



## DOWNTOWN REVITALIZATION INITIATIVE – APPLICATION TEMPLATE

### BASIC INFORMATION

Regional Economic Development Council (REDC) Region: Finger Lakes

Municipality Name: Village of Penn Yan

Downtown Name: Historic Penn Yan

County: Yates County

## Our Community Vision

*Our vision for Penn Yan is grand and far-reaching. However, we feel it can best be expressed in simple, pragmatic terms. Over the next decade, we will focus our efforts on:*

- ▶ *Building stronger **community foundations** that will better position the Village to capitalize on our future opportunities; and*
- ▶ *Rethinking how we approach our assets and challenges for the **enrichment** of our residents' lives, visitor experience, and local economy.*

*We will seek to achieve our vision by employing sustainable, fiscally responsible practices in our decision-making that will assure short-term successes for the benefit of our existing residents, while insuring the long-term health and vitality of the Village for future generations.*

Photo: Penn Yan Vision Statement page from the draft 2016 Comprehensive Plan Update.



## Downtown Description

Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award):

The Village of Penn Yan is the overlooked gem of the Finger Lakes. Settled in 1799 at the northernmost shore of Keuka Lake, Penn Yan's historic downtown has a long history of significance in the development and progression of the eastern Finger Lakes region. The Village is a 20 to 30 minute drive from several already well-established Finger Lakes destinations, including Canandaigua, Geneva, Hammondsport, Naples, and Watkins Glen, and only an hour drive from the Cities of Rochester, Syracuse, and Ithaca—within reach of over one million in population. Over the last few decades, however, the Village has suffered from a lack of economic and community development support that other waterfront communities and villages in our region have benefitted from. Despite this fact, Penn Yan currently has nearly \$80 Million in planned projects (at various stages of planning) from both the public and private sector ready to move forward. We feel that the DRI award opportunity would provide Penn Yan with the ability to capitalize on these investments and our community assets, overcome localized economic challenges, and implement the well-considered vision and planning history of our community.

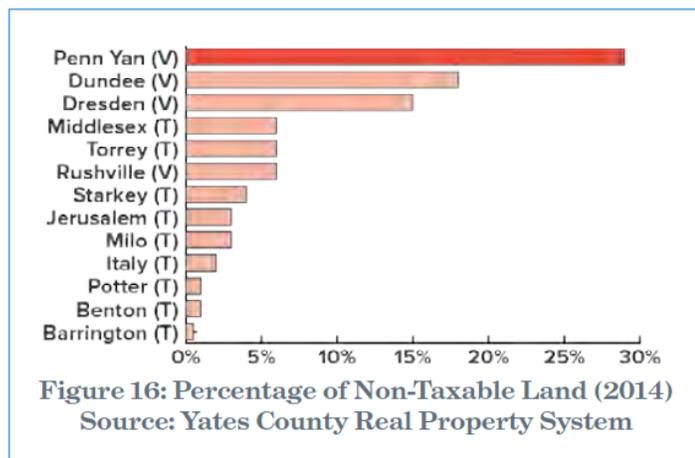
Among the greatest of our assets is the level of commitment that residents and stakeholders have towards our future. Our location along Keuka Lake and presence along the Outlet has also given us the role of steward to the diverse natural resources located within the Village. Our traditional character – defined by quaint village streets, walkable neighborhoods, and historic architecture – directly contributes to the economic and social fabric of our community. Our Village also has a long history of planning for its future, with the culmination of efforts leading to the completion of our Vision 2020 Design Plan and draft 2016 Comprehensive Plan Update. Both the Vision 2020 Plan and 2016 Plan Update are the result of efforts over the last four years to incorporate thoughtful public outreach, market analysis, and policy planning in the defining of our Village's future vision. (The draft 2016 Plan Update is anticipated to be adopted by the Village Board by Fall of 2016).

Penn Yan is also confronted, however, with several immediate and long-term challenges. Our Village has one of the highest poverty rates outside of the City of Rochester in the Finger Lakes region, receiving the lowest average weekly wage in the entire state of New York (US Bureau of Labor Statistics, 2015). In 2014, we experienced a significant flood in and around the downtown area that destroyed both public and private property and will take years to fully recover from. Furthermore, there are a number of direct and identifiable barriers that are suppressing the Village's full potential for leveraging private investment and increasing economic opportunity for all. Without the capital to address them head on, as provided in the DRI, these barriers will continue to stall and stunt the full potential of Penn Yan to serve its residents and visitors.

One barrier is our lack of affordable and middle-market housing. It has become apparent that there is a significant community-wide need for quality, low-income housing stock in Yates County. The Village has historically been a primary location for meeting this need; however, the lack of development and availability of affordable and market-rate housing options has resulted in an imbalance of our housing stock and tenure. The DRI funding would allow us to incentivize private investment responses to the housing market demand for quality low- and middle-income housing opportunities as well as increase the overall quality of housing stock within the Village.

Our second barrier is one facing many dense, historic downtown districts—the lack of downtown parking. Within the Village of Penn Yan central business district there is an extremely limited amount of land available to provide parking for both public and private development. Local leaders, business owners, property owners, and developers named this as one of the greatest barriers to private investment in the downtown area. The Village has lost private development interest due to this very constraint. With the existing supply of beautiful and historic multi-story, mixed-use structures in the central business district, Penn Yan can accommodate the live-work-play lifestyle desired by so many Millennials, young professionals, and empty-nesters today. With the land use constraints requiring either the demolition or relocation of structures to accommodate new parking, the only way we can grow is up. The DRI award could help Penn Yan to invest in a quality parking structure that would relieve parking pressures, support an increase in downtown activity and residency, and leverage private investment for implementation and maintenance.

Penn Yan is proud to be the home of the Yates County Governmental Center and to serve as the County Seat. This role, however, is both an opportunity and a third barrier facing our community. The presence of the Yates County facilities brings a vitality and level of activity that adds to the overall quality of life in the community. For example, the County attracts residents, property owners, and business people from around the Finger Lakes region to the Village. These visitors patronize the Village’s



shops, restaurants, and utilize their services. However, the County facilities and other community services (such as the hospital) contribute the largest amount of non-taxable property for any municipality in Yates County. A review of Figure 16 at right (an excerpt of the 2016 Comprehensive Plan Update) indicates that nearly 29% of the Village’s 1,431 acres are occupied by uses that are tax-exempt—far and above that of the other towns and village’s within Yates County.

The large number of tax-exempt properties significantly reduces the tax revenues available to the Village. This places a larger tax burden on the tax-paying residents and businesses in the Village in order to maintain existing infrastructure and services. Furthermore, Yates County currently does not share sales tax revenue with its municipalities. As a result, the Village Government does not directly benefit from growth in the commercial and tourism industries. The sales tax revenues generated from residents and visitors patronizing commercial establishments within the Village are an important part of the County’s economy and its operating budget. Without this revenue source the Village is not in a financial position to make the number and type of investments required to raise its status as a premier Finger Lakes destination and become economically sustainable.



Like most Finger Lakes communities, Penn Yan is the custodian of the Village's infrastructure systems, the caretaker of its parks system, the collector of payments and taxes. We oversee land uses and review development proposals, enforce local and state codes, and seek to provide our residents with the highest level of services possible. However, the financial reality is that our Village is in need of a significant capital investment, such as the DRI award, to remove its existing barriers to economic opportunity and investment potential.



## DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the criteria set forth in the DRI Guidelines.

- 1) Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment.

The designated downtown neighborhood boundary is outlined on the attached DRI Target Area Map (Appendix A) in a red dashed line as well as the five and ten minute walkshed areas surrounding the Target Area. The boundary covers the extent of the Village's central business district as well as supporting areas of critical waterfront connections and commercial gateways to the historic downtown core. The DRI Target Area is generally defined as:

- A western boundary of Keuka Street;
- A northern boundary beginning approximately 300 feet north from the intersection of Keuka and Elm Street and extending eastward to Champlain Avenue;
- An eastern boundary along Champlain Avenue and Central Avenue; and
- A southern boundary along the Keuka Lake Outlet Trail, including a portion of Lake Street (NYS Route 54) frontage.

The established DRI Target Area captures a significant number of existing community destinations, businesses, and redevelopment opportunities. These include, but are not limited to:

- The Main Street central business district (containing 74 storefronts, of which 30% are retail);
- The Penn Yan Historic District (established in 1985);
- The Crooked Lake Outlet Historic District (established in 1996);
- A United States Post Office (listed on the National Register of Historic Places);
- Village Hall and Penn Yan Fire Station;
- Municipal parking lots;
- Birkett Mills production facility and corporate offices;
- 61 apartments (with over 80% occupied by low income residents);
- A Microtel Inn and Suites completed in 2016;
- NYS Route 14A, which serves as the primary travel route into downtown Penn Yan;
- The primary gateway to the downtown area at the intersection of NYS Route 14A and Elm Street;
- The Keuka Outlet and Outlet Trail;
- A public boat launch and transient docking area;
- Carey's Lumber (This site represents a prime redevelopment site); and
- NYSEG Gas Plant Clean Up Site.

It should also be noted that the Downtown Target Area is only 500 feet from the Yates County Governmental Center, serving as the County Seat.

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

There are nearly three-quarter of a million people within 40 miles of the Village of Penn Yan. This population is located in three primary regions; Rochester, Syracuse, and Corning. Penn Yan's location places it in the heart of the Finger Lakes, on the northern shore of Keuka Lake. The Village is situated between the Keuka and Seneca Lake wine trails. These wine trails boast over 100 wineries and help attract over a million visitors each year to Penn Yan. Penn Yan also attracts hundreds of bicyclists and boaters throughout the season.

A recent NYS Tourism study showed Yates County is the most dependent on tourism spending and is the leader in terms of tourism sales tax revenue per capita (a revenue source unavailable to the Village) in the Finger Lakes Region. However, the County see the least amount of recreational spending which points to the need for the County and Village to incentivize retailers and developers to locate within the Village DRI Target Area to capture the sales leakage.

The Village is located at the junction of three separate towns; Milo, Benton, and Jerusalem. The current population of the three towns is 13,000 residents. According to the 2016 Draft Comprehensive Plan, the Village and the surrounding Towns have experienced consistent population growth over the past fifty years. Over the past decade, the Village, its downtown, and the quality of life it offers has begun to attract a wider variety of lifestyle segments. These include college students, middle-and upper-income families, young professionals, retirees, and empty nesters.

**“ Attracting and retaining young families and Millennials will play an important role in sustaining the Village’s future population and tax base. ”**

(Excerpt from 2016 Comprehensive Plan Update)

- **College Students**

Keuka College is situated on the western shore of Keuka Lake, approximately four miles southwest of the Village. Students frequently patronize the Village's stores, restaurants, and services. The College has recently expressed a desire to establish a more significant presence in the DRI Target Area. Plans are being considered for the construction of a housing facility in downtown Penn Yan to accommodate approximately 200 students. The combination of a new downtown housing project and growing on-campus enrollment will significantly increase the number of students that patronize downtown Penn Yan on a daily basis.

- **Families & Young Professionals**

As part of the draft 2016 Comprehensive Plan Update process for the Village, a series of stakeholder interviews were conducted, a community survey was administered, and a market study was completed. Based upon the results of these efforts, it is clear



that there is a need for market rate housing within the Village ranging in cost from \$120,000 to \$200,000. The interview results indicate that this housing is desirable to numerous workers including professors at Keuka College, teachers in local school district, County employees, and managerial and technical professionals employed in the manufacturing and service sectors. It is reasonable to assume that these homes will not be built in downtown Penn Yan due to its economic disadvantages. However, we are actively working to meet this market demand within the Village. For example, the Keuka Housing Council is in the process of developing a mixed income housing project on 13 acres in the Village. Home Leasing out of Rochester and a private developer out of Ontario County also have put options forward for housing development within the Village downtown area. In total more than 200 units could be built within the next one to two years. Village infrastructure, however, will need to be enhanced to accommodate the new demand. As the community is successful in accommodating families and young professionals with new housing opportunities, it will increase the year-round vitality of the DRI Target Area.

- **Retirees & Empty Nesters**

The community of Penn Yan has a long history of enabling seniors to age in place, given the presence of senior living facilities and the Soldiers and Sailors Hospital. Most of the senior housing options within the Village have been provided by various not-for-profit entities. These existing facilities comprise a large population base that patronizes establishments within the Target Area. In recent years, the local development community has invested heavily in providing market rate housing options for retirees and empty nesters. In 2015, 13 apartments were completed as part of the Birkett Landing mixed-use project and are now fully occupied by some retirees and empty nesters. The Village has also approved the construction of 38 waterfront condominiums along Keuka Lake. In addition, there is a preliminary proposal to construct townhouses along Water Street as proposed in the recently completed Vision 2020 Plan. The townhomes proposed along Water Street are not age-specific, but are planned to fit the \$150K to \$200K housing price range where the Village currently has a gap in supply. Another housing proposal for seniors includes a 118-unit senior housing complex on the currently mobile home site located within the Village's catchment area. As these major developments are coming onto the horizon, investors are making it clear that they will not continue without grant opportunities or public support. Therefore, the DRI Award would ensure support for these projects and continue to growth of the population base of the Village and to the vitality of the downtown area.

In addition to the residential population growth potential for the Penn Yan DRI Target Area, the Village is well positioned to be a year-round destination for local, regional, and national visitors. The market analysis completed as part of the draft 2016 Comprehensive Plan Update indicates that in 2015, Yates County saw over \$76,292,331 in retail sales lost (retail leakage) to outer markets, with the Village of Penn Yan specifically losing nearly \$38,000,000 in annual retail sales. The largest share of leakage included the food and beverage, clothing and clothing accessories, and general merchandise retail sectors. According to the retail

sales versus spending, and retail gap analysis included in the 2016 Comprehensive Plan Update (table shown below), Penn Yan has the potential to capture its own share of the Yates County retail leakage values to support an additional 80,000 square feet of various retail uses. Much of this square footage could be gained in the vacant and underutilized storefronts within the DRI Target Area, provided the Village has the capital to invest in the downtown and leverage private development interests. The DRI funds would be critical to removing the

Retail Category	Yates County Sales	Penn Yan Sales	Penn Yan % of Sales	Yates County Leakage	Penn Yan Share of Leakage	Potential Penn Yan Space (SF)
Furniture & Home Furnishings Stores	\$1,327,147	\$99,600	8%	\$3,570,019	\$267,924	1,000
Electronics & Appliance Stores	\$1,361,523	\$284,333	21%	\$5,489,642	\$1,146,427	2,000
Bldg Materials, Garden Equip. & Supply Stores	\$6,113,173	\$2,379,289	39%	\$1,530,785	\$595,792	2,000
Food & Beverage Stores	\$19,951,567	\$10,782,599	54%	\$23,438,306	\$12,666,968	21,000
Health & Personal Care Stores	\$58,677,281	\$53,794,664	92%	\$0	\$0	0
Clothing & Clothing Accessories Stores	\$2,064,257	\$1,338,545	65%	\$12,284,067	\$7,965,470	20,000
Sporting Goods, Hobby, Book & Music Stores	\$1,129,236	\$241,979	21%	\$3,824,103	\$819,450	2,000
General Merchandise Stores	\$3,194,119	\$1,801,995	56%	\$21,187,372	\$11,953,073	30,000
Miscellaneous Store Retailers	\$7,019,103	\$1,549,007	22%	\$435,457	\$96,099	0
Food Services & Drinking Places	\$17,231,058	\$8,463,301	49%	\$4,532,580	\$2,226,247	5,000
<b>Total Retail</b>	<b>\$118,068,464</b>	<b>\$80,735,312</b>	<b>68%</b>	<b>\$76,292,331</b>	<b>\$37,737,449</b>	<b>83,000</b>

**Figure 18: Retail Development Opportunity by Category**  
Source: ESRI BAO & Urban Advisors Ltd

barriers limiting the Target Area’s full economic and population growth potential.

**3) Past Investments & Future Investment Potential.** Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas.

**Nearby Investments Planned or Undertaken**

Despite the many challenges facing the Village, our community has seen a substantial share of private capital investment within the past 5 years. Several projects along Water Street, located within the DRI Target Area, capitalized on a \$2.5 Million Restore NY grant, resulting in a total of \$10.1 Million to completely redesign and redevelop the properties along the Street. Those investments have added a mix of residential and commercial uses and restored the historic structures to a near original state. Residential investment included the first loft style apartments developed in Penn Yan, which have maintained a 100% occupancy rate since construction, and commercial investments followed by locally owned and operated wine bar and micro-brewery establishments. The completed residential and mixed-use component of this project (example photos below) received two design awards from the Rochester Landmark Society and Reshaping Rochester, celebrating its dedication to historic renovation and commitment to a quality project. Penn Yan has also had one new hotel open in the DRI Target Area with another currently under construction elsewhere along the Village’s waterfront. Since 2009, Penn Yan has seen an investment of approximately \$26 Million within the Target Area.



Water Street (Before)



(After)

With the success of these previous projects, Penn Yan is absolutely primed to capitalize on future planned investments. As of this application, there is total of nearly \$90 Million additional potential investment projects within the described boundary, but they will need significant financial assistance to move forward. With this additional investment, Penn Yan will have supplied the desperately needed new housing (mixed-income) and additional retail and commercial development along the Historic District. This DRI Award has the potential to be transformational to the Penn Yan downtown area and the community as a whole.

Additional summaries of proposed projects in support of this submission are included in Section 8, Local Support and in a Comprehensive Potential New Project Listing with individual project names, locations, descriptions, and costs included in Appendix B.



### **Continuity with FLREDC Vision & Recent Village Planning Efforts**

The Village of Penn Yan has a strong working relationship with the Finger Lakes Economic Development Center (FLEDC). While no formal partnership is in place, the FLEDC is the sole economic development entity in Yates County and works with the Village as the lead on a majority of downtown development projects, initiatives, and planning. Recent examples of this non-formal partnership include managing development efforts and state grant awards for projects on Water Street, Lake Street, and the Keuka Waterfront Development. If awarded funding, the FLEDC would be the lead with New York State on any planning and funding efforts.

Much of the Village's vision aligns with that of the FLREDC's vision to reduce poverty in the area and advance the existing tourism and manufacturing industries. A review of the Village's Comprehensive Plan will indicate the high degree to which Penn Yan is seeking to fulfill not only a better future for Village itself, but also the greater Penn Yan community within Yates County. Several examples of this can be found in this submission, from the additional affordable housing needs, local commitment and support of agricultural (e.g. Working with local restaurants on a farm to table program), and collective efforts by the Village to increase the attractiveness and livability of downtown that will enhance the local tourism industry (e.g. renovating dilapidated and underutilized structures, recruiting new retailers into vacant storefronts, and expanding recreational activities, trails, pathways).

### **Existence of Developable Properties Downtown & Affordable Housing Options**

The DRI Target area currently contains 74 storefronts, of which 30% are filled with retail operations. Several key structures have been identified as ripe for redevelopment, currently underutilized, or vacant, such as the historic Struble Arcade Building, former Henderson's building, and the former Knapp Hotel. The 2016 Comprehensive Plan Update identified the need for additional retail and entertainment options downtown, not only for residents, but also town residents and Keuka College students and staff. Furthermore, the removal of barriers to additional residential development (parking constraints and cost of historic building acquisition and/or renovation) will help to facilitate the development of affordable residential units, not just luxury or market-rate, creating a stable mixed-income downtown neighborhood.

### **Growth Potential & Community Involvement of Anchor Institutions**

Nearly all of the major employers in Yates County call Penn Yan home (see Section 4, Job Growth). As such there are a number of anchor institutions that will help sustain economic conditions in Downtown Penn Yan and drive future growth. Those anchor institutions include Soldiers and Sailors Hospital, Yates County Governmental Center, Penn Yan Central School District, Silgan Plastics, Coach & Equipment Bus Manufacturers, and KanPak LLC (a local fast growing dairy and yogurt processing plant). In addition, Keuka College has recently expressed interest in Downtown Penn Yan as a potential future location for student housing. Several of the anchor institutions downtown have submitted letters of support, which are included in Appendix C and listed in Section 8, Local Support.

Beyond physical investments, there are several anchor institutions that provide support to the Penn Yan community in more indirect ways. For example, Keuka College holds an “Annual Day of Caring” within the community where students, faculty and residents of the area volunteer on various projects throughout Penn Yan and Yates County. More than 400 individuals participated in the event in 2015.

**Municipality’s Current Investment & Commitment to Downtown**

The table below shows a listing of project investments made by the Village of Penn Yan since September of 2009, of which seven have been fully completed. Followed by the total Capital Paving Plan expenditures from 2012 to date (May 2016).

Project	Grant Program Utilized	Total Investment (\$)
Brown Street Watermain Replacement	CDBG	415,800.00
Red Jacket & Outlet Trail Refurbishment	DOS	300,000.00
Urban Forestry Efforts (Street trees, etc.)	DEC	75,000.00
Indian Pines & Outlet Trail Playgrounds	OHRPS	150,000.00
Waste Water Treatment Plant Overhaul	EFC	4,600,000.00
Composting Program	DEC	917,600.00
Waterfront Trail & Watermain Replacement	DOS	980,000.00
Waterfront Sewer Infrastructure	EFC	1,260,000.00
Seneca Street Watermain Replacement	CDBG	425,000.00
TAP – RR Trestle Bridge Replacements	DOT	670,400.00
<b>Total Investment of Grants &amp; Zero Interest Loan</b>		<b>\$ 9,793,800.00</b>

Projects Completed Without Grant Funding	Total Investment (\$)
2012/13 Capital Paving Plan	474,328.50
2013/14 Capital Paving Plan	104,878.80
2014/15 Capital Paving Pan	177,204.92
2015/16 Capital Paving Plan	140,615.76
<b>Capital Paving Plan Expenditures to Date (May 2016)</b>	<b>\$ 897,027.98</b>
<b>2014 Flood Event Expenses</b>	<b>\$1,700,000</b>

In addition to these direct capital investments, the Village of Penn Yan utilizes:

- A local development organization that administers a Façade Revitalization Program (FRP) for businesses and a housing improvement loan for residents within the Village limits. The total funding available for the façade program is capped at \$30,000 per business with 50% of the funds going to the businesses in the form



of a grant and the other 50% as a 7-year, 4% loan. At least a dozen of Main Street properties have taken advantage of this program.

- A PILOT program for any structure located within the Village limits classified as Historic. The program offers a 100% exemption from Village taxes on the increased assessed value resulting from any improvements made to the structure for 5 full years. Starting in year 6, the savings reduce by 20% increments ultimately terminating in year 10.

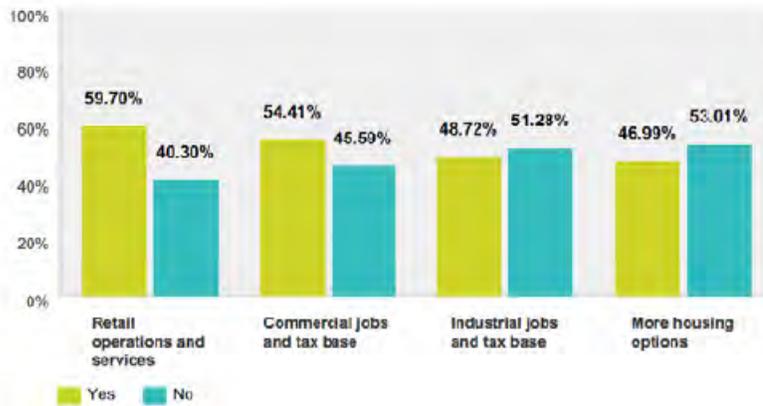
Section 6, Policies for the Enhancement of Quality of Life, also lists several of the existing policies, tools, and investments the Village continues to make to improve our downtown area.

### **Ability of Infrastructure to Support Development & Maximize Investments**

Penn Yan owns and operates its water, wastewater, and municipal electric facilities. These services are administered by the Municipal Utilities Board (MUB) and maintained by the Village's Department of Public Works (DPW). The Village also provides water and wastewater services to some adjacent Towns and Villages at a wholesale rate. Additionally, the DPW also maintains local roads, stormwater infrastructure, parks, and street trees.

The Village has been active in upgrading existing infrastructure, as shown in the previous tables, paying particular attention to sewer and wastewater capacity. The Village has been awarded FLREDC funds to help with increasing sewer capacity along Lake Street to be ready for the Keuka Lake Development and new Hampton Hotel.

Electricity is provided to the Village system by the Niagara Power Project with the average Village load approximately 10 megawatts (MW), peaking during the winter months. Power is purchased from Niagara at a set capacity and rate with additional power purchased as needed at market rate. In 2014, the rates were 3.5 cents base and 7 to 8 cents market giving a blended rate of approximately 5 cents per kWh. One of the shortcomings of this pricing structure is that although the base Village rate is tiered based on use, purchased power is flat across the board and not dependent on land use. By comparison, the Village is more residential in nature, so the load is shifted more towards industrial uses; the former using less power, but in effect, subsidizing the pricing for the larger users. This low cost electric supply, however, could be leveraged to increase retail and commercial investment. In the 2016 Comprehensive Plan Community Survey, over 50% of Village residents said that they wouldn't mind paying a higher electric rate in exchange for increased commercial operations and jobs (shown in excerpt graphic from the 2016 Plan Update below).



### Application of Smart Growth Principals

- (1) **Encourage the Mixing of Land Uses**  
Penn Yan’s downtown traditional development pattern already supports and encourages the mixing of land uses in close proximity to each other. The population density capacity of the downtown area is supported by the availability of upper-floors that are either currently or could be renovated as residential units. In Penn Yan’s service economy the mixing of land uses also makes the downtown attractive to workers searching for the walkable, active lifestyle in close proximity to jobs and services.
  
- (2) **Take Advantage of Compact Building Design**  
The DRI Target Area is already defined by a compact development pattern of multi-story buildings. By permitting and encouraging multi-story structures (up to five stories in height per the Village Code), Penn Yan can reduce conventional land-consumptive, sprawl development patterns. This principle is also applicable to downtown amenities such as parking. By incorporating structured rather than surface parking, Penn Yan can reduce the footprint of new construction and preserve more greenspace. An additional benefit is the reduction of flooding and stormwater drainage needs, which is a major concern for the eastern side of Main Street within the DRI Target Area.
  
- (3) **Create a Range of Housing Opportunities and Choices**  
There already exists a number of housing opportunities within the DRI Target Area, including low-income rentals, affordable apartments, and luxury condos. As previously stated further investment to balance the housing market and offer a wide range of affordable and middle-market housing choices will require the removal of the barriers to providing necessary parking facilities and the cost of downtown building renovations. The demand for luxury housing may be fulfilled by existing

private interest, however, in order to ensure affordable options public incentives must be provided.

(4) Create Walkable Neighborhoods

As stated in several other sections of this submission, the Village of Penn Yan's downtown settlement pattern is characterized by a high level of walkability. According to WalkScore, a free online measurement tool, the Village of Penn Yan within the DRI Target Area is considered "very walkable" with a score of 74. This rating is based on the assumption that most of a resident's errands could be completed on foot given the proximity of dining and drinking establishments, groceries, shopping, schools, and entertainment. However, this number does not take into consideration the proximity of potential workplaces or the comfort level the streets provide to pedestrians—two areas in which the Village is seeking to enhance with future investment opportunities. The Vision 2020 Plan, 2016 Comprehensive Plan, and Village Parks and Recreational Plan (2007) all identify expanding off-road pedestrian and bicycle connections along Outlet Trail as a primary goal.

(5) Foster Distinctive, Attractive Communities with a Strong Sense of Place

The recent Vision 2020 Plan and 2016 Comprehensive Plan have crafted a strong and supported vision and set of standards for future development within the Village to ensure it respects the community's values of architectural integrity and existing community fabric. Between the detailed downtown redevelopment scenarios provided in the Vision 2020 Plan and Future Land Use Central Business District design characteristics outlined in the 2016 Plan Update, Penn Yan is fully equipped to foster a strong sense of place and enhance local community aesthetics.

The recent development of the new Microtel within the DRI Target Area was made to fit the Vision 2020 Plan guidelines for new development and respect the historical context of the area, an example of on way that the Village is actually utilizing the plans as opposed to letting them sit on a shelf.

(6) Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas

The Village of Penn Yan sits at the heart of one of Upstate New York's most prestigious agricultural regions. By targeting the Village's downtown area as a prime redevelopment and investment zone, the open space and natural resources surrounding it may better be preserved and will continue to provide recreational, aesthetic, and health benefits. Additionally, the downtown of Penn Yan connects residents and visitors to one of the region's most significant water resources. The DRI Target Area provides direct access to the Keuka Outlet and Keuka Outlet

Trail, which provides opportunities for residents to travel into the central business district “off-road” by way of water or trail.

- (7) **Strengthen and Direct Development Towards Existing Communities**  
Targeting the Village for development opportunities also takes advantage of the existing community infrastructure and resources available. By encouraging development in the established downtown of Penn Yan, the community benefits from a closer proximity jobs and services, increased efficiency of existing land and infrastructure, and reduced development pressure in edge areas which helps to preserve surrounding rural character.

The lack of public utilities outside of Village limits helps to protect against urban sprawl, but requires significant and continuous investment by the Village to keep their infrastructure upgraded.

- (8) **Provide a Variety of Transportation Choices**  
Penn Yan provides a comprehensive multi-modal transportation development network. The Village is accessible by car, but more importantly is accessible via a connected sidewalk network, bike paths and on-street shoulder space, and even via watercraft from Keuka Lake into the central business district. Furthermore, the Village is in the unique position of serving the significant Mennonite community with connections to the downtown area via foot, bike, and horse and buggy.

As of the writing of this submission, the Yates County Legislative Finance Committee is preparing their recommendation for the first formal public transportation service within the DRI Target Area. They are anticipated to go before the Yates County Legislature on at their next meeting.

- (9) **Make Development Decisions Predictable, Fair and Cost Effective**  
Through the DRI Award the Village of Penn Yan can help make development in accordance with Smart Growth principles more profitable and therefore of greater interest to private investors and developers. The Village can leverage this funding to lessen investment burdens and barriers to private development, as well as create a system that rewards positive development projects with a fast-track review procedure or program.
- (10) **Encourage Community and Stakeholder Collaboration in Development Decisions**  
Throughout this submission the high level of engagement of the greater Penn Yan community has been highlighted. Not only were residents of the Village and greater Penn Yan community surveyed as part of both the Vision 2020 and 2016 Comprehensive Plan Update processes, Keuka College students and faculty were also engaged as well as stakeholder interviews held with various Village stakeholders, departments, partners, and investors. The collective vision,



thoughts, and ideas of these constituents are well-represented in each planning document the Village has pursued, including a community meeting for the purposes of developing this submission for the DRI Award.

The following table is a summary of participants in a number of key public outreach opportunities conducted with the Village’s recent planning efforts.

<b>Public Outreach Opportunity</b>	<b>Total Participants</b>
<b>Vision 2020 Plan Charettes</b>	160+
<b>Vision 2020 Plan Committee</b>	30 Residents
<b>2015 Community Survey</b>	400+
<b>2015 Keuka College Survey</b>	150+
<b>2016 Plan Community Workshop</b>	50+
<b>2016 Plan Youth Workshops</b>	30+

**Investments in Arts & Cultural Institutions/Activities**

In addition to Penn Yan’s history as a Finger Lakes settlement community, the Village has strong roots in arts and culture. The Sampson Theater, located within the DRI Target Area, was named on of the Rochester Landmark Society’s 2013 “Five to Revive.” This theater is one of a handful of theaters in the Upstate New York region with the high ceilings capable of hosting larger events and shows. Once a major draw for residents and visitors alike, the Sampson Theater is capable of being the major showpiece drawing hundreds to downtown again. Currently the Pennsylvania Yankee Theater Company has drawn up plans for its renovation, with significant interest and support from Keuka College, but the Company is facing significant setbacks due to lack of funding and damage from the sever 2014 flooding event.

In addition to the Sampson Theater, the Yates County Arts Council recently moved onto Main Street, renovating the former Village Court into an exquisite art gallery displaying pieces from the finest artists in the Finger Lakes. The Arts Council located in the DRI Target Area has become a must stop for art lovers, as there are numerous art and cultural activities held in Downtown Penn Yan on an annual basis. Weekend long art shows, music festivals, wine and craft beer tastings, local merchant events, holiday festivals, car shows, and other events, are all hosted in Historic Downtown Penn Yan year-round with the full approval and support of the Village Trustees.

**4) Job Growth.** Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

The Village is home to a number of the largest employers within Yates County, with over half of the top 20 employers located in Penn Yan. Figure 9 at right is an excerpt from the Village’s 2016 Draft Comprehensive Plan Update, which lists the top employers in the Village according to the most recent Yates County Community Profile, published by the Yates County Chamber of Commerce.

<i>Employer</i>	<i>Employees</i>
Soldiers and Sailors Memorial Hospital	<b>438</b>
Penn Yan Central School	<b>350</b>
Yates County	<b>230</b>
Yates ARC	<b>224</b>
Silgan Plastics, INC	<b>181</b>

**Figure 9: Largest Employers in Penn Yan (2013)**

Clearly Penn Yan serves as an employment hub for the region. In 2011, people who both lived and worked within the Village held 609 local jobs, while those living outside, but working within the Village held another 2,588 local jobs. Net gains in the Village’s employment industries have been made in Manufacturing, Real Estate, Retail Trade and Construction from 2002 to 2012 (according to Bureau of Labor Statistics). From preliminary discussions with stakeholders as part of the 2016 Comprehensive Plan Update process, it is understood that some of the employment in the manufacturing and retail trade industries is from businesses with long established roots in the community that have been operating here for generations and are committed to the success of Penn Yan.

Additional employment leaders in the greater Penn Yan community include (2016 job estimates): Keuka College (380), Finger Lakes Community Health (200), Silgan Plastics (181), Ferro Corporation (150), Coach and Equipment Bus Manufacturing (140), and KanPak, LLC. (60). In addition to the strong existing job market, there are currently more than 100 job openings available at KanPak, Silgan Plastics, and Ferro Corporation. Representatives of local industries also stated, however, that while low wage hourly employees were available, it is often difficult to recruit skilled labor into Penn Yan citing the lack of available housing and retail establishments as the primary obstacles.

The potential for an increasing job market is alive within Penn Yan, as the Village is in final negotiations with two additional private sector manufacturing companies that would bring nearly 100 additional jobs if the Village is selected as their investment area. The DRI Award would help to increase Penn Yan’s competitiveness and help to secure future private industry investments, such as these.

Further impacts to the downtown Penn Yan job market are supported by the planned investments detailed in Section 8, Local Support as well as the letters of support included in Appendix C.

- 5) **Attractiveness of the Downtown.** Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces.

**Walkability & Downtown Streetscapes**



**Our Pedestrian Environment**  
Downtown Penn Yan already has a strong pedestrian environment, which is defined by buildings near to the street, wide sidewalks, street trees and plantings, and on-street parking that acts as a buffer from vehicular traffic.



Penn Yan’s DRI Target Area provides an extremely walkable environment to its residents and visitors (excerpt at left from 2016 Comprehensive Plan Update). The Village’s traditional building stock, interconnected street network, and street trees create an ideal setting for pedestrians of all ages. Based upon the public input received during the last two years of the Village’s 2016 Comprehensive Plan Update process, it is clear that both Village and Town residents value the enhancement of the Village’s walkability. For example, 66% of village respondents to the Plan’s Community Survey effort identified “the tree lined streets, sidewalks, and overall walkability of the Village” as the most important physical element that contributes to the Village’s character. However, nearly 30% of these same respondents rated the condition of the Village’s sidewalks as “poor” or “very poor.” Sidewalk and road conditions had the lowest satisfaction rating of the nine community services listed in the survey.

The current Village policy states that it is the responsibility of the home or business-owner that abuts the sidewalk to maintain the portion of sidewalk that runs along his or her property. The Village has a Sidewalk Improvement Program through which it will repair and replace sidewalks at a discounted rate with the costs paid for by the person or business requesting assistance. The Village’s approach has produced mixed results, with some sections of sidewalks remaining in disrepair. The DRI Award would allow the Village to strengthen this effort and increase private participation in sidewalk care and maintenance.

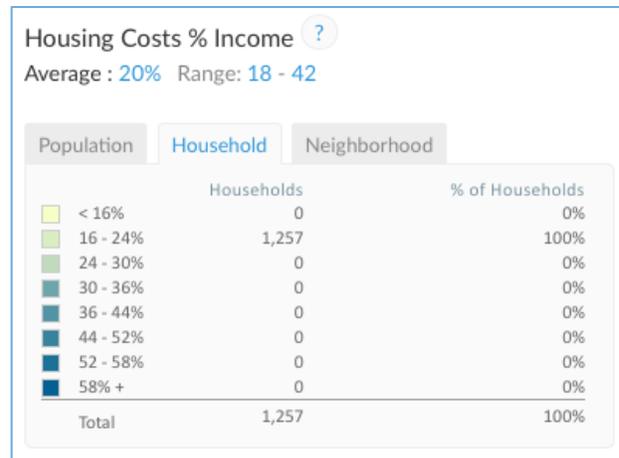
Street trees are located throughout the Village. Recently, Cornell University completed a street tree inventory to determine the extent of species, condition, and other factors. The results of that inventory determined that the Village has a large share of single species trees, which could result in significant loss in the case of a disease. The Village has been awarded two urban forestry grants to replace poor condition trees with other species (detailed in the Table included in Section 3, Past & Future Investments). The DRI Award and Downtown

Revitalization Strategy would also help to increase the impact of street tree replacement and planting.

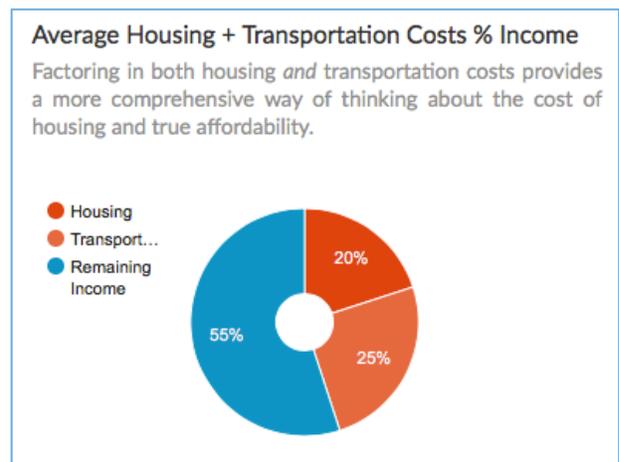
### Housing & Affordability

The affordability of an area is often dependent upon two factors, the cost of housing and transportation options. These costs of living at the national level make up the largest share of household income expenditures. However, the Village of Penn Yan has a high level of affordability in both of these areas.

The Center for Neighborhood Technology (CNT), an award-winning innovations laboratory for urban sustainability, has created a standard to determine the level of affordability in a community down to the level of each census block. According to the US Department of Housing and Urban Development, housing is considered affordable when all associated costs comprise no more than 30% of a household’s income. The image at right from CNT indicates that 100% of Penn Yan’s households fall well below this threshold with a range of 16% to 24% of household income dedicated to housing costs.



The CNT’s standard, however, goes one step further to include the costs of housing and transportation to determine the level of affordability, with an affordability standard of no more than 20% on housing costs and 25% on transportation costs for a total of 45% of income. The Village of Penn Yan meets both these thresholds as shown in the figure at right by CNT.



As previously mentioned, there are further opportunities to capitalize on the affordability of the Penn Yan housing market and create a stable housing environment. However, the CNT standards mask underlying challenges within the Village. Many of the “affordable” rental units are below acceptable standards. Providing additional affordable units would help give better housing options to those in need and may force existing landlords to improve their units in order to compete for tenants. Additionally, the Village lacks economic opportunities for middle-market housing and owner-occupied housing that would serve to create a sustainable, diverse living environment within the DRI Target Area.

**Existing Traditional, Mixed-Use Environment**



The existing historic Main Street and central business district in the DRI Target Area provides an attractive starting point for increased development opportunities to capitalize on the dense, underutilized activity hub that exists today. At left is an image of the Main Street and Elm Street intersection, looking southeast, in the center of the DRI Target Area. The Main Street corridor within the Target Area provides a charming atmosphere with the opportunity for 74 storefronts to house small and local businesses, entertainment venues, retail and tourist destinations, and more. The multi-story structures also allow for the utilization of upper-floors for residential and office uses, much like

their original use in the early 20<sup>th</sup> century.

A challenge exists, however, in the fact that nearly all of the downtown upper floors are currently classified as low-income, subsidized housing. The lack of disposable income of these residents places pressure on existing retailers and restaurants to attract residents from outside of the downtown area for customers. Successful DRI funding would allow Penn Yan to assist in the development new, additional upper-floor rental units at mixed income levels, creating a more sustainable mix for local businesses.

The community of Penn Yan very much values its downtown’s history, proven by the efforts in 1985 to seek designation on the National and State Historic Registers. The formal Downtown Penn Yan Historic District includes 650 acres and 206 buildings dating back to as early as 1800. Over half of this District is included within the proposed DRI Target Area. Realizing the importance of preserving and protecting the properties located within this District, the Village established a Preservation Ordinance in 1989, which set forth specific rules and regulations for any exterior environmental changes made to buildings within the District. Furthermore, the 2016 Comprehensive Plan Update outlined distinct preferred development practices to guide infill development along Main Street and within downtown. At right is an image of the kind of





design vocabulary the Penn Yan community has included in its vision for downtown.

It has been noted, however, through the Stakeholder Interview process of the draft 2016 Comprehensive Plan Update that many property owners and individuals are unaware of the existence of this Historic District and the additional regulations associated with it. This lack of understanding, combined with inconsistent enforcement by the Village, has led to the inappropriate treatment or neglect by some historic property owners. As part of a Downtown Revitalization Strategy, the Village could undertake an educational campaign with the support of local preservation enthusiasts and historians, to increase awareness and make property owners aware of the NYS and national tax incentives available for projects that are consistent with historical preservation and rehabilitation standards.

### **Access to Healthy & Sustainable Food Market**

Due to the Village's location in the center of a highly active and prosperous agricultural region of NYS, residents have direct access to locally-produced, healthy foods. Between the Mennonite community and thriving agribusinesses in the area, the supply of sustainable local food markets is a significant strength for the community. Residents have long been proud and supportive of the rural character and agricultural resources of the greater Penn Yan community, and have expressed in the 2016 Comprehensive Plan Update process their intent to continue to capitalizing on and promoting the local farming assets.

Within the target DRI area, there are also three grocery stores, all providing healthy and affordable food selections. Aldi's, Tops Grocery, and locally owned and operated Morgan's Grocery are all within two blocks of the targeted area and provide a great and readily accessible source of healthy food choices for downtown families and residents.



- 6) Policies to Enhance Quality of Life.** Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, complete streets plans, or transit-oriented development. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

It is our belief that great places are those that balance the maintenance of community foundations like infrastructure and day-to-day operations with the pursuit of a unique vision and identity that elevates the community for the benefit of all. The foundations of Penn Yan are those that are essential to the health, safety, and wellbeing of our residents. Our foundations include our natural resources, our public infrastructure, and our community services. At the heart of our community is our walkable, historic village center, surrounded by well-established, traditional neighborhoods that provide our residents with convenient access to our highly valued community resources and waterfront. The DRI award and subsequent Downtown Revitalization Strategy would not only provide us with an opportunity to build upon the existing foundations of the village center, but also capitalize on our greatest assets, redevelopment opportunities, and existing planning tools within the DRI Target Area in a way we would not be able to pursue on our own.

The recent draft 2016 Comprehensive Plan Update reflects these beliefs in the Policy Framework Section (beginning on page 35 of the 2016 Draft Comprehensive Plan included in Appendix D) with a vision statement and community foundation and enhancement policies. This section highlights several key tasks for the Village to complete with regard to the improvement and enhancement of quality of life both within and around the DRI Target Area. Additionally, this section summarizes the existing planning policy tools the Village has to help guide DRI implementation decision-making. These tools include the following:

**(1) Village of Penn Yan Zoning Code**

The existing Village of Penn Yan Zoning Code includes a Village Center (VC) District that is intended to foster traditional, mixed-use and multi-story infill opportunities in the heart of the DRI Target Area. The VC District permits the mixing of uses in structures, including upper-floor residential units, and a maximum building height of five stories. Additionally, the Village recently amended its Waterfront Development and Conservation District, a portion of which is included in the DRI Target Area, to require a higher level of consideration for the character and context of the Village downtown and waterfront commercial and mixed-use areas. The District aims to encourage appropriate land development, including the utilization of vacant land and buildings and the adaptive reuse of existing structures, which is in harmony with the maintenance of the district's recreational and open space areas and the conservation of the historic environmental areas adjacent to the Keuka Outlet and Keuka Lakefront. In general, the Village's Zoning Code supports the vision of the DRI Target Area and would help to ensure investments positively contribute to the overall quality of life in the area.

**(2) Penn Yan Community Vision Plan (2015)**

Commonly referred to as the “Vision 2020 Plan,” this Plan (completed by the Community Design Center of Rochester) contains guiding policies and graphics for future streetscape and development improvements within the Village. The recommendations of this Plan include a detailed overview of the issues and opportunities for the enhancement of the waterfront and downtown core, both included in the DRI Target Area. The Vision 2020 Plan highlights specific steps for the reuse and enhancement of the historic Main Street Arcade building, Main Street Connector Park, and reorganization of Village parking in the DRI Target Area. The entirety of the DRI Target Area has been reimagined within the Vision 2020 Plan in policy and graphically as shown in the excerpts below, where the purple indicates areas of potential infill development.

Proposed Plan for the Inner Outlet



Proposed Plan for the Inner Outlet Hub



- (3) **Penn Yan Parks and Recreation Master Plan (2010)**  
A comprehensive analysis of existing parks and recreation resources in the Village, as well as recommendations for improvement. Relevant parks and recreation spaces within the DRI Target Area include the Main Street Mini Park, Keuka Outlet Trail, Keuka Street Boat Launch, and Keuka Outlet playground facilities.
- (4) **Penn Yan Local Waterfront Revitalization Strategy (2007)**  
The Penn Yan Local Waterfront Revitalization Strategy was the result of a grant from Department of State to create a vision plan and series of recommendations and guidelines to improve the aesthetics and use of the Village’s waterfront areas. The southernmost portion of the DRI Target Area along the waterfront is addressed in this Strategy, including the DRI area’s direct connections to the Keuka Lake and Keuka Lake Outlet waterfront areas also within the Village.
- (5) **Penn Yan Infrastructure Improvement Strategic Plan (2003)**  
This document is the first step of many over the last decade for the village to take a proactive approach to infrastructure improvement. The comprehensive document outlines the issues, opportunities, and recommendations for future

growth of the Village's water, sewer, transportation, electric parking, and trail systems. Updates to Village infrastructure are monitored and managed through the Village's Department of Public Works.

**(6) Penn Yan Comprehensive Master Plan (2000)**

Although the 2016 Comprehensive Plan update is intended to replace this document in terms of current community values, vision, and policy, there is still a significant amount of inventory and Village information worth revisiting in the 2000 Plan. The future land use plan for the Village has remained consistent from the 2000 Plan to the 2016 Plan Update, including the central business district at the heart of the proposed DRI Target Area, and highlighting the surrounding areas within the DRI Target Area as prime redevelopment opportunity sites.

**(7) Penn Yan Commercial District Streetscape Development Plan (1998)**

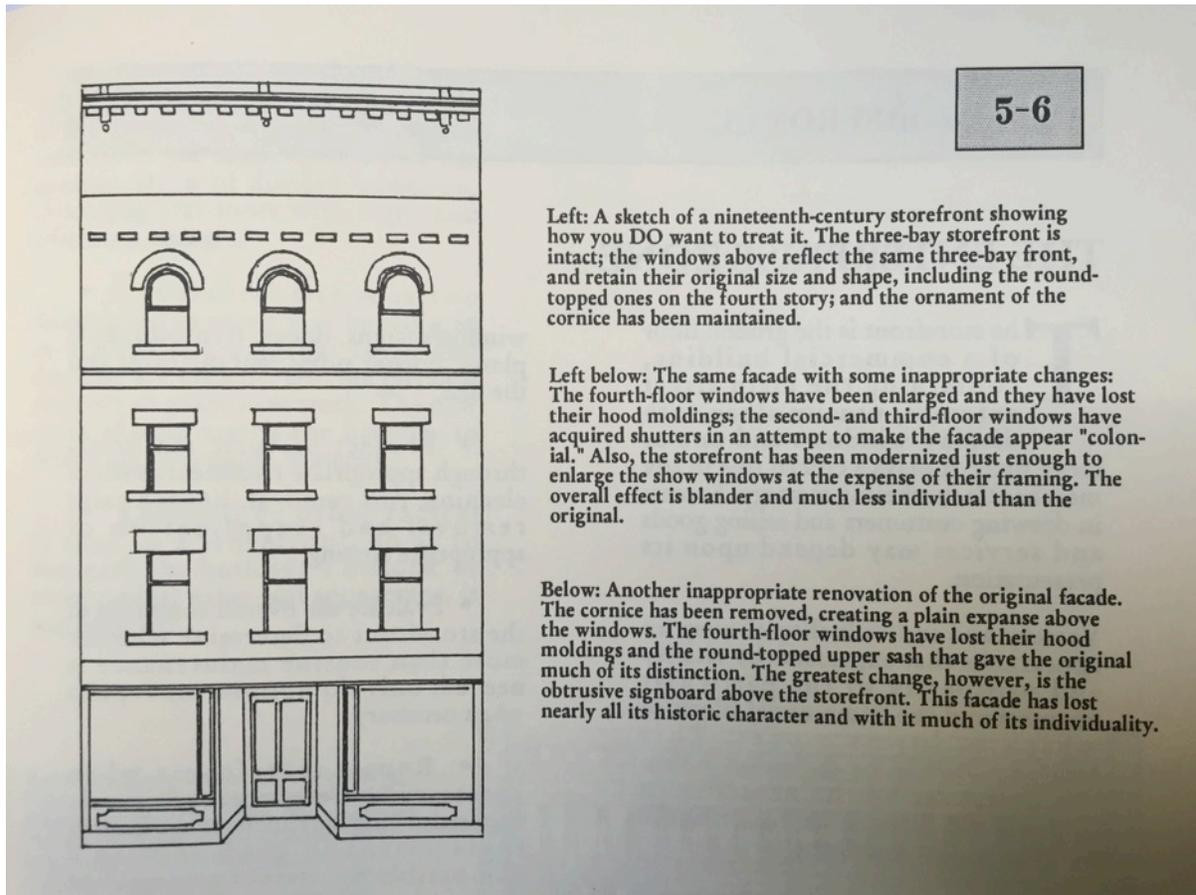
The Streetscape Plan is a comprehensive study of the Village's existing streetscape elements within the downtown area, including guiding principles and recommendations for parking, sidewalks, crosswalks, gateways, and the street wall, trees, lights, and furnishings.

**(8) Penn Yan Village Center Façade Revitalization Program (1994)**

One of the Village's most successful programs is the Façade Revitalization Program (FRP), which has consistently been utilized over the last two decades by local property owners. The FIP is aimed at providing incentives to encourage property owners to restore or enhance historic facades in downtown, leveraging public dollars for an amplified private investment and restoration effort within the central business district.

**(9) Village of Penn Yan's Historic Preservation Commission and District Guidelines (1993)**

The Village of Penn Yan currently has one of the most comprehensive and detailed guidebooks for downtown development design and historic preservation. Entitled "An Inheritance of Time," this document was formally adopted as part of the Village's Preservation Ordinance to establish a Historic Preservation Commission and District Design Guidelines. Not only does this document provide ample guidance for the restoration or renovation of historic properties, it also serves as an inventory of architectural styles and structures within the historic core. The image below is an example of the type of standards guiding historic renovation projects; however, there is little interest in taking on such large investments by the private community due to the lack of parking and incentives.



An excerpt from "An Inheritance of Time," the Village's Guidelines for the Historic Preservation District.

Although the Village of Penn Yan has invested public time and capital in the development of these significant planning tools and policies, the barriers to public development continue to suppress their capacity for increasing the quality of life for residents and visitors in the downtown area. One way we feel that Penn Yan may be able to utilize the DRI Award to increase private investment interest is to establish a local land bank or other public entity or community development approach that would help to address each barrier—housing, parking, and stormwater management. Each of these barriers may be surmounted under the management of a local land bank that could acquire property and make public investments that then leverage private support. The following are two examples of how a land bank could operate:

- The land bank could acquire key parcels for the development of public parking. The costs of construction and maintenance could be recouped through a PILOT fund from future investments and developments in the DRI Target Area based on their parking requirements.
- The land bank could target areas where there is a significant risk of flooding, such as the parking lot on the eastern side of Main Street north of East Elm Street. In this area

Jacob's Brook was once paved over, amplifying the flooding potential of the area, which was experienced in full force during the flood event of 2014 (photo below). By acquiring this property the land bank could utilize DRI monies to daylight Jacob's Brook and spark redevelopment interest in this critical area of downtown Penn Yan (a project considered and sketched in the Vision 2020 Plan).



**Aftermath of the 2014 Flood.**  
**Photo: Spencer Tulis photos/Finger Lakes Times**

**7) Poverty Reduction.** The FLREDC has identified reduction of poverty as a primary goal of its regional economic development strategy. Please identify if and how the proposed revitalization efforts would provide an opportunity to support this strategy.

Throughout recent planning efforts, it has become clear that the Village of Penn Yan faces significant issues with regard to a high rate of poverty. Figure 6 below from the 2016 Comprehensive Plan Update includes a few key economic indicators that help to compare the Village of Penn Yan to that of Yates County as a whole with regard to economic opportunity.

Indicator	Penn Yan	Yates County
Median Household Income	\$41,675	\$49,335
College Degree (Associates +)	27%	33%
Unemployment Rate	6.2%	6.9%
Poverty Rate (Individuals)	19%	15.9%

Figure 6: Key Economic Indicators (2013 ACS)

Penn Yan has a lower share of adults (25+) with college degrees (27%) than Yates County (33%). This is consistent with the fact that the Village’s median household income level is below that of the County’s, as educational attainment levels within a community are often a primary driver of a community’s income level. Since the earning potential of college educated individuals is generally higher, a larger share of college educated adults is typically indicative of a higher median household income. Penn Yan’s share of population with a high school diploma, however, is on par with the County rate at 87%.

Despite a slightly lower unemployment rate than the County, the Village has a higher rate of poverty among individuals and families. Of the poverty stricken families within the Village, single mothers with children less than 18 years of age are the largest group afflicted at 42%.

Based on preliminary discussions with the Keuka Housing Council, it is clear that there is still significant demand for affordable units (a home priced under \$120,000 or monthly rent less than \$750), particularly units that are in good condition. According to the Keuka Housing Council there are extremely limited housing options for the \$30,000 to \$40,000 income level. Their office has over 200 people on waiting lists for affordable units. Currently the Housing Council is considering the development of a \$13 Million 62-unit mixed-income housing project within walking distance to the DRI Target Area. Of the 62 units proposed, 40 will serve low-income residents at 30% to 80% of Area Median Income, with 10 of those reserved for residents who suffer from various disabilities. Additionally, 12 townhomes and 10 single-family units will be built priced to suit the missing middle housing market in Penn Yan (\$150,000 to \$200,000).

Affordability in housing is an important factor to consider not only for the lower income families in Penn Yan, but also for households on fixed incomes like retirees and seniors. The Yates County Office for the Aging has cited that housing costs are one of the top burdens the community’s senior population faces as they seek to age-in-place.



Additionally, records maintained by the Penn Yan School District indicate that approximately 60% of the Village's elementary students and 50% of its middle school students live in poverty. Families take advantage of a number of benefit programs such as employment earnings, retirement funds, social security, and food stamps or Supplemental Nutrition Assistance Program (SNAP) benefits. In 2013, approximately 20% of Village households received retirement income at an average of \$27,000 annually, while 36% received social security, and 26% received food stamps or SNAP. Much of the low-income community currently lives within the DRI Target Area, as it is the location of a significant share of rental housing opportunities.

Several organizations within Penn Yan's downtown are currently working to address these challenges and better serve the low-income populations of the Village to reduce the rate of poverty. For example, Finger Lakes Community Health (FLCH), with headquarters on Maiden Lane, in the Downtown area continues to expand very rapidly throughout all New York State. FLCH has committed to opening up a training center in downtown Penn Yan that will be open to all local companies. FLCH will help provide job training and a focus on how to help the hard to employ and minority employees not just get jobs in Penn Yan, but have the opportunity for long term employment and success. FLCH is a recognized expert in this field with 55% of their current 206 employees being bi-lingual.

The Keuka Housing Council plays a significant role in the efforts to eradicate poverty in the Penn Yan community, including providing low-cost, quality housing opportunities, educational programming and training. Yates County also provides training programs for the hospitality industry that helps to support the retail and commercial uses of the downtown area in need of increased hospitality skills due to the high level of attractiveness of Penn Yan to the tourism industry.

Furthermore, the Village's relative low cost of living (as described by the CNT H&T Index in Section 5, Attractiveness) indicates that the traditional barriers to economic opportunity (high housing, transportation, and food expenses) do not exist in the downtown Penn Yan area. The DRI Award would help the Village elevate these individuals and families from the poverty line by increasing job opportunities within the walkable DRI Target Area and creating an economically sustainable environment with room for social mobility.

DRI funding would be utilized to help address transportation alternatives for those without personal transportation means. The Yates County Legislature Finance Committee has just approved for full Legislature review and approval a proposal from the ARC of Yates to provide the first public transportation program in Yates County. Funding could be applied to help expand on the program opening up both career and recreational activities for those currently relying on others for transportation.

The Finger Lakes Economic Development Center (FLREDC) has focused on workforce and youth development programs over the last five years to help combat the pressures of low-income living. At the youth level, focus has been placed on a long-term approach to building confidence in the youth and presenting them with direct relationships with local employers at higher grade levels. The FLEDC starts by reaching into the Middle Schools with individuals who have overcome financial adversity in the past in route to becoming successful. Named the "Professional Speakers" program, local 7<sup>th</sup> grade middle school students have heard from



numerous local presenters on the challenges they've overcome to reach success. The concept is to focus on the generational poverty faced by many of these students, creating optimism in their minds that they too can be the first of their family to go onto financial and professional success. Additionally, 8<sup>th</sup> graders are given a career day with as many as eight different industries presenting career opportunities in Yates County and the educational and personal skill sets needed to fill these careers. Lastly, the FLEDC has started a career exploration program that currently has 25 local high schools' students spending time directly on the floor of our local manufacturing and construction trade companies. As a direct result of this program, Penn Yan Academy just had their highest number of students participate in the BOCES program in school history. The FLEDC plans on extending the exploring club to adults currently looking for career opportunities. DRI funding could help accomplish this in a faster period as current programming is self-funded by the FLEDC.

The FLEDC has also partnered with the Yates Cultural Recreational Resources, a local non-for profit operating the newly constructed community center, to offer educational classes centered on gold level customer service training. Entering its second year, the class has been very successful with local experience based businesses and wineries and the class was recently offered for the first time to local high school students with positive results.

DRI funding could be utilized to help bring to market the next planned course in the culinary arts. A food truck has been purchased that can act as a mobile training center. Additional funding would help take the training to market in an expedited time frame. Milly's Pantry (a local food bank) has opened up a community kitchen on the second floor of their Main Street building. DRI funding would allow the construction of a freight elevator to help move bulk food more easily than current methods. Additional business support services could be added to the commercial kitchen to help local food based business entrepreneurs. The FLEDC has committed a portion of their \$2,000,000 agricultural loan fund to help these causes.

- 8) Local Support.** Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan.

With the recent completion of the Village's Vision 2020 Design Plan and draft 2016 Comprehensive Plan Update, local leaders, stakeholders, and residents alike are eager to begin the implementation of a targeted, purposeful investment plan for the downtown area and greater Penn Yan community.

### Top 5 Priorities for the Village into 2025:

1. *Fill vacancies in the Downtown area*
2. *Foster additional employment opportunities*
3. *Attract additional commercial and retail development*
4. *Improve the appearance of Downtown*
5. *Preserve and rehab historic building stock*

(Excerpts of results from the Community Survey conducted as part of the draft 2016 Comprehensive Plan Update)

There are several local public and private entities committed to the revitalization of downtown Penn Yan. Below is a summary of the current and planned investments by the public and private entities that have submitted letters in support of the Penn Yan DRI application. The letters of support are contained in Appendix C of this submission.

- (1) Jorge Diaz-Herrera -- President of Keuka College
- (2) Renee Bloom -- Executive Director of Keuka Housing Council
- (3) Evan Miles -- Miles Craft Ales & Inn
- (4) Jeff Gifford -- Downtown Property Owner
- (5) Carol Genecco -- Manager of Keuka Estates Mobile Home Park
- (6) Chris Iversen -- President of Chrisantha, Inc.
- (7) Nelson Leenhouts -- Chairman and CEO of Home Leasing
- (8) Chris Wright -- Managing Partner of Wright Restoration Properties LLC
- (9) Dennis Hart -- Downtown Property Owner
- (10) Thomas O'Mara -- NYS Senator, 58<sup>th</sup> District
- (11) Timothy Dennis -- Yates County Legislator Chairman
- (12) Stephen Griffin -- CEO of Finger Lakes Economic Development Center
- (13) Michael Linehan -- President & CEO of Yates County Chamber of Commerce
- (14) Philip Palmesano, NYS Assemblyman 132<sup>nd</sup> District
- (15) Mary Zelazny, Chair of the Vision 2020 Plan Committee



At the time of writing this submission, the Village of Penn Yan currently has a total of \$79.95 Million in various stages of planning proposed for the downtown area and surrounding catchment area. The cumulative impact of private investment within the DRI Target Area would be increasingly competitive, and would help to multiply the direct economic impacts to downtown as well as the community as a whole.

Should the Village of Penn Yan be awarded the DRI funding and have the opportunity to implement a Downtown Revitalization Strategy, the Village Mayor will serve to lead the project in partnership with local leaders and stakeholders.



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

Consolidated Funding Application grant award totals for the Village of Penn Yan and Area Communities:

Batavia Total:	\$8,142,330.00
Canandaigua Total	\$7,276,757.00
Geneva Total	\$7,885,590.00

Penn Yan Total	\$3,035,000.00
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(5 Econ Dev Projects)

Although the Vision 2020 Plan and draft 2016 Comprehensive Plan Update are referenced throughout this submission, a complete review of each document would further show how strongly aligned the Village’s downtown vision is with the intent of the DRI Award. For ease of reference the draft 2016 Comprehensive Plan Update submitted to Empire State Development for their internal review (as part of funding agreement) has been included as Appendix D. Below the overall intent and purpose of the completed Vision 2020 Plan.

**Vision 2020 Plan**

Completed in 2015 as a vision for the next 20-30 years, this Plan was developed to articulate the greater Penn Yan community’s collective vision. The Plan is a combination of thoughts and ideas from Penn Yan residents, business owners, and other stakeholders, along with the Vision 20/20 Steering Committee.

Much of these ideas were gathered from a Community Charrette conducted in Penn Yan that was attended by over 125 people. The document and recommendations were distilled by the Community Design Center of Rochester to address the unique needs of Penn Yan in a visual form that contains maps, images and text. The Plan focused on seven areas: gateways and wayfinding, waterfront development and connections, the downtown core, housing and mixed use development, newer commercial and community development, preservation—architectural and environmental design guidelines, and transportations and connections.

A set of guiding principles were developed by the Vision Committee from reoccurring themes at the design charrette that include the following:

- Preserve, cultivate, celebrate historic ambiance: preservation, history, culture, Main Street
- Provide, enhance, expand connectivity: gateways, waterfront, parking, region
- Demand good design: public realm, design guidelines, signage
- Focus on the pedestrian: balance between auto, multi-modal, trails, parks, safety, walkability
- Enhance with natural elements: vistas, waterfront, parks, trees, trails
- Promote appropriate growth, housing, land use, building use, planning, fighting sprawl

- Develop civic pride: Stewardship, property maintenance, partnerships, diversity, identity
- Destination Penn Yan: tourism, history, waterfront, public realm, identity

Included below are pictures taken from the public charrettes conducted as part of the Vision 2020 Plan process and some of the visioning materials that resulted from them.



The Water Street Townhomes envisioned as part of the charrette are shown in the sample images on the left (above) and drawn in the photo on the right.