Country Children's Museum – Second Floor and HC Access

Fred:

Per your request, below is a brief written description of the proposed work on the North Country Children's Museum to bring the second floor space into use for Exhibition, Performance, and office space, including a new entrance with a HJC elevator and exit access stairway to the second floor.

Scope of Work

1 Second Floor Exhibition and Performance Space

The existing building has a second floor which is unfinished and unused. The proposal is to finish the second floor for additional exhibition and performance space for the museum, which can effectively double the size of the facility. The second floor would be insulated from the exterior with a new roof/insulation system, and retain the pleasing character of the old wood barn look of the rafters and planks. New HC toilet rooms will be constructed to serve this floor level. New mechanical and electrical/lighting will be installed. As well, new dormers will be installed for new windows into the space for natural light and view out. Space at the end of the floor will provide needed office and administrative space for programs.

2 New Entrance

The existing building does not have a grade-level entrance nor elevator and second stair access to the second floor. A new entrance will be constructed that will allow access from the street at grade, and include a new HC elevator and second exit access stair to the first and second floors. This provides accommodation as well as safety and reduced maintenance of the exterior stairs.

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If you have any questions or need additional information, please contact me.

Thank you.

A handwritten signature in black ink, appearing to read 'Brooks Washburn, AIA', with a horizontal line extending from the end of the signature.

Brooks Washburn, AIA

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brooks@northnet.org

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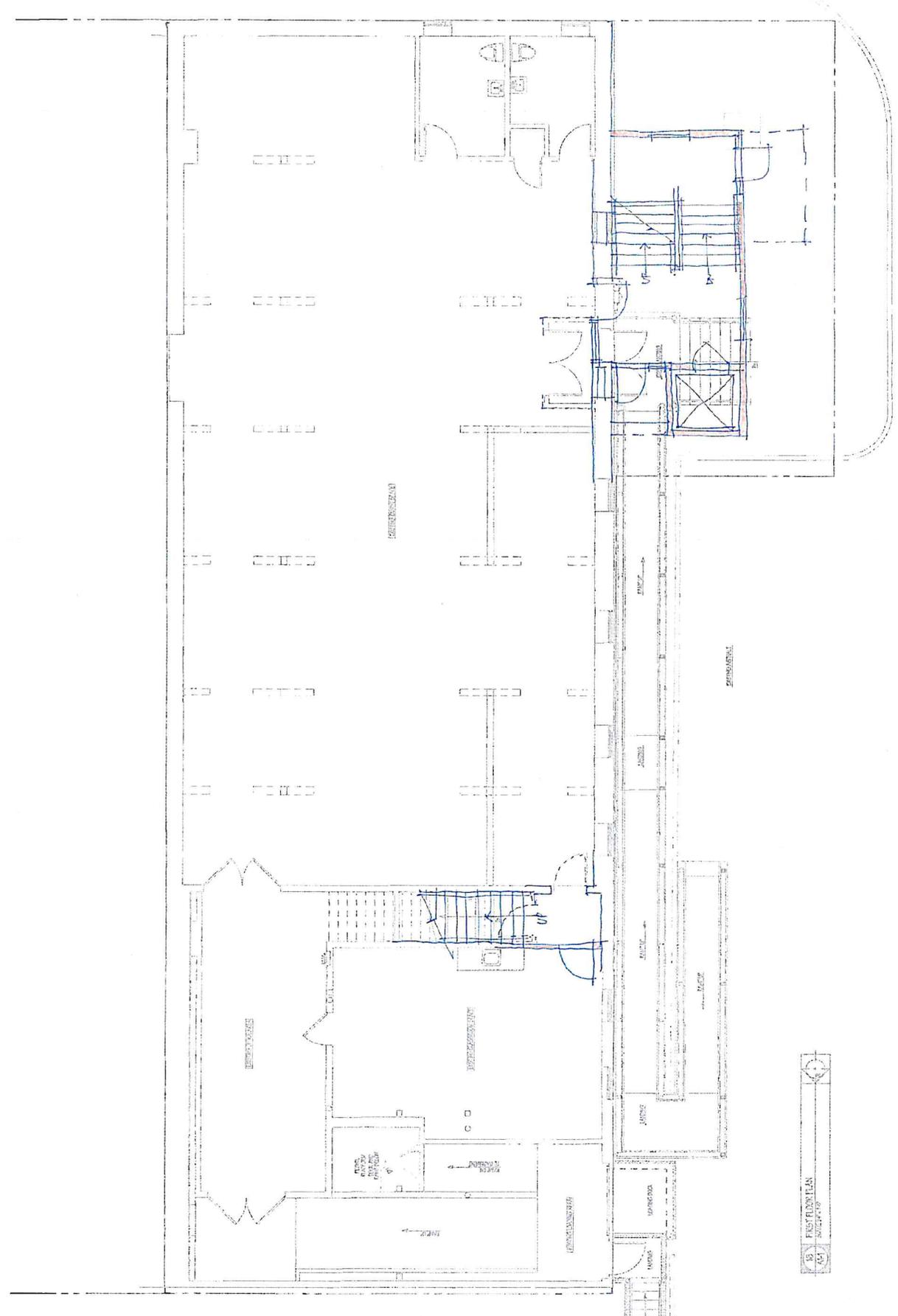
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MAINTENANCE AND REPAIR

Drawn	ECW
Checked	EW
Date	8-MAY-10
Scale	1" = 10'-0"
Notes	See Notes on Drawing

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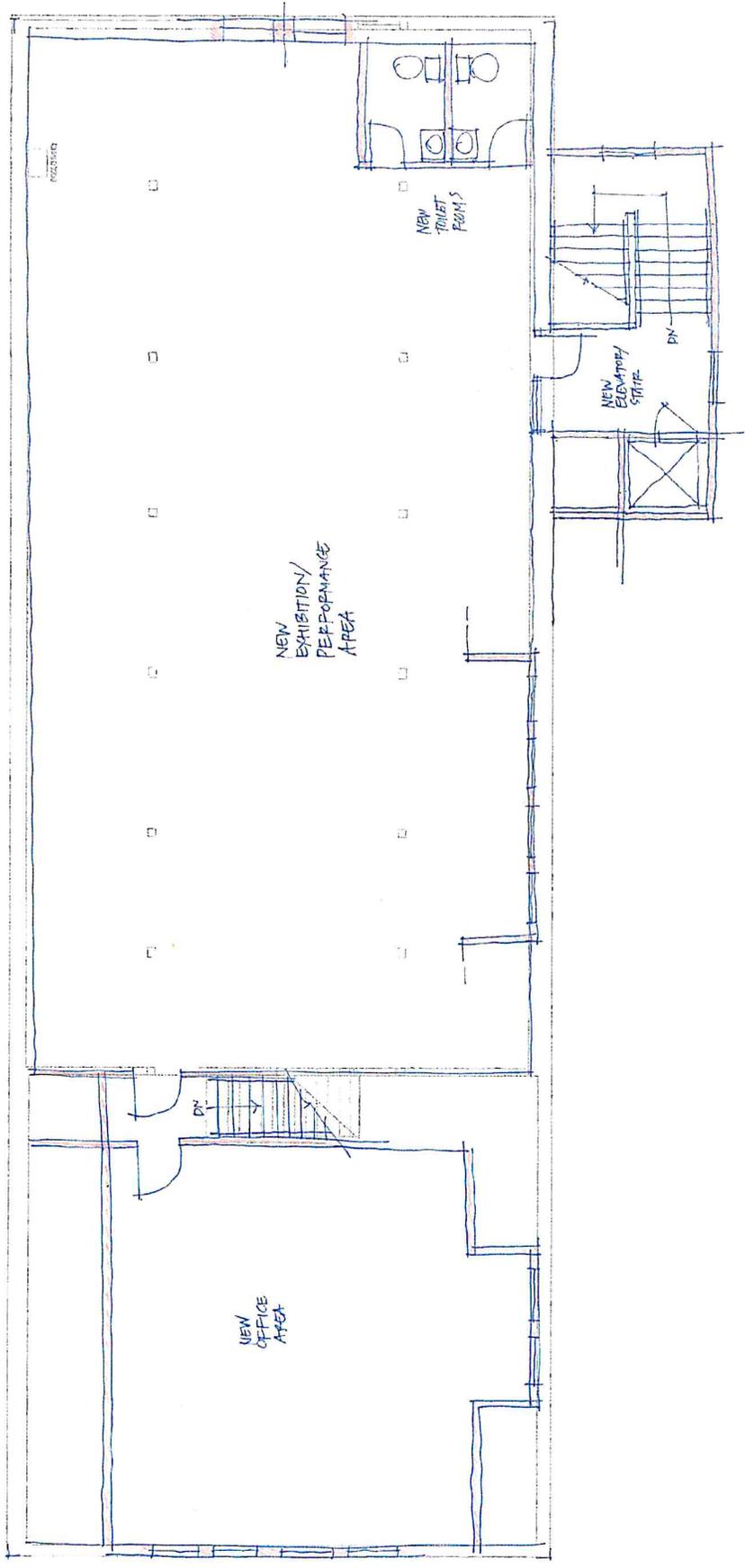


A1-1
FIRST FLOOR PLAN
8/24/10

SCALE: 1/4" = 1'-0"

EXISTING SECOND FLOOR PLAN

DATE: 11/11/10



NORTH COUNTRY & MECHANICAL ALTERATIONS
 NORTH COUNTRY CHILDRENS MUSEUM
 FORTSMAN, NEW YORK

Drawn	DOV
Checked	DN
Date	14 MAY 10

Sheet of
A2-E
 Project No. **21646**

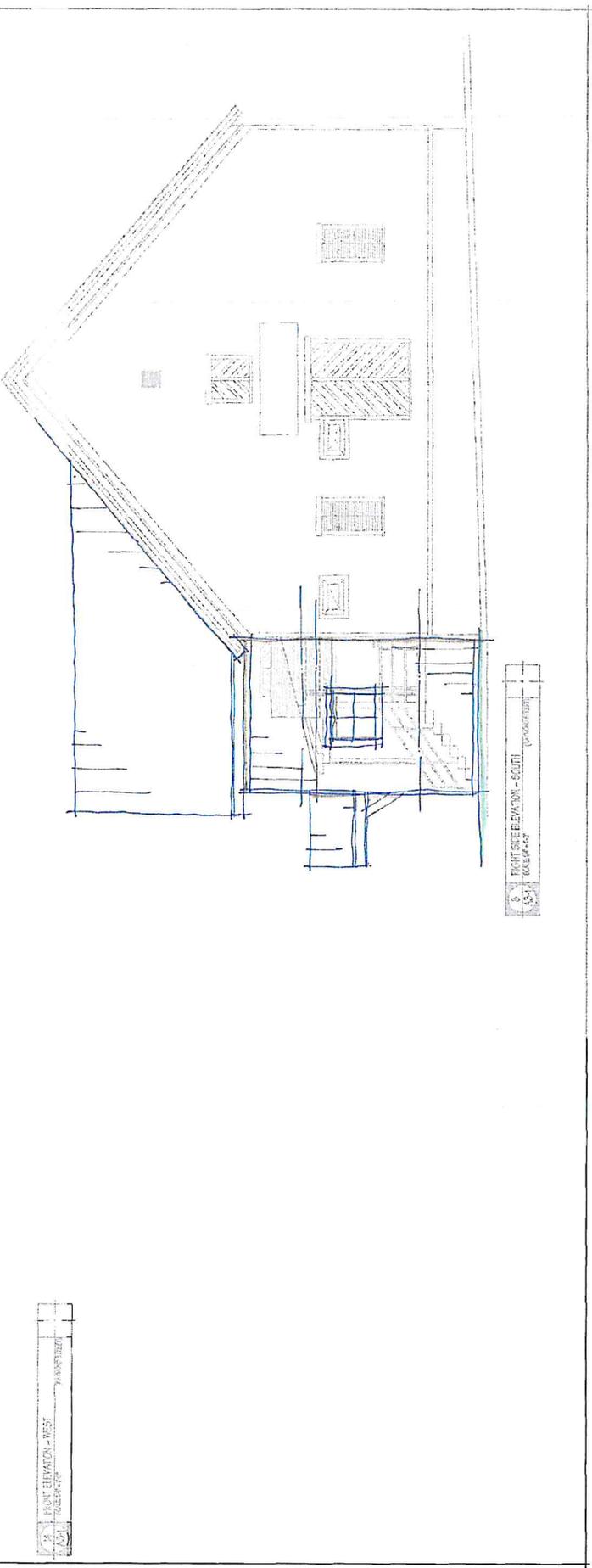
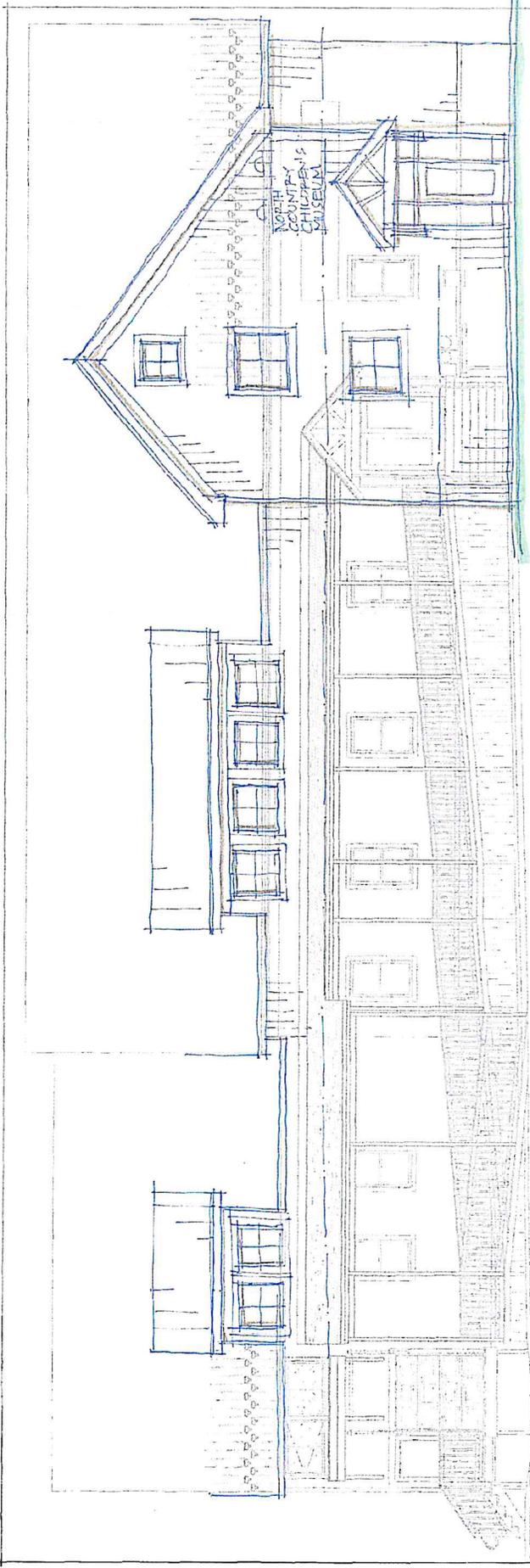
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6. BACK ELEVATION - SOUTH
 1/8" = 1'-0"
 12/15/14

7. FRONT ELEVATION - WEST
 1/8" = 1'-0"
 12/15/14

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Second Floor Alterations (Phase 3) Preliminary Cost Opinion

For

North Country Children's Museum

Scope: Build wood-framed, two-story entry addition with elevator, add dormers and finishes to second floor, remove existing roofing and replace with shingle roofing, add electric and mechanicals.

15-May-2019

Item	Quantity	Unit	Cost/Unit	Total
General Conditions	1	ls	\$38,101.00	\$38,101
Demolition	1	ls	\$10,408.00	\$10,408
Concrete Footers	3	cy	\$477.25	\$1,432
Concrete Frost Wall	7	cy	\$603.75	\$4,226
Concrete Slab	7	cy	\$207.00	\$1,449
Stair Handrail	61	lf	\$65.00	\$3,965
Ground Level Exterior Wall Framing (includes sheathing, mineral wool insulation, rigid Insulation and vapor barrier)	53	lf	\$82.84	\$4,391
2nd Floor Exterior Wall Framing (includes sheathing, mineral wool insulation, rigid Insulation and vapor barrier)	110	lf	\$102.03	\$11,223
Floor Joists	350	sf	\$8.06	\$2,821
Floor Sheathing	5146	sf	\$4.03	\$20,738
Interior Framing	202	lf	\$33.25	\$6,717
Stairs and landing	41	Riser	\$115.00	\$4,715
Trusses	746	sf	\$5.40	\$4,028
Roof Sheathing, Rigid Insulation, fascia and soffit	8200	sf	\$5.08	\$41,656
Wood Baseboard and casing	1	ls	\$2,741.00	\$2,741
Foundation Insulation	265	sf	\$1.59	\$421
Blown Cellulose Ceiling Insulation	350	sf	\$6.60	\$2,310
Foundation Dampproofing	265	sf	\$1.16	\$308
Shingle Roofing	82	sq	\$425.00	\$34,850
Board and Batten Siding and Ext Trim	1278	sf	\$7.35	\$9,393
Aluminum Framed Store Front Door Entry	2	ea	\$3,707.00	\$7,414
Aluminum Framed Store Front Sidelites and Transoms	36	sf	\$83.50	\$3,006
Interior HM Frame Wood Doors and Hardware	6	ea	\$1,180.00	\$7,080
Interior HM Frame Wood Doors and Hardware with Sidelite	2	ea	\$1,824.00	\$3,648
Windows	15	ea	\$750.00	\$11,250
Drywall	9060	sf	\$1.90	\$17,214
Rubber Stair Treads and risers	41	Riser	\$42.50	\$1,743
Wood Flooring	4446	sf	\$12.75	\$56,687
LVT Flooring	420	sf	\$6.75	\$2,835
Resilient Base	76	lf	\$3.95	\$300
Painting	9060	sf	\$1.25	\$11,325
Clean and Seal Exposed Wood Work	8200	sf	\$3.25	\$26,650
Elevator	1	ls	\$50,000.00	\$50,000
Excavation and Back Fill	128	cy	\$37.38	\$4,784
Foundation Drain Pipe and Stone	60	lf	\$13.62	\$817
HVAC (New boiler, In-floor radiant heat and AC)	5146	ls	\$28.00	\$144,088
Plumbing	1	ls	\$7,775.00	\$7,775
Electric	5146	sf	\$12.00	\$61,752
Construction Subtotal				\$624,260
Contingency			10%	\$62,426
Construction Total*	5146	sf	\$133.44	\$686,686

*Excludes sales tax, prevailing wage rates, window treatments, furnishings, hazardous material testing/removal and displays.



North Country Children's Museum Phase III Project Proposal

The North Country Children's Museum (NCCM), founded in 2012, established an educational and cultural center for North Country families. From 2012 to 2018, community members including university faculty ran traveling weekly programs for children throughout St. Lawrence, Jefferson, and Franklin Counties. This Museum Without Walls brought STEAM (science, technology, engineering, arts, and math) education to the region. During this time, NCCM conducted a capital campaign raising over \$1,000,000 to purchase and renovate a long-vacant building, the Red Barn, at 10 Raymond Street in Potsdam's historic downtown district. After an extensive RFP process, renowned exhibit design firm Alchemy Studio was selected to design, fabricate, and install the interactive exhibits in collaboration with museum staff. In July 2018, NCCM opened a state-of-the-art cultural and educational institution.

Through interactive exhibits and programs, NCCM provides access for cultural and educational enrichment for the community. In addition to attracting much-needed professionals to the area, NCCM serves the many low-income children and families in the region through needs-based discounted annual family memberships. NCCM supports economically disadvantaged students by introducing concepts and careers in STEAM fields.

Phase I of the project, completed in April 2018, resulted in the creation of three new full-time and one-part time professional jobs including: Executive Director, Assistant Director, Arts Educator, and Science Educator in addition to one part time service sector job. NCCM also created university-credit internship opportunities for students and volunteer opportunities for community members. Research conducted on children's museums demonstrates a return on investment of over three times the institution's operating costs annually into the region's economy (See attached Economic Impact Study from the Association of Children's Museums). This transformational project supports regional tourism, job creation, and educational opportunities for families and the community at large.

A recent economic impact study conducted by Clarkson University demonstrates that NCCM contributes roughly \$650,000 spillover revenue into the regional economy solely through visitor expenditures (excluding job creation). In the first ten months of operations, NCCM has welcomed over 15,000 visitors, 70 school groups, and 570

member families. Phase II of the project completed a roof over the accessible ramp and installed air conditioning. Phase II was completed in May 2019.

Phase III of the project will expand the museum's visitor capacity with a second floor of exhibits and an additional program room. Through this building renovation and expansion, NCCM can further regional tourism, increasing patronage in local restaurants, shops, and hotels. The additional pedestrian traffic in the historic downtown will encourage new merchants to rent persistently vacant storefronts. NCCM has already begun to transform the region for families through educational access. NCCM plans to expand visitorship to 25,000 visitors within the first year of the second floor expansion. In addition, NCCM will expand a part-time science educator position to full time and expand a service sector job to three quarters time.

NCCM will further develop its role as a regional economic driver through doubling the exhibit and program capacity with a second floor of interactive exhibits and growing its workforce. Phase III of this project supports the renovation of the second floor and the design, fabrication, and installation of the new interactive exhibits. Proposed exhibit descriptions listed below.

Proposed cost for building renovation (Architect Brooks Washburn): \$540,000

Proposed cost of design, fabrication and installation of interactive exhibits: \$640,000

Total Project Cost: \$ 1,326,686

Grant Request: \$876,686

NCCM Match: \$450,000



Mr. Frederick J. Hanss, Director
Potsdam Planning and Development Office
P.O. Box 5168, Civic Center
Potsdam, New York 13676

RE: Letter of Intent to Participate in the 2019 Downtown Revitalization Initiative

Dear Mr. Hanss:

On behalf of the board of directors of the St. Lawrence County Arts Council (SLC Arts), I wish to express our interest in proposing a downtown cultural anchor project for inclusion in the Village of Potsdam's 2019 Downtown Revitalization Initiative nomination proposal. Our proposal is outlined as follows:

Project Name: Acquisition and Renovation of The Tile Co. Building

Project Address: 6-8 Raymond St, Potsdam, NY 13676

Project Description:

SLC Arts is a multi-disciplinary arts organization that helps to support local artists and bring art to the community. Through the NYSCA Decentralization Re-grant Program, we support artists, communities and arts organizations across St. Lawrence, Jefferson and Lewis Counties. We present programs primarily in St. Lawrence County, and we are based in Potsdam, NY. One of the shining stars of SLC Arts' programming is the Special Arts for Special Needs program supported by the NYS Office for People with Developmental Disabilities. The goal of the Special Arts for Special Needs program, in its 9th year, is to provide an opportunity for music and arts exploration in a supportive and therapeutic group environment for children, teens, and adults with disabilities.

In the past SLC Arts hosted a downtown local art shop but it was closed due to high rent costs. There has been no lack of community support, though. We have found that our SLC community wants to see SLC Arts reopen a storefront to offer more economic opportunities to local arts-related entrepreneurs. The Tile Co. has been an arts-focused business and already houses an art gallery as well as exterior public art features including a full wall of murals and an extensive mosaic tile front facade. The building offers ample space for SLC Arts to have multiple classrooms for community programs, office space, conference room, galleries, performance space and a retail store. We anticipate this specialized space will allow SLC Arts to grow from 2.5 FTE to at least 6 FTE with the expansion of our Communications Manager to full time, a renewed Program Coordinator full time position, part time Facilities Manager, as well as a full time Store Manager and part time Store Associates.

Project Budget:

Total project costs are anticipated at approximately \$500,000. The building purchase price of no more than \$200,000 plus taxes and fees. Construction costs of \$300,000 will include updating the space to be completely

ADA Compliant including upgrading the entrance, adding an elevator or lift to the basement gallery and classroom space, and adding ADA-compliant restroom facilities. Other space modifications will include building interior walls, refinishing existing walls and ceiling, adding sky-light or light-tunnel windows and other lighting, soundproofing and sound management for performance space, and updating flooring.

Investments Made:

Purchase offer pending - total purchase price, down payment and accepted offer deposit TBD.

Evidence of Site Control:

Purchase offer pending.

Thank you for consideration. Please contact me at (315) 265-6860 if I can provide any additional information.

Sincerely,

Margaret (Maggie) McKenna
Executive Director
SLC Arts Council