DOWNTOWN PLATTSBURGH

DOWNTOWN REVITALIZATION INITIATIVE
STRATEGIC INVESTMENT PLAN

Prepared for the New York State
Downtown Revitalization Initiative
North Country

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FOREWORD

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

— Governor Andrew M. Cuomo

FIGURE i-I. NEW YORK STATE DRI LOCATIONS

Source: New York State Department of State

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

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

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

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

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

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

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

Executive Summary

The Plattsburgh Downtown Revitalization Initiative Strategic Investment Plan is the culmination of an intensive community-based planning process and is driven by the local knowledge and collaboration of Plattsburgh residents. New York State's Downtown Revitalization Initiative (DRI) seeks to "transform communities ripe for development into vibrant neighborhoods where the next generation of New Yorkers will want to live, work, and raise a family." The program allocates $10 million to support the implementation of catalytic investment projects in Downtown Plattsburgh and the development of a longer-term strategy that will attract additional public and private investment to support downtown revitalization. Building from a long history of local planning and crafted with the leadership of a 19-person Local Planning Committee (LPC), the City of Plattsburgh's Plan advances physical improvements that enhance the Downtown experience and support catalytic projects; establishes a food and creative hub that adds employment and identity Downtown; and increases the number of attractions and development tools to strengthen the Downtown market overall.

HISTORIC CONTEXT

Plattsburgh's residents and visitors enjoy access to Lake Champlain and the Saranac River, the presence of both SUNY Plattsburgh and Clinton Community College, proximity to tourist destinations in the Adirondacks and Montreal, and a rich local history within the North Country region. The City of Plattsburgh served as an important front during the Revolutionary

FIGURE i-1. HISTORIC DOWNTOWN PLATTSBURGH

Source: City of Plattsburgh Department of Community Development

War, and was the site of the naval Battle of Plattsburgh, which ended the final invasion of the United States by the British during the War of 1812. Plattsburgh was incorporated as a village separate from the Town of Plattsburgh in 1812 and then as a city government in 1902. The Plattsburgh region's population grew during the 1950s following the establishment of the Plattsburgh Airforce Base, and continued to grow during the 1960s following the construction of the Adirondack Northway and the opening of the New York State University at Plattsburgh.

Largely as a result of national trends of deindustrialization over the past four decades and the closure of the Plattsburgh Airforce Base in 1995, Downtown Plattsburgh and the broader North Country region have experienced contractions in employment and population. This led to an erosion of the local tax base and overall disinvestment in public and private assets, which in turn has impacted the desirability and function of Downtown, particularly with respect to certain key challenges. Plattsburgh's significant cultural, historical, recreational, environmental and community assets are not well-connected to one another or to local commercial activity, creating obstacles for those seeking to explore Downtown. Competing auto-oriented retail and high-end residential options outside of Downtown have reduced activity and constrained investment in the historic building stock. The need for refurbishment of historic retail and upper-floor residential spaces now both detracts from the quality of the Downtown environment and limits options for potential shoppers and residents Downtown. Finally, while the growth of nearby transportation manufacturing employers is a critical regional strength, the location of these facilities at the edge of the city boundaries or beyond I-87 minimizes the number of daytime workers in the Downtown who can support local retail and contribute to its vibrancy.

Despite these challenges, residents have in recent years begun to locate Downtown in larger numbers, representing a potential to absorb targeted product delivered at the right price point. The population living within Downtown has grown nearly 10% since 2000. By comparison, the City and County experienced 6% and 3% growth respectively during that same period. Moreover, major investments within the region by key industrial employers – including Norsk Titanium, Bombardier Transportation, and the Plattsburgh International Airport – are working to add jobs and improve opportunities for future residents, workers, and visitors. "

FIGURE i-2. COMMUNITY ENGAGEMENT AT NOVEMBER AND DECEMBER PUBLIC MEETINGS

A COMMUNITY DRIVEN PROCESS

Plattsburgh's Strategic Investment Plan builds on a long tradition of local planning, including recent engagement and priorities established under the Local Waterfront Revitalization Program. The LPC – comprised of residents, civic leaders, and business owners – led this process and created a unified vision for the role that DRI investment should play in building Plattsburgh's future. To fuel this vision, the LPC guided extensive community engagement, fueled by nine LPC meetings and calls, and four Public Engagement Events. The Committee sought additional input into the DRI Plan via community surveys of residents, families, SUNY students and middle school students; youth focus groups; and public screenings and discussion of the film "Urban Century: America's Return to Main Street."

COMMUNITY VISION STATEMENT

The Downtown Revitalization Initiative will foster Downtown Plattsburgh's educational, cultural, historic, artistic, recreational, dining, and retail opportunities. DRI investment will:

- Strengthen existing local and regional assets;
- Create long-term value to support future generations; and
- Provide an inclusive and sustainable downtown experience for residents, workers, students and visitors.

GOALS AND STRATEGIES

Investments in Downtown that are consistent with this Vision will catalyze economic growth and increase Downtown's appeal to residents, workers, students, and visitors; increase the time and resources they spend Downtown; and attract private investment, further strengthening the Downtown experience. To this end, and in recognition of Downtown Plattsburgh's existing challenges, the Committee identified three primary goals for DRI investment:

1. **Connect Plattsburgh's existing assets to create a vibrant Downtown destination.** DRI investments should work together to enhance Downtown's vibrancy, and aim to provide activities that appeal to residents, workers, students and visitors; that leverage and connect to cultural and natural assets; and that reinforce a cohesive Downtown identity.

2. **Provide diverse housing and shopping options through targeted investments, increasing the number of people Downtown.** DRI funding should enhance development feasibility Downtown to support investment in existing residential and commercial assets, and to leverage underutilized land to produce new residential and retail products.

3. **Attract and grow businesses and jobs to support economic development and local workers.** Investment in Downtown should support regional job growth strategies and attract business and workers Downtown.

These goals build on and are aligned with the goals articulated by the North Country Regional Economic Development Council (NCREDC). Specifically, the DRI goals align with NCREDC goals to elevate the region as a place to visit, live, work and study; leverage the regional gateway to Canada; use tourism as a driver to accelerate private investment; attract and nurture entrepreneurs through innovation; and build on growth in high-tech manufacturing and R&D industries.

FIGURE i-3. PLATTSBURGH DRI STUDY AREA

Source: MJ Engineering and Land Surveying

Three strategies can help achieve these goals for Downtown's revitalization, and shape recommended initiatives in Plattsburgh:

- **Strengthen the core of Downtown and advance catalytic development.** Placemaking investments that enhance the environment and identity of the Historic Core – the center of existing activity – will make it more appealing for residents and visitors, and create value to attract private investment. Building from this additional value, the City of Plattsburgh has the opportunity to bring publicly-owned sites to the market and invest in associated infrastructure to enhance development feasibility, leveraging its public resources to introduce new kinds of activity and additional population downtown, which in turn can spur future growth and private investment.

- **Establish a food and creative hub.** Projects that provide individuals with opportunities to work Downtown will increase activity. Physical space and support for food and creative entrepreneurs and businesses can build on local and regional agricultural and arts strengths both to increase employment opportunities and to reinforce Downtown Plattsburgh's identity as a unique destination.

- **Grow the local market.** Initiatives that directly reduce costs, enhance access to financing, or increase predictability/minimize risk associated with development will create value in Downtown Plattsburgh. In addition, initiatives that provide individuals with opportunities to live or visit Downtown will increase activity, extend visitors' stay, and strengthen the market for future investment.

STRATEGIC INVESTMENT PLAN AND PROJECTS

Consistent with these goals, a series of transformative projects are recommended for DRI funding that provide a holistic approach to revitalization in Downtown Plattsburgh. These projects have been prioritized based on their relative impact, cost, feasibility, and public support. The Committee also identified additional Priority Projects that Plattsburgh will seek other funding sources to implement.

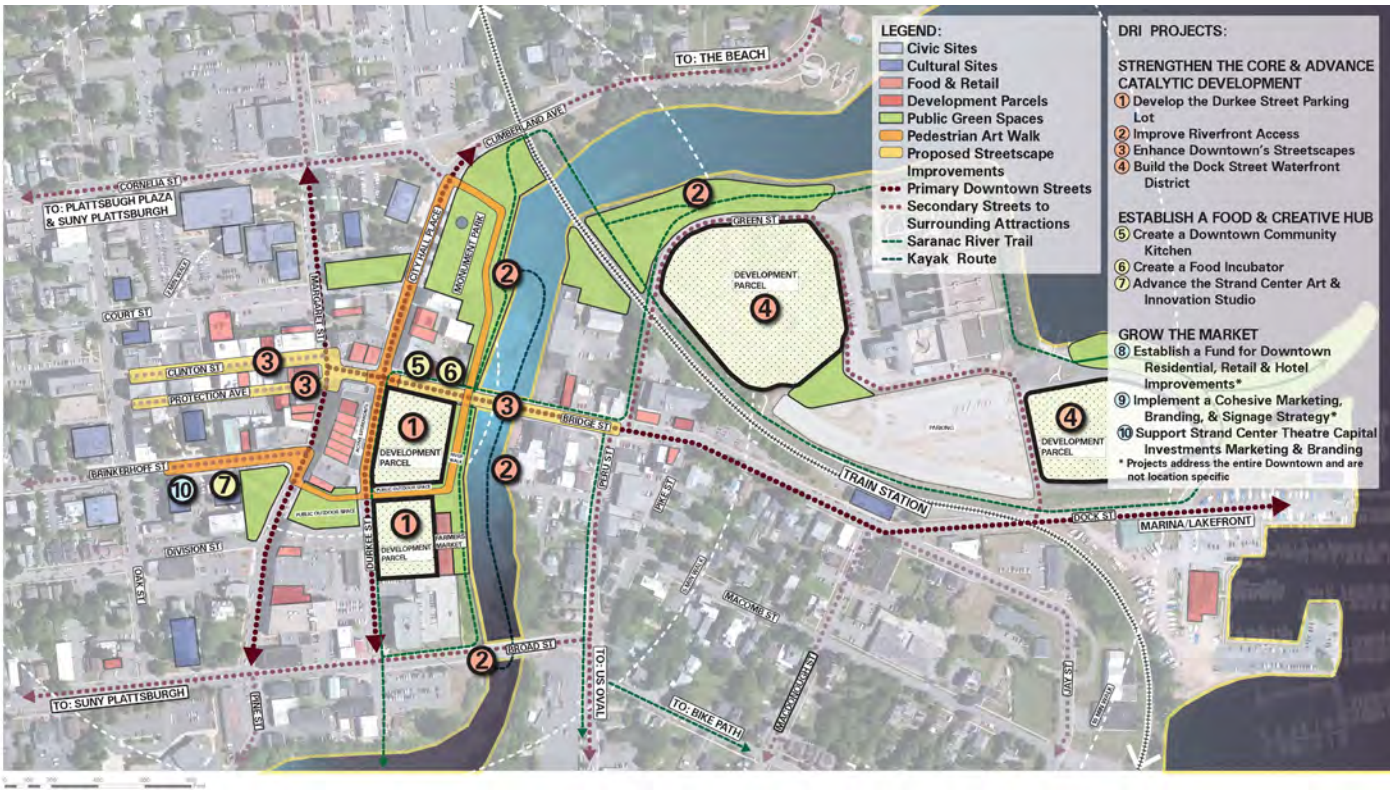
Table i-1. Priority Projects Recommended for DRI Funding

#	Project Name	Project Description	DRI Funding Request
STRENGTHEN THE CORE AND ADVANCE CATALYTIC DEVELOPMENT			
1	**Develop the Durkee Street Site**	Develop the Durkee Street Site via an RFEI/RFP, support public infrastructure investments, and provide vertical development gap financing to incentivize development.	$5,100,000
2	**Improve Riverfront Access**	Improve riverfront access to increase recreational opportunities highlighting Plattsburgh's natural assets.	$1,600,000
3	**Enhance Downtown's Streetscapes**	Improve the Downtown streetscape and pedestrian experience with investments in key streets and walkable areas.	$1,300,000
4	**Build the Dock Street Waterfront District**	Develop the Downtown Waterfront district via an REFI/RFP and support key infrastructure improvements to incentivize development.	$4,675,000
ESTABLISH A FOOD AND CREATIVE HUB			
5	**Create a Shared Commercial Kitchen**	Create a commercial kitchen space to support Plattsburgh's small food businesses and professionals.	$175,000
6	**Create a Food Incubator**	Create an incubator space and support system to support Plattsburgh's small food businesses and professionals.	$30,000
7	**Advance the Strand Center Art & Innovation Studio**	Develop an Art & Innovation Studio at the Strand Cultural Center to provide the physical space to enhance Plattsburgh's creative exploration and entrepreneurship.	$495,000
GROW THE MARKET			
8	**Establish a Fund for Downtown Residential, Retail and Hotel Improvements**	Support and incentivize Downtown development by providing a new funding mechanism with greater flexibility targeting upper floor residential and commercial/hotel development, façade improvements, retail space redevelopment, and small business support.	$600,000
9	**Implement a Cohesive Marketing, Branding, & Signage Strategy**	Implement a cohesive marketing, branding and signage strategy that strengthens Downtown Plattsburgh's identity and visibility, and increases visitation.	$250,000
10	**Support Strand Center Theatre Capital Investments, Marketing and Branding**	Fund capital improvements at the Strand Center Theatre, and support strategic marketing and advertising efforts including TV, playbills, print, and radio.	$260,000
Subtotal:			**$14,485,000**

Table i-2. Priority Projects Recommended for other Funding Sources

#	Project Name	Project Description	Funding Need
11	**Build Capacity for Implementation**	Provide staff capacity to advance future Downtown revitalization.	$460,000
12	**Support Strand Center Programming**	Support the Strand Center's programming to attract high quality performers, book a full season that can be marketed in advance, sell subscriptions, and service advertisers.	$410,000
13	**Expand Public Wi-Fi**	Advance the implementation of smart infrastructure Downtown, focused on the expansion of public Wi-Fi access.	$300,000
14	**Update Zoning and Develop Sustainable Design Guidelines**	Develop Zoning and Sustainable Design Guidelines, consistent with a comprehensive vision for Plattsburgh.	$100,000
15	**Implement Seasonal Trolley Service**	Establish a seasonal trolley service to increase accessibility and connectivity for residents, visitors, students, and downtown business owners.	$530,000
Subtotal:			**$1,800,000**

FIGURE i-4. PLATTSBURGH PRIORITY PROJECTS



Source: MJ Engineering and Land Surveying

Finally, the Committee identified a handful of projects that were not eligible for DRI funding and/or not situated within the DRI boundary, but still priorities for future implementation. These include development of additional affordable housing options in Downtown Plattsburgh; ongoing development at and near the Plattsburgh Airport; investment in the City Beach and Crete Center; creation of a Plattsburgh Sports and Activity Complex; hosting of programming and events Downtown; creation of additional kayaking opportunities; redevelopment of the NYSEG site following remediation; support for the Plattsburgh Farmers' and Crafters' Market; bolstering programming, marketing, and collaboration efforts at the Museum Campus at the former Air Force base; and supporting STEAM education programming for youth.

IMPLEMENTATION

The City of Plattsburgh holds immediate responsibility for implementation of most DRI projects, working closely with a network of public, institutional, non-profit and private partners. Implementation is expected to proceed according to the timeline shown in Table i-3.

Table i-3. Timeframe for Implementation

#	Project Name	1-6 mos.	6-12 mos.	12-18 mos.	18-24 mos.	24 mos.+
1	Develop the Durkee Street Site	Developer Solicitation		Infra. Improvements		Development
2	Improve Riverfront Access	Complete Design		Construction		
3	Enhance Downtown's Streetscapes	Complete Design		Construction		
4	Build the Dock Street Waterfront District	Developer Solicitation		Infra. Improvements		Development
5	Create a Shared Commercial Kitchen	Business Plan Refinement, Bidding & Construction		Operations		
6	Create a Food Incubator	Business Plan Refinement, Bidding & Construction		Operations		
7	Advance the Strand Center Art & Innovation Studio	Business Plan Refinement, Bidding & Construction		Operations		
8	Establish a Fund for Downtown Residential, Retail and Hotel Improvements	Property Owner Outreach & Needs Assessment	Technical Assistance, Program Funding & Implementation			
9	Implement a Cohesive Marketing, Branding, & Signage Strategy	Signage Design & Marketing Strategy	Marketing Campaign	Install Signage		
10	Support Strand Center Theatre Capital Investments, Marketing and Branding	Marketing Plan & Capital Bidding	Marketing Campaign, & Construction			

PART ONE:

Plattsburgh Downtown Vision Plan

SECTION I:

Downtown Profile and Assessment

OVERVIEW

Plattsburgh, New York is the largest city in Clinton County and a major cultural and employment center of the North Country region. Downtown Plattsburgh serves as the primary urban center for the 20,000 residents of Greater Plattsburgh (comprised of the City of Plattsburgh and Town of Plattsburgh), the 82,000 residents of Clinton County, and the 440,000 residents of the North Country.[1] It also represents approximately 45% of all employment in Clinton County, and 10% of jobs across the broader North Country Region.[2] Incorporated as a village in 1812 and as a government in 1902, Plattsburgh benefits from rich local architectural, cultural, natural and educational assets. Within Downtown Plattsburgh, residents and visitors enjoy access to Lake Champlain and the Saranac River, the recently restored Strand Theatre, and special events such as the recreation of the 1814 Battle of Plattsburgh. The presence of both SUNY Plattsburgh and the nearby Clinton Community College, and the city's proximity to tourist destinations in the Adirondacks and Montreal, help to entice residents, visitors, workers and students to Plattsburgh.

GEOGRAPHY OF THE DRI STRATEGIC INVESTMENT PLAN

While the focus for DRI is on Downtown Plattsburgh, the surrounding City and Town, Clinton County, and broader North Country region shape DRI investment opportunities, and will be

strengthened by DRI investments. In order to evaluate potential investment opportunities for Downtown Plattsburgh, the Consultant team investigated key economic and planning trends and patterns in Downtown (the DRI Study Area described below), the City of Plattsburgh, and Clinton County.

The DRI Study Area for "Downtown" was defined by the streets outlined in Figure I-1, bound by Oak Street to the West, Cornelia Street to the North, Broad Street and Hamilton Street to the South and the Lakefront to the East and Northeast. This boundary definition was based on historic boundaries for Downtown, or the "Historic Core" — which generally follow the Oak Street, Cornelia Street, and Broad Street boundaries but used the Saranac River as an eastern boundary — and a desire to better connect the historic Downtown to the River and the "waterfront", which added the area bound by Hamilton Street to the South and the Lake Champlain waterfront as a boundary to the East and Northeast. Boundaries for the City, Clinton County, and the North Country Region technical analysis study areas were defined by legislative boundaries.

FIGURE I-1. PLATTSBURGH DRI STUDY AREA

Source: MJ Engineering and Land Surveying

PAST PLANNING EFFORTS AND RECENT INVESTMENTS

Significant recent planning efforts have laid the groundwork for Downtown Plattsburgh revitalization and economic development. These plans emphasized increased walkability and re-urbanization of the Historic Core, and proposed projects and initiatives in various stages of planning, predevelopment, and completion. The studies include:

- **City of Plattsburgh Local Waterfront Revitalization Program (LWRP), Draft 2016:** This locally prepared comprehensive land and water use plan for the City's natural, public, and developed waterfront resources includes an overview of regional and community characteristics, a survey of existing land use and potential opportunities and constraints, and recommendations to for implementation.

- **City Beach and Crete Center Waterfront Design and Feasibility Study, 2016:** This study identified strategies to improve recreation at the City Beach site and access to the waterfront, and included a design study and feasibility analysis for the redevelopment and enhancement of Civic Center and City Beach sites along with implementation considerations.

- **Durkee Street Real Estate Market Analysis and Financial Feasibility Study, 2016:** This study, conducted by Camoin Associates on behalf of the City of Plattsburgh, assessed the financial feasibility of redeveloping the Durkee Street site consistent with redevelopment scenarios developed by Chazen Companies. It evaluates the local market context and likely gap financing needed to attract private investment (not inclusive of parking replacement costs).

- **Saranac River Trail Greenway Feasibility Study, 2016:** Prepared by Alta Planning on behalf of Clinton County with funding provided under the New York State Environmental Protection Fund, this study assessed opportunities to develop the Saranac River Trail Greenway as a connective network of trails spanning Downtown Plattsburgh to the foothills of the Adirondack Mountains and included an existing conditions analysis and action plan for implementation and maintenance.

- **Recreation Survey Summary, 2014:** The City of Plattsburgh assessed recreation programs and facilities in the Town and City of Plattsburgh, identifying key themes of marketing, affordability, bike and walking paths, and accessibility to the waterfront including at City Beach.

- **Saranac River Whitewater Park Pre-Feasibility Visit and Analysis, 2014:** Funded by the LWRP, on behalf of the City of Plattsburgh a consultant conducted a high-level feasibility analysis of the potential development of a whitewater and/or habitat improvement structure to support recreational use of the river.

FIGURE I-2. DOCK STREET DISTRICT

Source: MJ Engineering and Land Surveying

- **Town of Plattsburgh Economic Development Strategic Plan, 2013:** Prepared by the Laberge Group on behalf of the Town of Plattsburgh, this Plan profiled the Town community and economy, described community involvement in articulating a vision, and outlined an economic development strategy and implementation plan.

- **Adirondack Coast Destination Master Plan – Plattsburgh City Beach, 2013:** This Destination Master Plan, produced by a subcommittee of the Strategic Tourism Planning Committee (STPC), outlined a strategic master plan to build support around beach development that would establish the Adirondack Coast as a leisure destination with a regional museum, historic reproductions of ships and other key elements from the region's history, an enhanced outdoor recreation network, and year-round retail and restaurant activity.

- **Wastewater Treatment Facility Mitigation Final Feasibility Study, 2011:** The City of Plattsburgh commissioned this feasibility study to understand the implications to redevelopment or alteration of activities at the site to facilitate nearby mixed-use waterfront development. The study recommended a range of visual and odor mitigation options that could improve area potential.

- **North Country Regional Economic Development Council Strategic Plan and updates, 2011–2015:** Developed by the North Country Regional Economic Development Council, this initial regional economic development plan identified a regional development vision, critical issues and opportunities, strategies, and an implementation plan in 2011. Subsequent updates and progress reports in 2012, 2013, 2014, and 2015 evaluated progress and revised goals as necessary for the region.

- **Town of Plattsburgh Comprehensive Plan 2010:** This Plan, prepared by Chazen Engineering on behalf of the Town of Plattsburgh, surveyed planning issues related to economic development, housing, retail, infrastructure, open space, transit, and historic and cultural resources to identify a recommendation and vision for the Town's future development. Recommendations focused on interventions that would support the region as a center of mixed-industry employment.

- **Plattsburgh Brownfield Opportunity Area (BOA), Pre-Nomination Study, 2010:** Consultants for this study conducted a preliminary analysis of the Downtown brownfield area, or a former industrial or commercial site where future use is affected by real or perceived environmental contamination. The Study included analysis of existing land use and zoning, land ownership, natural resources, brownfield sites, provided recommendations and strategies for strategic intervention.

- **Adirondack Coast/Clinton County Destination Master Plan, 2010 - 2012:** Prepared by Egret Communications on behalf of Clinton County, this Master Plan and a series of updates outlines recommendations by the Strategic Tourism Steering Committee at the County to establish the region as a destination. The planning process included the establishment of a mission and goals, assessment of existing resources, recommendations, and evaluations of implementation progress.

- **Streetscape and Design Guidelines for the Downtown Area, 2009:** To support ongoing revitalization initiatives, this study identified a series of streetscape improvement and design recommendations for Downtown including recommendations for landscaping, parking, vacant lots, building facades, and signage.

- **Reconnaissance Survey: Walkway Park, 2009:** This conceptual plan identified preliminary planning considerations and designs for an arts corridor between the Federal building on Margaret Street and the Farmer's Market on Durkee Street and included an assessment of existing conditions and recommendations.

- **Clinton Street Improvement Project: Concept Design Report, 2005:** This design study proposed a physical design concept and streetscape improvements to improve the appearance and experience of the Clinton Street corridor.

- **Durkee Street Development Design Study, 2003:** A previous design study for the Durkee Street site proposed a redevelopment program and design for the site.

- **Proposed Waterfront Hotel Feasibility Study, 2003:** This feasibility assessment considered the potential for the development of a full-service waterfront hotel and included a market analysis, recommendations for improvements, and projection of hotel occupancy.

- **Plattsburgh Downtown/Waterfront Economic Enhancement Strategy Report, 2003:** Conducted by consultant Hyett Palma, this report outlined strategies to create Downtown "districts," improve the Downtown pedestrian experience, recruit businesses, and make needed building improvements.

- **Plattsburgh: Waterfront Horizons (Marketing Plan), 2001:** This comprehensive town marketing plan by the City of Plattsburgh identified potential opportunities to enhance the potential for sustainable local development, and included case studies of comparable communities, potential development scenarios, and recommendations.

- **Comprehensive Plan for the City of Plattsburgh, 1999:** In the City of Plattsburgh's last comprehensive plan, prepared in 1999, the City conducted an inventory and analysis of existing land uses and resources and made recommendations to strengthen existing neighborhoods, promote revitalization of the air base, protect natural resources, and promote regional tourism.

- **Dock-Bridge St. Corridor Design & Linkage Study, 1999:** This study identified opportunities to strengthen the connection between Downtown and the waterfront with emphasis on outdoor recreation, historic resources, connecting to existing recreation trails, and catalyzing further Downtown revitalization. The study included an analysis of existing conditions, an assessment of opportunities and constrains, and recommendations and funding sources.

- **Downtown Future Planning Commission, 1995:** The Commission recommended 148 action items to the Mayor and City Common Council representing a multifaceted and comprehensive approach to preserve the historical nature of the Central Business District and promote economic viability and capability.

These efforts have resulted in significant investment by New York State (NYS) through the North Country Regional Economic Development Council (NCREDC) to support ongoing economic development. Investments in Downtown Plattsburgh can support regional economic development, both by building upon Plattsburgh's significance within the Adirondack tourist network, and strengthening the appeal of the city's urban environment to attract young talent, and tomorrow's workforce. Therefore, NYS investments include some that have created critical momentum Downtown:

- Investment in Plattsburgh's cultural resources through support of the Strand Center for the Arts restoration via several NCREDC grants in 2011, 2012, and 2013.

- Recently completed Local Waterfront Revitalization Plan (LWRP), including, among other initiatives, planning and feasibility assessments around the Durkee Street parking lot, currently in progress and being funded by New York State Department of State (NYS DOS) and Empire State Development (ESD). The plan also capitalizes on approximately

FIGURE I-3. RECENTLY REHABILITATED STRAND THEATRE

Source: Strand Center for the Arts

$1.9 million in New York State Environmental Protection Fund (NYS EPF) investments since 2000 to transform Dock Street Landing from a former railroad yard and brownfield area to a shovel-ready development site.

Additional investments in the greater City of Plattsburgh will reinforce and strengthen focused efforts Downtown.

- Expansion of major local employers, including:
    - $125 million investment in manufacturing facilities for Norsk Titanium at the former Clinton County airport, led by New York Governor Andrew M. Cuomo and funded by the NYS general budget with support from SUNY Polytechnic and ESD. The research activities at the factory will also provide opportunities for local college students to work and study.
    - Investments in the Bombardier Transportation facility, the final-stage assembly and test center for Bombardier rail cars in the US market. The project leverages $2.5 million in NCREDC funds to expand the production facility, as well as a $40,000 educational grant to train workers.

- Support for City housing rehabilitation efforts though $300,000 in New York State Affordable Housing Corporation (NYSAHC) funding. Plattsburgh will use NYSAHC funds for the moderate rehabilitation of 12 owner-occupied, single-family homes (1-4 units) scattered throughout Plattsburgh.

- Expansion of the nearby Plattsburgh International Airport through Governor Cuomo's recently announced second round of the Upstate Airport Economic Development and Revitalization Competition that will allocate an additional $38 million to the project, generating over 800 jobs and supporting international freight and passenger volume.

- Development of the nearby Clinton Community College Advanced Manufacturing Institute (AMI) through $12.7 million in NYS funding as part of the SUNY 2020 Challenge Grant Program. The AMI will link Clinton Community College and SUNY Plattsburgh with Clarkson University, creating a system to support the economic growth of the entire region, as well as space needed to provide timely and effective training to area residents.

- Creation of a new residency program at Plattsburgh's Champlain Valley Physicians Hospital (CVPH) Medical Center in partnership with the University of Vermont Healthcare Network. Access to quality healthcare is crucial for small communities who are challenged with attracting and retaining talent.

- Significant investments in the tourism-accommodations sector, including the newly constructed Hampton Inn and the Fairfield Inn and Suites by Marriott, are drawing vacation and business travelers that formerly stayed at hotels in Burlington, VT.

A number of organizations are working to advance the future of Downtown Plattsburgh. These organizations include: The Development Corporation, the North Country Chamber of Commerce Plattsburgh, the Plattsburgh Downtown Association, the Lake City Local Development Corporation, and the Downtown Business Association. These organizations will be instrumental in advancing the initiatives contained in this Strategic Investment Plan.

HISTORIC ORIGINS

Proximity to Montreal and Albany and a location on Lake Champlain has been a draw for residents to the Plattsburgh region since the late seventeenth century. Plattsburgh served as an important front during the Revolutionary War, and was the site of the naval Battle of Plattsburgh in 1814, which ended the final invasion of the United States by the British during the War of 1812. Plattsburgh was incorporated as a village separate from the Town of Plattsburgh in 1812 and as a city government in 1902. The Plattsburgh region's population grew during the 1950s following the establishment of the Plattsburgh Air Force Base, and continued to grow during the 1960s following the construction of the Adirondack Northway and the opening of the New York State University at Plattsburgh.

DECLINE AND CHALLENGES

Largely as a result of national trends of deindustrialization over the past four decades and the closure of the Plattsburgh Air Force Base in 1995, Downtown Plattsburgh and the broader North Country region have experienced contractions in employment and population. This has led to an erosion of the local tax base and overall disinvestment in public and private assets, which in turn has impacted the desirability and function of Downtown. In particular:

- **Downtown Plattsburgh is home to major regional assets, but they are disconnected.** Plattsburgh contains significant cultural, historical, recreational, environmental, and community assets. However, these assets are not well-connected to one another or to local commercial activity, creating challenges for visitors and locals seeking to explore Downtown. Lack of activation through programming or placemaking, distance from the riverfront and waterfront, poor wayfinding, and an overall lack of Downtown identity create barriers to Downtown exploration.

- **Downtown has a rich historic fabric but suffers from a challenged real estate market.** Competing auto-oriented retail and high-end residential options outside of Downtown have reduced activity and constrained investment in the historic building stock, detracting from the quality and consistency of the Downtown environment. Historic retail and upper-floor residential spaces are in need of refurbishment, but market rents do not justify the investment by property owners. Substantial fit-out costs in older buildings are a further deterrent for new retail tenants, and contribute to a limited amount of high quality retail offerings to attract shoppers Downtown.

- **Despite Greater Plattsburgh's role as a regional economic center, recent growth in higher-paying industries has not occurred in Downtown.** The City of Plattsburgh lost 17% of its employment, or 2,600 jobs between 2004 and 2014[3]. While the growth of nearby transportation manufacturing employers such as Bombardier, Nova Bus, Norsk Titanium, and Mold-Rite Plastics is a critical regional strength, the locations of these facilities at the edges of the city boundaries or beyond I-87 minimizes the number of daytime workers in the Downtown that can support local retail and contribute to its vibrancy. Finally, the makeup of the regional economy also shifted during this time, with manufacturing and educational services jobs being replaced by lower-paying administrative services, public sector and government, accommodation and food services, and cultural-sector jobs, further diminishing the resources available to support Downtown.

RENEWED INTEREST AND OPPORTUNITIES FOR DOWNTOWN REVITALIZATION

Despite these challenges, interest in a revitalized Downtown has grown within a City and County that experienced peak populations in 1990. Since 2010, Downtown's population has grown by 13%, versus a decline during the same period of 1% City-wide and zero growth at the County level.[4] These new households are younger than those across the County, with

an average age of 34 years old for head of household versus a County-wide average of 40 years old[5], indicating growing interest among younger residents and workers.

This momentum in population growth has been reflected in recent public and private investments in Downtown Plattsburgh that have laid the groundwork for the revitalization of Downtown and the creation of new employment opportunities. Recent investments are detailed in the following and later in this section. Associated opportunities and trends that could be leveraged to revitalize Downtown include:

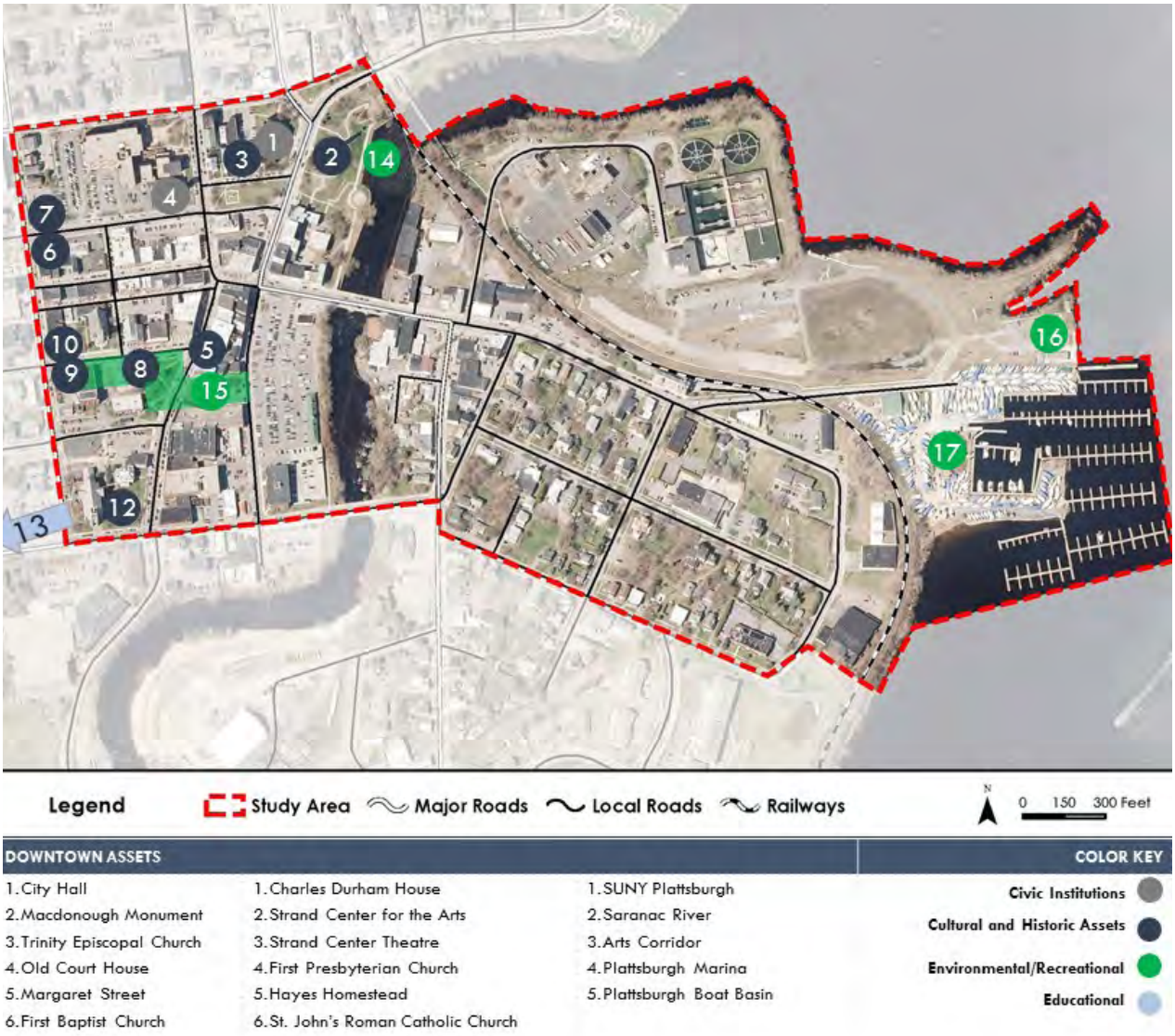
- **Downtown Plattsburgh is today a regional center of cultural, civic, educational, recreational, and environmental assets.** Key assets include the Strand Center for the Arts; regional civic and educational institutions including the State University of New York (SUNY) Plattsburgh, Clinton County Community College, and the regional public library; and waterfront resources including the Saranac River Trail, Champlain lakefront, and recently expanded marinas, as well as water based programming including fishing tournaments; and recreational assets such as a developed and expanding trail system. Recent and ongoing investments in the Strand Center for the Arts and momentum around creating an arts corridor only stand to strengthen the collective impact of these assets.

- **The City of Plattsburgh is home to an extraordinary number of historic resources.** These assets include four National Register Historic Districts and 21 individually listed properties, and represent many themes from a range of historic periods, including native American settlements, the Revolutionary War, and the War of 1812. The city's building stock includes some homes dating to the early 19th century and, in the Court Street Historic District, fine examples of early 20th century Queen Anne and Colonial Revival architecture, while other historic sites serve as attractions, such as the Battle of Plattsburgh historic reenactment.

- **A number of small businesses operating Downtown and an emerging market of local food purveyors can help anchor revitalization of Downtown's historic urban fabric.** Residents and job-seekers have in recent years begun to relocate in larger numbers to the downtown, suggesting future growth potential. In addition to a 13% increase in population Downtown that has enlarged the local market, the food co-operative and a cluster of antique stores now contribute to a greater number of potential retail destinations. There are more than 60 small businesses Downtown, whose growth and expansion can increase Downtown's appeal to residents and attract regional residents and visitors. In addition, an established regional tourism draw and expanding waterfront recreational activity present additional opportunity for Downtown businesses.

- **Downtown may soon benefit from workforce development programs.** The City of Plattsburgh aims to expand job opportunities and connect local residents to jobs through workforce development programs and expansion into tech and aerospace manufacturing. These include recent partnerships with SUNY and Clinton Community College that provide incentives for startups and pathways for students to attain local jobs.

FIGURE I-4. PLATTSBURGH ASSETS



Source: MJ Engineering and Land Surveying and HR&A Advisors

EXISTING CONDITIONS

Downtown Plattsburgh's existing economic and physical context – and the near-term opportunities for Downtown revitalization and economic development – are characterized by three primary observations:

- **Though disconnected, Downtown Plattsburgh is home to major regional assets.**
- **Downtown has a rich historic fabric, despite a challenged market.**
- **Plattsburgh is a regional economic center, presenting an opportunity to draw workers Downtown.**

FIGURE I-5. DOWNTOWN OPEN SPACE

Source: MJ Engineering and Land Surveying

1. Major assets, though disconnected

As a community with substantial historical significance, the City of Plattsburgh's Downtown is also home to a range of other major regional assets. These assets include civic institutions of regional importance such as City Hall and the Old Court House; cultural assets such as the Strand Center for the Arts; historic sites including the Charles Dunham House, Kent Delord House, Hayes Homestead, and still other historic sites associated with events from the Revolutionary War and War of 1812 – including the Battle of Plattsburgh – that draw a wide audience from adjacent communities; significant educational assets including the nearby SUNY Plattsburgh campus and Clinton County Community College; environmental and recreational assets including the Saranac River, the Lake Champlain waterfront, aquatic recreational access points, and three parks Downtown including Trinity Park, the Macdonough Monument, and the Champlain Monument. Local farmers markets, including the Farmers' and Crafters' Market, Downtown Rising, and Winter Market have connected local food producers to local shoppers. Recent State and regional investment in the Saranac River Trail aim to improve waterfront access while recent planning has supported improvements to the Arts Corridor, a key activated corridor including cultural programming, artwork, open space and other elements between Durkee and Margaret Streets in the Downtown that the City hopes to further activate.

FIGURE I-6. LAKE CHAMPLAIN WATERFRONT IN PLATTSBURGH

Source: MJ Engineering and Land Surveying

FIGURE I-7. SUNY PLATTSBURGH ANGELL COLLEGE CENTER

Source: Wikimedia Creative Commons

FIGURE I-8. KEY DOWNTOWN CORRIDORS

Source: MJ Engineering and Land Surveying

Corridors of pedestrian activity are also established across Downtown. Key pedestrian corridors of activity include Clinton Street, Margaret Street, Durkee Street, and Bridge Street. These corridors are anchored by existing retail and cultural assets, such as the North Country Co-Op on Bridge Street and the Strand Center for the Arts on Brinckerhoff Street that fronts Margaret Street, and are home to a variety of over 60 small businesses that include specialty retail and locally-owned restaurants.

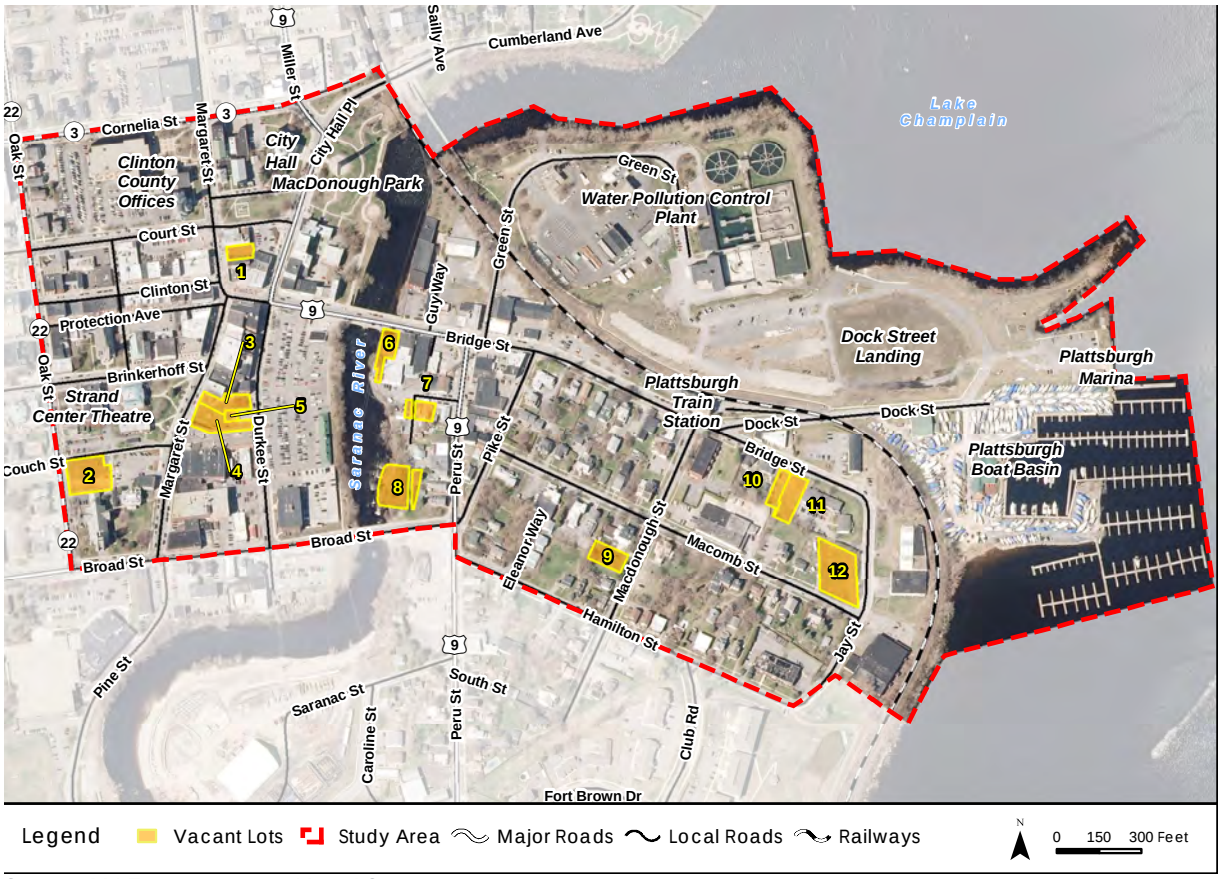
These assets and corridors of activity have been bolstered by recent investments in the public realm that build upon Downtown's natural strengths. These include storefront improvements supported by the City's revolving loan fund and the development of additional restaurant patio space on Margaret Street and City Hall Place that have contributed to the Downtown experience, making retail corridors more appealing. In addition, the Saranac Trail is under construction along with the expansion of a bike network that will link Downtown Plattsburgh to the Adirondack Park via a 27-mile trail upon completion, both providing alternate modes of transit and recreational amenities and connecting several assets Downtown.

However, despite the presence of assets and investments in the public realm, lack of physical and programmatic connection between these assets limits their visibility within Downtown Plattsburgh. Discontinuity limits existing assets and recent investments' contributions to a greater identity for Downtown Plattsburgh as a destination with the scale of recreation, arts and retail attractions that can merit regular visitation from regional residents or visitors from further afield. Businesses frequently cite a common resulting challenge: users come to Downtown for one purpose and then leave, rather than strolling Downtown to patronize multiple businesses.[6]

Primary challenges to connectivity between assets and corridors of activity include:

- **Downtown is separated from major natural and institutional assets, including Lake Champlain, the Saranac River and the University.** Both the University and the Lake Champlain waterfront are approximately 20 minutes by foot from Downtown, walks that feel longer due to lack of interim activity, inadequate lighting, and exposure to the elements during winter months. The experience associated with accessing the waterfront is further hampered by the presence of the Wastewater Treatment Plant, Municipal Lighting Facility, and train track crossings. Despite the presence of the Saranac River in Downtown, physical access to the River is also limited. A boardwalk behind the Durkee Street parking lot is aging and minimally inviting, while New York State Department of Transportation barriers on Broad Street prevent connections to the Saranac River Trail at Bridge Street. While three parks across Downtown – Macdonough Park, Trinity Park, and the greenspace between Margaret and Durkee Streets that fronts the Durkee Street Parking Lot-- link the Macdonough Monument and the Riverfront to civic buildings and the Strand Center for the Arts, improvements to and/or better maintenance of these spaces could strengthen Downtown's existing assets.

FIGURE I-9. VACANT LAND PARCELS

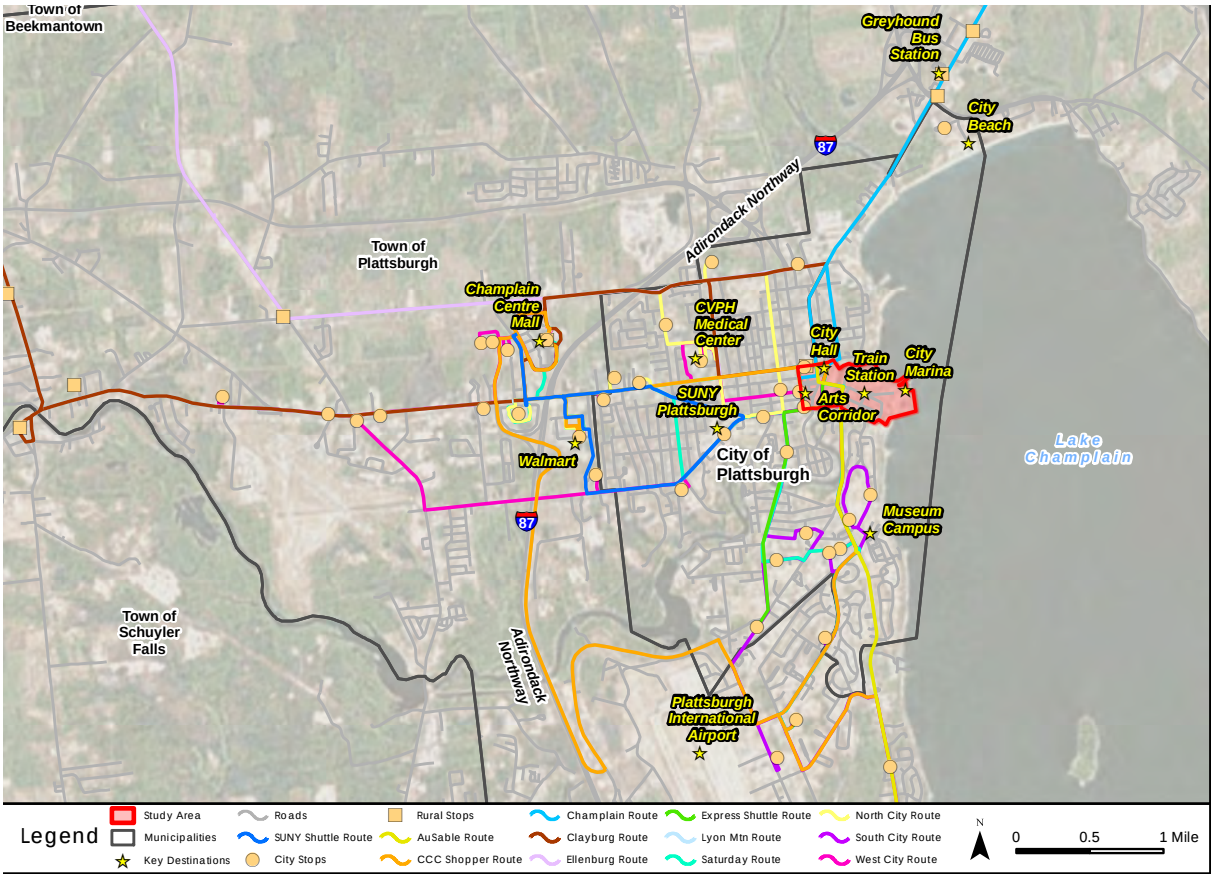


Source: MJ Engineering and Land Surveying

- **Vacant land and parking lots in Downtown disrupt pedestrian flow and activity.** There are twelve vacant parcels located in Downtown, including parcels along important corridors in the Downtown such as Margaret Street and the emerging Arts Corridor. Parcels represented in Figure I-9 present disruptions in activity along these corridors, detract from Downtown density, and may discourage foot traffic and further investment. Vacant parcels along Bridge Street and near the Waterfront may also discourage connectivity and activation along the waterfront. While parking lots serve a critical function for Downtown, facilitating Downtown access by regional residents and visitors, the presence of surface parking lots Downtown similarly disrupt activity. For example, large parking lots on Durkee Street and Green Street, adjacent to the Wastewater Treatment Plant, may serve important parking functions but also further disrupt corridors of activity.

- **Downtown lacks a unifying visual identity and programmatic continuity**. Regular and visiting Downtown users may be discouraged from spending more time Downtown by a lack of consistent wayfinding or streetscaping to connect nodes of activity and points of interest. Despite the presence of important cultural and historic assets and the potential of an emerging Arts Corridor, there is little connection between these assets, with limited

FIGURE I-10. TRANSIT ROUTES



Source: MJ Engineering and Land Surveying

FIGURE I-11. OPEN SPACE CONNECTING ARTS CORRIDOR REQUIRES UPGRADES

Source: MJ Engineering and Land Surveying

wayfinding to indicate points of interest or cohesive signage to reinforce the charm of Downtown's building stock. In addition, while Downtown is home to a series of popular regional events, including the Battle of Plattsburgh and a new holiday festival, expanded and tailored cultural programming could connect attendees and potential new visitors with existing activity Downtown.

- **The hotel market in Plattsburgh is small, though tourism continues to be an area of economic growth.** As of 2015, the Plattsburgh market had approximately 1,250 hotel rooms among 18 properties. Most hotel inventory is located along I-87 near major local shopping complexes and City Beach. One new hotel, a 91-room Fairfield Inn & Suites, opened in the Town Plattsburgh (Uptown) in July of 2016, and a Homewood Suites is under construction in nearby Clinton, NY. Most existing properties are geared to economy and mid-scale pricing, indicating potential for a boutique or experience-focused new development.

- **Poor local transit impedes Downtown access, despite strong regional connectivity.** Plattsburgh's regional connections include major highways such as I-87, and NY Routes 3, 9, and 22 that connect Plattsburgh to Canada, Albany, New York City, Clinton County Airport, and SUNY; an Amtrak line that connects the city to New York City and Montreal and serves 14,000 passengers annually; Greyhound bus service; the Plattsburgh International Airport; and a Lake Champlain ferry service. However, limited local public transportation prevents regional visitors arriving by Amtrak, bus, or ferry from easily connecting to Downtown given its distance from those arrival points. In addition, irregular local bus routes and schedules prevent residents and students from the SUNY and Clinton Community College from easily relying on those systems to access Downtown.

- **The City's current regulatory environment, including the ease of use of the zoning code, is not conducive to expedient development.** The City's Zoning Ordinance has been in effect since 1981, and its most recent update was in 1988. There are 5 different zoning designations located in the historic Downtown core, including General Business (B1), Commercial (C), Industrial (I), General Residential (R2), and Recreation 1 (RC1). Some adjustments are needed to accommodate future development while protecting existing assets and resources. Significant updates to as of right zoning may be required, and land use regulations including form based code, overlay districts, and planned development units should be included in review. The user-friendliness of the zoning ordinance should also be reviewed in order to ensure that it is more accessible to encourage use by developers, business owners, and residents.

- **While nearby waterfront and the surrounding soils have been identified as environmentally sensitive areas and some adjacent wetlands are home to important species, future development sites in the Historic Core and Dock Street Landing are not impacted.** All development or uses should recognize the unique qualities of the Lake Champlain waterfront location through conservative demolition and construction in unstable areas, use indigenous plants as components of landscape design to improve habitat and water quality where possible, limit shoreline alteration and surface water coverage, and other actions that work to minimize consumption of waterfront lands and potential adverse impacts on natural resources. Uses should be avoided which would result in unnecessary and avoidable loss of waterfront resources or fail to maximize use and benefit to the public.

Potential interventions could include:

- **Support public realm improvements that stitch together Downtown's existing assets.** These include physical improvements that build on existing investments to Downtown's trail system and public realm to better connect the Riverfront to key areas of activity, as well as streetscape improvements that improve the experience of walking and navigating Downtown and support opportunities for programming, such as pedestrianized streets or flexible outdoor venues.

- **Develop a programmatic strategy to support events and implement marketing and signage.** While the City of Plattsburgh's Community Development Department has a Promotions & Special Events Coordinator, the Department is under resourced. In addition, a range of organizations that are active in Downtown's cultural and historic spaces are largely working independently of each other. A strategic plan for events and programming as well as additional implementation capacity could achieve greater impact and support the development of a more cohesive identity for Downtown.

- **Review current zoning and land use regulations, which have discouraged new infill development where gaps in activity exist.** Plattsburgh's Comprehensive Plan has not been updated since 1999, and the City could benefit from an update to its zoning code and the establishment of design guidelines for new development to better position itself for future development while protecting existing assets and resources.

- **Pursue the redevelopment of vacant parcels and major parking lots that disrupt the flow of Downtown activity.** In particular, the parking lot on Durkee Street has been identified as a site of major opportunity for Downtown, and has been the subject of a number of planning exercises, most recently an Empire State Development-funded development feasibility study associated with a proposed onsite mixed-use program.

- **Explore opportunities to improve or create new transit connections to Downtown.** During peak visitation seasons, a trolley loop could facilitate tourist access between Downtown attractions, and enhance the Plattsburgh visitor experience. Local business owners, including regional hotels, have expressed interest in such a service. Stops could include regional transit hubs including the Amtrak station, bus station, and waterfront, as well as key points of interest and activity in Downtown. In addition, an existing SUNY shuttle could potentially expand its existing routes to bring students Downtown.

2. Historic Fabric – Challenged Market

The population of Downtown is small and largely disadvantaged, presenting challenges for the local residential and retail market. Only 5% of the City of Plattsburgh's population of 20,000 lives Downtown—a small population with lower household incomes relative to the City, County and North Country. While average household incomes are approximately $39,000 at the City level and $52,000 at the County level, they hover at $35,700 within Downtown.[7] Educational attainment is lower than surrounding areas, with 18% of Downtown residents not having graduated high school compared to 12% at the City and 15% at the County. Attainment of secondary education is on par with the County: approximately 31% of Downtown residents have achieved an associate's degree or higher relative to 39% at the City and 32% at the County level. However incomes remain lower even for more educated Downtown residents: excluding individuals still in college, median incomes for individuals with bachelor's degrees and graduate or professional degrees were approximately $24k and $38K annually, compared to $40k and $55k for the City and $42k and $60k for the County.[8]

A decline in activity and spending Downtown, as well as competition from suburban locations, has resulted in challenging market conditions Downtown that detract from the quality and consistency of its environment. Retail rents within the Downtown are lower than the City and County overall, averaging $10 per square foot versus an average of $17 per square foot at the City and $15 per square foot at the County level.[9] Vacancy rates in the City are lower than the County, at approximately 1.2%[10] and 3.4%[11] respectively[12]; this may reflect a lower availability of new product in the City and more market movement at the County due to more available product. New big-box commercial development along the highway, including the Champlain Centre's chain offerings, provides convenient auto-centered competition to Downtown's unique offerings. Shopping centers located along major highways and vehicular corridors appeal to a variety of users because of their ease of access for drivers, easy parking, and big box and national brand name appeal. Market rents Downtown do not justify the substantial cost of refurbishing aging storefronts, and new leaseholders often face high fit-out costs in older buildings; while typical Downtown storefronts command $10 per square foot in rent, rents of $15 per square foot are required to support new construction.[13]

FIGURE I-12. HISTORIC STREETSCAPE WITH LIMITED PEDESTRIAN ACTIVITY

Source: HR&A Advisors

Downtown contains historic buildings; but owners, residents, and developers struggle with an aging housing stock that is expensive to maintain with a limited market for renovations. While conditions of housing stock can require $15k-$30k per unit to renovate[14], median contract rents of $650 per month[15] and a lack of broader demand for higher-price units leave property owners struggling to finance repairs, particularly in upper-floor properties located above existing retail. Indeed, 35% of Downtown apartments were built before 1940, while 50% of all Downtown Plattsburgh residents could qualify as "rent-burdened." There is a concentration of subsidized affordable housing development in the Downtown[16], and asking rents for publicly-subsidized multifamily housing units within Downtown are low ($366/unit at 0% vacancy).[17] Developers must also contend with recent deliveries targeting the high-end market residential outside of the DRI boundary. There is very limited Downtown stock available for residents seeking larger, newer apartments. New nearby developments south of Downtown command upwards of $1,500 per month, including Harbor View Estates and Pine View Estates.

However, a potential emerging market may support additional Downtown activity. Despite the challenges of the local market, residents and job seekers have in recent years begun to relocate in larger numbers to the downtown, representing a potential to absorb targeted

product delivered at the right price point. The population living within Downtown Plattsburgh has grown marginally and is generally young or of working-age. Its population has grown nearly 10% since 2000 primarily from existing area residents or students relocating to the Downtown area. By comparison, the City and County experienced 5% and 3% growth since 2000.

FIGURE I-13. CHALLENGED MARKET

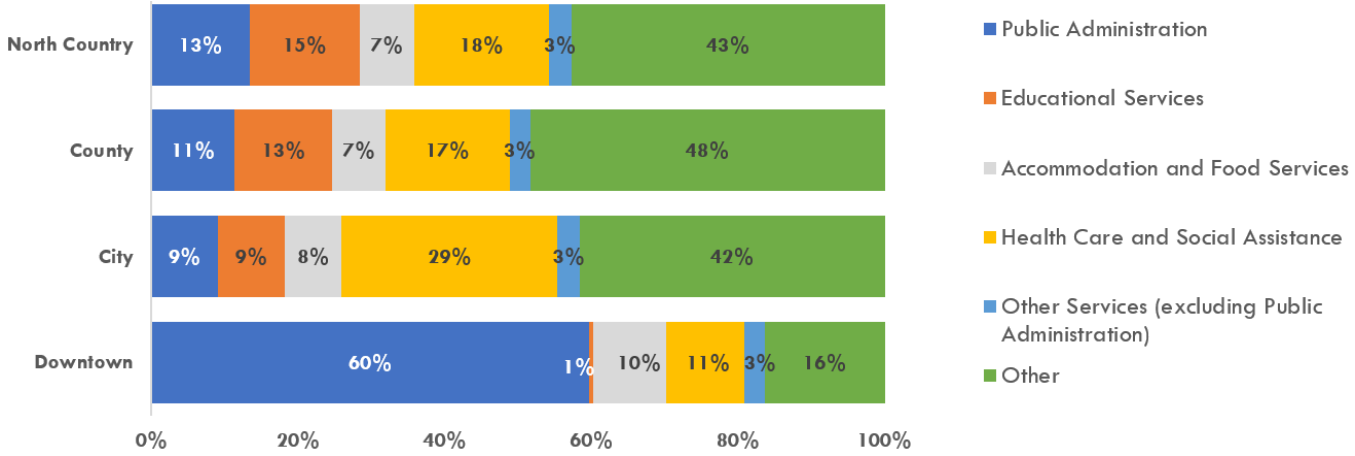
Source: HR&A Advisors

The inventory of retail space in the downtown is limited; however, current economic conditions suggest that there may be potential for growth along key retail corridors. With 3.5 million square feet of rentable building area, the City of Plattsburgh's retail inventory has a vacancy of 1.2%, supporting calls for increased retail development to service increasing density around the City.[18] A recent market analysis for the Durkee Street parking lot site found that three of Plattsburgh's primary retail customer groups – residents, workers, and students – are underserved within the boundaries of the Downtown.[19] Promise in the Downtown is shown by its approximately 60 small businesses, representing a variety of food and beverage and boutique shopping options. Specialty retailers, such as the Food Co-Op, have proved successful and there are opportunities for entrepreneurs if well-managed.

While the historic Downtown core is identified as a "Low Income – Low Access" area according to the Food Access Research Atlas through the USDA, recent investment has increased access to healthy and local foods throughout the region. In addition to enhancing access to healthy food, investments in the North Country Food Co-Op and continued operation of the City's farmer's markets have led to an increased number of jobs and local spending. In 2014, a $50,000 City of Plattsburgh loan to the North Country Food Co-op helped to leverage $150,000 in private financing for a first phase of renovations. The Co-op was able to almost double store staffing in the last two years, and was also able to increase median wages at the store. 40% of store revenue directly circulates into the local economy through payroll and local inventory purchases. The City's longstanding farmer's markets continue to provide additional access for local food producers to shoppers in Plattsburgh and within the region, supporting local agriculture operations and local jobs.

An established regional tourism draw and student body population present additional opportunity for Downtown to attract additional spending. Visitors to Clinton County spend an average of $1,450 per visit, while Clinton County tourism spending totaled upward of $128 million in 2015, presenting significant opportunity for Downtown Plattsburgh to

FIGURE I-14. DRI STUDY AREA EMPLOYMENT PREDOMINANTLY PUBLIC ADMINISTRATION SECTOR



Source: ESRI Business Analyst Online

capture greater shares of this activity. Plattsburgh's student population of over 8,000 presents additional opportunities, spending over $60 million annually. In particular, SUNY Plattsburgh's main campus is within the existing walkable area, with an undergraduate enrollment of 5,377 undergraduate students, 341 graduate students, and international enrollment of 339, representing 65 countries. Presently, many of these students indicate that they prefer to shop at big-box retail found along the highway, in part because the SUNY shuttle includes the Champlain Centre as a stop on its route. However, a survey of SUNY students undertaken in conjunction with the DRI process also suggested that more retail options catering to their interests—including affordable clothing stores, nightlife options, and entertainment options accessible to users under the age of 21—could provide more of an incentive to spend time Downtown.

Potential interventions could include:

- **Modifications to existing incentive programs could supplement existing resources to help build the market.** An existing grant program, managed by the City and the Lake City Development Corporation, provides grants to owners for projects under $200,000. Programs with matching requirements, such as the NYS Main Street program, require property owners to match 25% of capital costs, which can burden individual owners. Loans can be restrictive to property and business owners due to stipulations such as prevailing wage and job creation requirements; in addition, local market conditions can result in relatively low achievable rents upon renovation that hinder the ability to repay market-rate or subsidized loans. Lack of public awareness of existing resources may also preclude eligible property owners from applying, while a lack of capacity at the LCLDC and the City and a lack technical expertise among eligible property owners can pose a barrier to accessing existing resources or being matched with existing and available City, State, and Federal funds.

- **Interventions at key sites could further catalyze further development activity.** The redevelopment of the Durkee Street site would provide a critical anchor for Downtown,

linking the assets in its historic Downtown core and an emerging Arts Corridor with the riverfront, and providing a home for expanded food programming that has already experienced success. Redevelopment of key sites east of the River could also catalyze further activity, and strengthen connections between Downtown and the waterfront. These key sites include the current Municipal Lighting Facility, as well as vacant parcels on Bridge Street and the current underutilized space on Green Street.

3. Regional Economic Center, But Limited Downtown Workforce

Plattsburgh has suffered from a regional decline in employment. Over the last decade, employment has declined across the North Country. Since 2004, Clinton County has lost over 7% of its jobs, while the City lost 17% of its employment during the same period.[20] The North Country has also experienced an economic restructuring that reflects a national decline in industry and manufacturing. In 2002, manufacturing represented 13% of all employment across the North Country, 21% of all employment in Clinton County, and 16% of all employment in the City of Plattsburgh; today, manufacturing as a share of total employment is only 9% across the North Country, 12% in Clinton County, and 12% at the City level. This decline in overall spending power has significantly impacted Downtown, which has experienced a decline in spending and in its tax base.

Today, however, Plattsburgh is a major regional center of employment and has seen recovery from both broader economic restructuring and the Great Recession. Plattsburgh represents approximately 42% of Clinton County jobs, and 10% of jobs in the North Country Region (see Figure 14). As of 2015, unemployment in Plattsburgh was 5.4%, consistent with the 5.7% statewide level.[21] Employment in the broader city and County has remained stable since the end of the 2008 financial crisis, and the area is now the site of headquarters for a number of notable companies, such as Bombardier Transportation and Schluter Systems (North America). At the city and County levels, employment is dominated by Healthcare and Other Services (see Figure 14).

In greater Plattsburgh, recent investments and expansions have bolstered established sectors. Consistent with sectoral industry growth, these investments have largely been made in three categories: high-tech manufacturing, healthcare, and hospitality. High tech manufacturing investments have brought high-wage jobs to Plattsburgh, and include: Bombardier Transportation, at a projected 250 new jobs associated with its in progress expansion; Mold-Rite Plastics, which added 350 jobs; Norsk Titanium, at approximately 400 planned jobs; and Schluter Systems, which recently announced the investment of $20 million in the expansion of its facilities. Healthcare investments include the CVPH Medical Center — which currently employs over 2,500 workers — at which a new residency program was recently established that links it to the Vermont Healthcare Network. In addition, significant investments in Plattsburgh's tourism infrastructure stand to bolster the city's regional draw, and include hotel investments such as the newly constructed Hampton Inn and the Fairfield Inn and Suites by Marriott, as well as investment in the Strand Center for the Arts to reinforce Downtown's status as a cultural center in the region.

Plattsburgh's proximity to Canadian enterprise presents substantial growth opportunities for the Plattsburgh region, and by extension the City of Plattsburgh. Canadian companies have located operations in Plattsburgh, including transportation manufacturing companies such as Bombardier and Novabus. As of 2008, there were more than 275 Canadian-owned companies in Clinton County, employing approximately 20% of the County's workforce.[22] However, many Canadian-based companies moving to the region keep headquarters and back-office support functions in Canada, and require only a small office-using presence that can be accommodated at manufacturing facilities, limiting the potential for Downtown development. Tourism also benefits from proximity to Canada; the Town of Plattsburgh's last Economic Development Plan in 2013 found that, in 2004 alone, Canadian visitors had spent over $310 million, generating over $9 million in sales tax revenue for Clinton County in 2004.[23]

Notwithstanding Plattsburgh's growth, Downtown is not home to strengthening sectors and does not benefit from the presence and spending of a regular workforce. The shift in industry makeup and employment at the city level is not reflected in Downtown's smaller workforce of approximately 1,700. While some sectors within Greater Plattsburgh continue to expand and diversify – driven by the growing transportation manufacturing, healthcare, and technology industries – the Downtown has seen moderate job losses or stagnation in these sectors since the 2008 recession. Instead, employment is dominated by public administration, due to the presence of the region's major government administration buildings (see the following diagram illustrating clusters of employment in Downtown). Jobs that do exist Downtown largely do not benefit Downtown residents, as the majority of Downtown workers commute into the City from nearby. Employment in accommodation and food services, employing 230 workers, has experienced growth of approximately 40% since the recession, coinciding with population and tourism growth, and illustrating the importance of reinforcing Downtown as a destination.

Downtown has a small inventory of office space, which may both reflect and exacerbate these conditions. Despite Plattsburgh's status as a regional employment center, Downtown has just one Class A building in the DRI boundary.[24] This lack of higher-end office product can likely be attributed to a concentration of employment in public administration and retail/food services downtown. Vacancy has been reported at 2.7% since 2013, lower than both the City and County during the same period.[25] Downtown has not seen any recent deliveries of new office space in the past decade, as regionally dominant industries such as health care and high-tech manufacturing require larger floorplates and/or higher-quality spaces not suitable to Downtown.

While existing educational initiatives strive to create additional opportunity for Plattsburgh by supporting growth industries and retaining students, they do not benefit Downtown directly. The City and NYS have recognized that educational investments that support the development of a talent pipeline can improve student retention and attract the next wave of high-wage jobs. Recent investments in this area have included $12.7 million in State funding for Clinton Community College as part of the SUNY 2020 Challenge Grant Program to construct the Advanced Manufacturing Institute (AMI) on the College's main

campus, as well as the provision of 8,000 square feet of office space at SUNY Plattsburgh for startups as part of the StartUp NY program, which provides new and expanding businesses 100% tax-free status for 10 years within designated zones. Initiatives such as these are important for regional growth, and for fueling spending potential across the city. However, workers in these jobs, situated outside Downtown, still need compelling reasons to come into Downtown Plattsburgh.

Potential interventions include:

- **Economic development opportunities that leverage Downtown's spatial strengths could better capture emerging opportunity in Downtown.** While Downtown lacks the Class A office space and larger floorplates favored by growing industries, developing more flexible real estate options that could appeal to startups and students and could fit within Downtown's smaller commercial floorplates could attract new opportunity. Potential interventions could include co-working space and incubators, as well as retail initiatives that increase the number and quality of dining and shopping options that today's workers — and therefore their employers — seek.

- **Creating a strong destination Downtown that appeals to regional residents, workers, students, and visitors that would not otherwise spend time Downtown can support future economic development.** Despite a lack of growth in key industries, Downtown employment in accommodation and food services has experienced growth of approximately 40% since the recession that coincides with population and tourism growth, illustrating the importance of reinforcing Downtown as a destination. In addition, Downtowns that are vibrant and dense are attractive to young workers, and could help to attract the next generation of high-tech workers to Plattsburgh.

SECTION II:

Downtown Vision, Goals and Strategies

VISION FOR DOWNTOWN PLATTSBURGH REVITALIZATION

The Local Planning Committee developed the following vision for revitalizing Downtown, building on past planning efforts in Plattsburgh:

The Downtown Revitalization Initiative will foster Downtown Plattsburgh's educational, cultural, historic, artistic, recreational, dining, and retail opportunities.

DRI investment will:

- Strengthen existing local and regional assets;
- Create long-term value to support future generations; and
- Provide an inclusive and sustainable downtown experience for **residents, workers, students** and **visitors**.

FIGURE I-15. THE CYCLE OF INVESTMENT

Source: HR&A Advisors

Investments in Downtown that are consistent with this Vision will catalyze economic growth and should increase appeal to Downtown's four user groups: **residents, workers, students,** and **visitors**. Investment in the Downtown will increase Plattsburgh's appeal to these groups; increase the time and resources they spend Downtown; and attract private investment, further strengthening the Downtown experience.

GOALS AND STRATEGIES FOR DOWNTOWN REVITALIZATION

Informed by the challenges identified in Section I of this document, investments in Downtown Plattsburgh should seek to support the achievement of three primary goals:

- **Connect Plattsburgh's existing assets to create a vibrant Downtown destination.** DRI investments should work together to enhance Downtown's vibrancy, and aim to provide activities that appeal to residents, workers, students and visitors; that reinforce a cohesive identity; and that leverage and connect to cultural and natural assets.

- **Provide diverse housing and shopping options through targeted investments, increasing the number of people Downtown.** DRI funding should enhance development feasibility Downtown to support investment in existing residential and commercial assets, and to leverage underutilized land to produce new residential and retail products.

- **Attract and grow businesses and jobs to support economic development and local workers.** Investment in Downtown should support regional job growth strategies and attract business and workers Downtown.

CORE STRATEGIES

Three core strategies for Downtown's revitalization can help achieve these goals:

- **Strengthen the core of Downtown and advance catalytic development.** Placemaking investments that enhance the environment and identity of the Historic Core – the location of most existing regular activity within the DRI Study Area – will make it more appealing for residents and visitors, and create value to attract private investment. Building from this additional value, the City of Plattsburgh has the opportunity to bring publicly owned sites to the market and invest in associated infrastructure to enhance development feasibility, leveraging its public resources to introduce new kinds of activity Downtown and additional population, which in turn can spur additional future growth and private investment.

- **Establish a food and creative hub.** Projects that provide individuals with opportunities to work Downtown will increase activity. Physical space and support for food and creative entrepreneurs and businesses can build on local and regional agricultural and arts strengths both to increase employment opportunities and reinforce Downtown Plattsburgh's identity as a unique destination.

- **Grow the local market.** Initiatives that directly reduce costs, enhance access to financing, or increase predictability/minimize risk associated with development will create value in Downtown Plattsburgh. In addition, initiatives that provide individuals with opportunities to live or visit Downtown will increase activity, extend visitors' stay, and strengthen the market for future investment.

RELATIONSHIP TO NORTH COUNTRY PRIORITIES

Plattsburgh DRI goals build on and are aligned with the goals articulated by the North Country Regional Economic Development Council (NCREDC). Specifically, areas of alignment on economic development goals include:

- **Elevate the region as a place to visit, live, work and study**
- **Leverage the regional gateway to Canada**
- **Use tourism as a driver to accelerate private investment**
- **Attract and nurture entrepreneurs through innovation**
- **Build on growth in high-tech manufacturing and R&D industries**

SECTION III:

Action Plan

MAKING STRATEGIES ACTIONABLE: PRIORITY PROJECT OVERVIEW

A series of transformative projects are recommended for DRI funding that are consistent with the Goals and Strategies identified in Section II and provide a holistic and coordinated approach for Downtown Revitalization in Plattsburgh. These projects have been identified on the basis of:

- A legacy of significant previous planning efforts that served as a roadmap of community aspirations and a bedrock for project evaluation analysis;
- Careful consultation with Plattsburgh community members and key stakeholders;
- Alignment with Downtown revitalization goals from the City, North Country REDC, and the State; and
- Significant analysis undertaken by the Consultant Team to coordinate alignment among key stakeholders, evaluate existing conditions and prioritize needs, and to assess potential projects for catalytic potential on an individual and collective basis and for alignment with DRI prioritization criteria.

Recommendations for DRI funding include the following priority projects that align with Plattsburgh's Downtown revitalization goals and strategies. The projects outlined in Table I-1 have been developed to enhance coordination of timing, costs, potential funding sources, and expected project benefits. Projects identified through this process that have been identified for funding through other sources are listed in Table I-2.

Table I-1. Priority Projects Recommended For DRI Funding

#	Project Name	Project Description	DRI Funding Request
STRENGTHEN THE CORE AND ADVANCE CATALYTIC DEVELOPMENT			
1	**Develop the Durkee Street Site**	Develop the Durkee Street Site via an RFEI/RFP, support public infrastructure investments, and provide vertical development gap financing to incentivize development.	$5,100,000
2	**Improve Riverfront Access**	Improve riverfront access to increase recreational opportunities highlighting Plattsburgh's natural assets.	$1,600,000
3	**Enhance Downtown's Streetscapes**	Improve the Downtown streetscape and pedestrian experience with investments to key streets and walkable areas.	$1,300,000
4	**Build the Dock Street Waterfront District**	Develop the Downtown Waterfront district via an REFI/RFP and support key infrastructure improvements to incentivize development.	$4,675,000
ESTABLISH A FOOD AND CREATIVE HUB			
5	**Create a Shared Commercial Kitchen**	Create a commercial kitchen space to support Plattsburgh's small food businesses and professionals.	$175,000
6	**Create a Food Incubator**	Create an incubator space and support system to support Plattsburgh's small food businesses and professionals.	$30,000
7	**Advance the Strand Center Art & Innovation Studio**	Develop an Art & Innovation Studio at the Strand Cultural Center to provide the physical space to enhance Plattsburgh's creative exploration and entrepreneurship.	$495,000
GROW THE MARKET			
8	**Establish a Fund for Downtown Residential, Retail and Hotel Improvements**	Support and incentivize Downtown development by providing a new funding mechanism with greater flexibility targeting upper floor residential and commercial/hotel development, façade improvements, retail space redevelopment, and small business support.	$600,000
9	**Implement a Cohesive Marketing, Branding, & Signage Strategy**	Implement a cohesive marketing, branding and signage strategy that strengthens Downtown Plattsburgh's identity and visibility, and increases visitation.	$250,000
10	**Support Strand Center Theatre Capital Investments, Marketing and Branding**	Fund capital improvements at the Strand Center Theatre, and support strategic marketing and advertising efforts including TV, playbills, print, and radio.	$260,000
TOTAL RECOMMENDED FOR DRI FUNDING $14,485,000			
Goal 1: Connect Assets To Create A Vibrant Downtown Destination Goal 2: Provide Diverse Housing And Shopping Options Goal 3: Attract And Grow Businesses And Jobs			

Responsible Parties	Timeframe For Implementation	Goal 1	Goal 2	Goal 3	DRI Funding
City of Plattsburgh (With Private Partners)	24–30 months (groundbreaking)	X	X	X	Y
City of Plattsburgh	12 months (groundbreaking)	X			Y
City of Plattsburgh	12 months (groundbreaking)	X			Y
City of Plattsburgh (With Private Partners)	24–36 months (groundbreaking)	X	X	X	Y
North Country Food Co-Op; The Strand Center for the Arts;	12–24 months (operations)			X	Y
North Country Food Co-Op; The Strand Center for the Arts;	12–24 months (operations)		X	X	Y
The Strand Center for the Arts;	12–24 months (operations)	X	X	X	Y
City of Plattsburgh	6–12 months (launch)	X	X	X	Y
City of Plattsburgh	24 months (signage completion)	X			Y
The Strand Center for the Arts	18 months (completion)	X	X		Y

Table I-2. Priority Projects Recommended For Other Funding

#	Project Name	Project Description	DRI Funding Request
PROJECTS TO BE FUNDED THROUGH OTHER SOURCES			
11	**Build Capacity for Implementation**	Provide staff capacity to advance future Downtown revitalization.	$460,000
12	**Support Strand Center Programming**	Support the Strand Center's programming to attract high quality performers, book a full season that can be marketed in advance, sell subscriptions, and service advertisers.	$410,000
13	**Expand Public Wi-Fi**	Advance the implementation of smart infrastructure Downtown, focused on the expansion of public Wi-Fi access.	$300,000
14	**Update Zoning and Develop Sustainable Design Guidelines**	Develop Zoning and Sustainable Design Guidelines, consistent with a comprehensive vision for Plattsburgh.	$100,000
15	**Implement Seasonal Trolley Service**	Establish a seasonal trolley service to increase accessibility and connectivity for residents, visitors, students, and Downtown business owners.	$530,000
TOTAL RECOMMENDED FOR FUNDING THROUGH OTHER SOURCES $1,530,000			
Goal 1: Connect Assets To Create A Vibrant Downtown Destination Goal 2: Provide Diverse Housing And Shopping Options Goal 3: Attract And Grow Businesses And Jobs			

Responsible Parties	Timeframe For Implementation	Goal 1	Goal 2	Goal 3	DRI Funding
City of Plattsburgh, potentially with a new Community or Local Development Corporation, and/or the Lake City Local Development Corporation (LCLDC)	24-36 months (initial duration of capacity building)	X	X	X	N
The Strand Center for the Arts	0 –12 months (duration of required support)	X			N
City of Plattsburgh Information Technology (IT) Department	12–24 months (completion)	X		X	N
City of Plattsburgh Common Council	18–24 months (completion)		X	X	N
Clinton County Public Transportation	24 months (launch)	X			N

SECTION IV:

Management Structure

The City of Plattsburgh, which has a Community Development Department of two, holds immediate responsibility for implementation of most projects to strengthen the core and advance catalytic development, and to build the market. Specific responsibilities include solicitation for and negotiations with developers for the **Durkee Street Site** and the **Dock Street Waterfront District**; construction of **Riverfront Access** and **Streetscape Improvements**; management of the Downtown **Residential, Retail & Hotel Improvements Fund**; and implementation of a **Downtown Marketing**, **Branding & Signage Strategy**. The largest catalytic development initiatives – including development of the Durkee Street Site, and development of the Dock Street Waterfront District – will be implemented through public-private partnerships, with potential for private execution of associated public infrastructure on public sites, making the most of external capacity for implementation. Local not-for-profits will take responsibility for implementation of initiatives to create a food and creative hub in Downtown Plattsburgh, including creation of a shared **Commercial Kitchen** and a **Food Incubator** (the North Country Food Co-op), establishment of an **Art & Innovation Studio** at the Strand Center for the Arts, and **Strand Center Theatre Capital and Marketing** investments.

The City will need to build additional capacity for its project execution responsibilities, addressed in project profiles through identification of a need for consultants to oversee some initiatives (particularly the Downtown Improvements Fund, and potentially management of development solicitation processes, along with design and construction of riverfront access, streetscape, signage, and public infrastructure projects), with some reserve for associated City administrative costs. Additional longer-term capacity building has been identified as a

Priority Project for Funding through Other Sources. To supplement existing local capacity, the City is exploring options to build additional staff over a three-year period, allowing capacity to build in parallel with project implementation volume, and to identify additional external resources that can sustain these positions for the long term. Funds will go toward staff situated in either the City of Plattsburgh's Office of Community Development, or a Local Development Corporation (LDC) that would be accountable to the City and its residents through a City-controlled Board of Directors, and work in partnership with the City to move projects forward. An LDC may also serve as a vehicle for providing grants to partner organizations contributing to implementation.

All DRI-funded projects will be implemented in partnership with local partners, as follows:

City of Plattsburgh

- **The City of Plattsburgh** oversees the development of Plattsburgh's industrial, commercial, and residential sectors, maintains the safety of the city's housing and building stock, and connects developers with funding opportunities.

    - **Plattsburgh City Common Council** oversees City initiatives, develops policy, and approves legislative actions to pursue the City's long-term community and economic development goals.

    - **The Department of Community Development** works to improve the quality of life for all City residents by identifying and pursuing state and federal funded housing, economic development, public facilities, infrastructure, recreation and community planning projects supported by City residents and other community organizations.

- **The Plattsburgh Lake City Development Corporation (LCDC)** acts as a lending arm of the City, facilitating low interest loans to Plattsburgh businesses and property owners to subsidize private sector investment in renovation projects, facilitating the expansion and enhancement of existing residential and commercial space. Additional capacity in the future may work to staff and expand the efforts of this entity to support projects' implementation.

- **Plattsburgh Housing Authority (PHA)** works to ensure safe, adequate, decent and affordable housing, and to promote opportunities for residents' self-sufficiency and economic independence throughout the City and in the Downtown.

Local Institutions

- **The Development Corporation (TDC)** is an independent non-profit agency that owns and operates industrial parks in Greater Plattsburgh and partners with companies looking to expand or relocate in the area to provide guidance and incentives to facilitate relocations and expansions.

- **The Plattsburgh Downtown Association** is an association of business and business owners in the heart of Downtown Plattsburgh, NY, working together on programs such as Destination Downtown to advertise Downtown programming and businesses.

- **The North Country Food Co-Op** is a member-run cooperative food center specializing in bulk foods, organic dairy and produce, dietary supplements and natural herbal remedies. The Co-Op brings together cooperative principles to support local, organic and fair-trade farming and craftsmanship.

Clinton County

- **Clinton County Chamber of Commerce** oversees the Adirondack Coast marketing initiative for the region, with an emphasis on implementation of strategies to increase visitation regionally and across the national border from Canada.

- **The County of Clinton Industrial Development Agency (CCIDA)** provides tax exempt financing, PILOT agreements, and offers mortgage and sales tax exemptions to attract, retain and preserve employment and industry in Clinton County.

SECTION V:

Public Involvement

ENGAGING THE PUBLIC

The City of Plattsburgh is committed to ensuring that the DRI plan is supported by broad community agreement and support. Public input for the DRI builds upon numerous past engagement achievements including the recent Local Waterfront Revitalization Program. A Community Engagement Plan for Plattsburgh outlined a comprehensive process to involve stakeholders; including:

- Five Local Planning Committee Meetings and three Conference Call Workshops;
- Four Community Workshops;
- Multiple Interviews and Focus Groups;
- Community Surveys of Residents, Families, SUNY Students and Middle School Students;
- Youth Focus Groups;
- Two Movie Nights showing the film Urban Century: America's Return to Main Street; and
- Ongoing Coordination with the Involved State Agencies and the NCREDC.

Table I-3. Community Engagement Summary

CITY OF PLATTSBURGH DRI COMMUNITY ENGAGEMENT SUMMARY		
ACTIVITY	DATES	PARTICIPATION
LOCAL PLANNING COMMITTEE MEETINGS		
LPC Meeting 1	9/15/2016	50 Members of the Public
LPC Meeting 2	10/24/2016	20 Members of the Public
LPC Meeting 3	12/9/2016	20 Members of the Public
LPC Meeting 4	1/9/2017	30 Members of the Public
LPC Meeting 5	2/11/2017	10 Members of the Public
LPC Conference Calls	January 4 & 5 and February 1, 2017	20 LPC Members
URBAN CENTURY MOVIE NIGHTS		
The Strand Theater	1/4/2016	50+ Members of the Public
SUNY Plattsburgh	10/14/2016	35 Members of the Public
COMMUNITY WORKSHOPS		
Community Workshop 1	10/10/2016	50 Members of the Public
Community Workshop 2	12/10/2016	40 Members of the Public
Community Workshop 3	1/9/2017	25 Members of the Public
Community Workshop 4	2/11/2017	70 Members of the Public
COMMUNITY SURVEYS		
General Community Survey	Ongoing	144 Responses
SUNY Plattsburgh Survey	Ongoing	90 Responses
Families Survey	Ongoing	25 Responses
Middle School Survey	Ongoing	22 Responses
FOCUS GROUPS		
Local Stakeholders Plan	9/19/2016	10 Participants
SUNY Engagement Plan	9/28/2016	7 Participants
Youth Focus Groups	12/9/2016	30 Participants

OUTREACH METHODS

A variety of outreach approaches were used to make stakeholders aware of the DRI engagement opportunities. The key outreach components include:

- **Contact Database:** A comprehensive engagement database was maintained and integrated with the City's master database.

- **Outreach Materials:** The Consultant team developed the following materials to support its community outreach, including DRI business cards, save the date cards, flyers and posters, press releases, and public notices.

- **Social Media:** Electronic outreach and engagement tools included:

    - The City website is the main portal for project information and input (**http://www.cityofplattsburgh-ny.gov/428/Downtown-Revitalization-Initiative**.) It provides facilities to comment, view meeting webcasts, arrange accessibility accommodation, and keep up to date on the DRI schedule, minutes and public documents.

    - Posting through a number of Facebook pages including SUNY Plattsburgh and those of other partners.

FOCUS ON ACCESSIBILITY

The City placed a strong emphasis on making the process and the products of the DRI as accessible as possible. A number of affirmative efforts were undertaken including:

- Ability to request accessibility accommodation directly or through the City website;

- Accessibility accommodation information on print materials and E-outreach;

- Accessible meeting locations and facilities with professional grade sound systems and multiple roving microphones;

- Live simultaneous sign language interpretation of public events;

- Real-time YouTube webcast of LPC meetings and some community workshops with ability to email comments;

- Videotaping or of all other community events, posted on the City website with ability to comment;

FIGURE I-16. ATTENDEES AT DECEMBER PUBLIC MEETING

Source: MJ Engineering and Land Surveying

- Closed captioning of video recordings through YouTube, whenever possible;
- Audio recordings of all presentation materials (handouts and Power Point presentations) available on IPads enabling participation in real time at public events;
- Conversion of all materials to a variety of screen reader compatible formats available through the City website and on USB;
- All materials (audio and visual) available on USB at meetings and through the City;
- Live email option to ask questions and share comments at public events;
- Large format printed meeting materials.

LOCAL PLANNING COMMITTEE MEETINGS

Five Local Planning Committee Meetings were held throughout the process. A public comment session followed each LPC agenda. Meeting notes with details of all meetings are available on the DRI webpage at the City of Plattsburgh website. Regular conference calls with the DRI co-chairs and State Planning Partners helped to fine tune the process and ensure that the community engagement process was successful.

- **LPC Meeting I** (9/15/2016): The organizational meeting of the LPC focused on introducing and connecting all of its partners. The agenda covered an overview of the DRI process, context and goals, project scope and schedule, and community engagement strategy. The LPC discussed Downtown opportunities and challenges. Key takeaways include engaging a broad base including SUNY students; fostering inter-municipal connections; understanding visitor needs; focusing on job creation; including local arts, culture and food; and building on NCREDC success.

- **LPC Meeting 2** (10/24/2016): The agenda for the second LPC meeting included review of the downtown profile, vision statement, goals, strategies and potential DRI project categories. Key takeaways include making the visioning statement more succinct and memorable emphasizing history and sustainability; using “waterfront” to mean the lake AND the river; including the City Beach; emphasizing aesthetic and building improvements; Including downtown organizations; considering an anchor use; evaluating viability of housing and stressing recreation opportunities.

- **LPC Meeting 3** (12/9/2016): The agenda for the third LPC meeting included recapping the identified goals, creating the project list, defining catalytic impact and strategies and having small group discussion about project selection and priorities. A series of slides illustrated how other communities had approached revitalization. The group was provided with a project matrix of 30 projects displayed against 12 criteria. They broke into three groups and discussed four questions: 1.) What types of projects would be the most impactful to downtown revitalization? 2.) Which projects should be a priority for Plattsburgh? 3.) Which projects should not be a priority? Why? and 4.) Is anything missing from this list? Each group reported back a diverse prioritization of projects and ideas.

- **LPC Meeting 4** (1/9/2017): The fourth LPC meeting focused on reviewing the eleven draft project profiles (see posted meeting notes) and considering criteria including impact, cost, feasibility, market support and public support. The committee discussed and prioritized projects. Discussion was wide ranging, and some key take aways include: there is a growing desire to prioritize transformational projects like Durkee Street or Dock Street and interest in getting developer input perhaps through a RFEI or RFP; adding projects for the Strand Theater; understanding opportunities for parking; needing streetscapes to enhance development areas and encourage reinvestment in existing buildings; providing support for small businesses and rehabilitation; and continuing to advance Saranac River Projects. Throughout the session, the need for more capacity to advance projects was identified.

FIGURE I-17. ROUNDTABLE DISCUSSION AT DECEMBER PUBLIC MEETING

Source: MJ Engineering and Land Surveying

- **LPC Meeting 5** (2/11/2017): At the final LPC Meeting, the final draft priority projects were reviewed. The LPC agreed that capital projects were a strong priority to capture additional private investment. The LPC also recommended creating a new strategy called, "Support Food and Creative Entrepreneurs and Businesses" and moving related projects to the new strategy. Given the availability of other potential funding sources, the Committee also agreed to moving the projects Update Zoning and Develop Sustainable Design Guidelines and Expand Public Wi-Fi to not be recommended for DRI funding.

LPC MEMBER PROJECT WORK SESSIONS

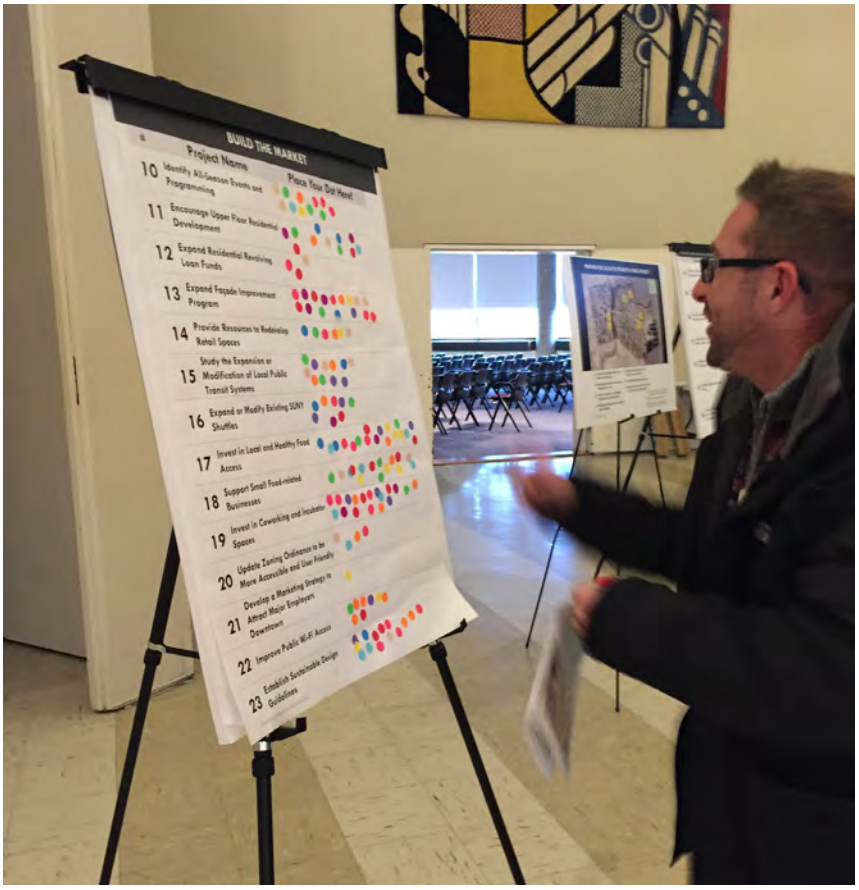
Three multi-hour workshops were held by conference call with LPC members to shape and review priority project profiles. These activities included:

- **Work Session One** (January 4, 2017) Review of development projects (Dock Street and Durkee Street areas) and projects related to capacity building and event programming.

- **Work Session Two** (January 5, 2017) Review of projects related to placemaking, infrastructure and regulatory environment.

- **Work Session Three** (February 1, 2017) Review of all revised abbreviated project profiles.

FIGURE I-18. PUBLIC SUPPORT EXERCISE AT DECEMBER PUBLIC MEETING



Source: HR&A Advisors

DOWNTOWN MOVIE NIGHTS

The film “Urban Century: America Returns to Main Street” (https://vimeo.com/93107400) chronicles the recovery and reinvestment that is happening in cities like Plattsburgh, and how traditional Main Streets are drawing young and old alike to live, work and visit. The film was shown at the Strand Theatre (attracting over fifty people) and at SUNY Plattsburgh (attracting over 35 people.) Each showing was followed by a community discussion. Key takeaways from the discussion included: the need for downtown housing, support for small businesses, opportunity to build on public art, improve open spaces, balance new development with existing properties; expand downtown eating and drinking establishments; offer more public transportation and increase entertainment options.

COMMUNITY WORKSHOPS

- **Community Workshop One:** A community workshop was held at The Plattsburgh Library on October 10th 2016 with nearly 50 people in attendance. The agenda included introducing the DRI program; sharing the vision, goals and strategies; identifying preliminary projects; and soliciting public input into actions to spur downtown revitalization. After the large group presentation, the participants broke into four groups. Key take aways from the small groups included: prioritizing lake access and river front access; enhancing pedestrian connectivity; making tourism attractions part of the

experience for multiple audiences; building an incubator and maker space; establishing long term public/private partnerships; creating an 18 hour downtown where people live, work and play; marketing the downtown with a cohesive identity; and improving connections to the train station and offer multiple modes.

- **Community Workshop Two:** The second community workshop was held on December 10th at SUNY Plattsburgh with 40 people in attendance. The agenda provided a project update, reviewed findings from the downtown assessment, and introduced 30 potential projects. After the large group presentation, the participants broke into three small groups. As with the third LPC Meeting, participants were asked to discuss four questions:

    1. What types of projects would be the most impactful to downtown revitalization?
    2. Which projects should be a priority for Plattsburgh?
    3. Which projects should not be a priority? Why? and;
    4. Is anything missing from this list?

    Each group reported back a diverse ranking or projects and ideas. After the report back, participants were asked to use colored dots to vote for the projects they felt had the greatest opportunity to revitalize downtown. (Please see meeting notes and video for more information.)

- **Community Workshop Three:** The meeting focused on reviewing the eleven draft project profiles (see posted meeting notes) and considering criteria including impact, cost, feasibility, market support and public support. Working with the public, LPC Members and the consultant team engaged in a wide ranging discussion about waterfront/river access; streetscape improvements; downtown residential, retail, and hotel improvements fund; food and creative hub; Durkee Street development strategy; Dock Street waterfront district; seasonal trolley; public Wi-Fi access; comprehensive land use strategy; events, programming, marketing, and signage strategy; and implementation capacity building. (Please see meeting notes and video for more information.)

- **Community Workshop Four:** The final community workshop was held on February 11, 2017. It offered the public an opportunity to review the final recommendations for DRI projects and to provide comment and feedback. As participants entered they viewed a gallery of graphics illustrating the priority projects. A brief presentation was provided to orient participants to the projects. Questions and comments were taken from the LPC and the public. The meeting wrapped up with an open house where the public could speak informally with LPC members and consultants about the selected projects.

COMMUNITY SURVEYS

Four community surveys were undertaken during the DRI process with the general public, SUNY Plattsburgh students, local families and middle school students. Over 280 surveys were completed. The City partnered with a number of groups to increase responses; these included:

- A group of SUNY students "tabling" in the Student Union;
- The Child Care Coordinating Council polling their consumers;
- Stafford Middle School teachers working with fifth and sixth grade students to engage in the process; and
- SUNY student volunteers reached the public and families at the annual downtown Halloween event.

There was a high degree of consistency across the four survey audiences with key takeaways including:

- Offering more activities for young people, students and families to do downtown;
- Expanding eating and drinking establishments;
- Improving walkability and bikeability to draw residents and visitors;
- Supporting locally owned small stores;
- Helping people to appreciate the art, charm and character; and
- Sponsoring events year-round.

MIDDLE STUDENT FOCUS GROUP

With the assistance of LPC Member Amy Bonn and teachers from the Stafford Middle School, a lively focus group of over forty fifth and sixth grade students was held on December 9, 2016. Students were asked to name the things that make them proud to be from Plattsburgh. The most common responses included: sports and recreation, history, the four seasons, beaches, the library, their teachers, the Adirondacks, restaurants, nice people, and events like the tree lighting, Downtown Rising and the Battle of Plattsburgh. They were then asked what comes to mind when they think of Downtown, and responded by naming a variety of restaurants and community services (City Hall, the Post Office and the library.) When asked what they like in other cities students identified a variety of franchise restaurants like Dinosaur BBQ, Cheesecake Factory, and the Olive Garden; attractions such as an aquarium or science center; museums; and recreation amenities such as a funplex, rock wall, skating rink, trampoline park, and paintball center. When they return to the City in ten years they would like to see a bakery, kids playing and walking everywhere, more stores and restaurants, and more unique recreation facilities.

DOWNTOWN PLATTSBURGH

DOWNTOWN REVITALIZATION INITIATIVE
STRATEGIC INVESTMENT PLAN

Prepared for the New York State
Downtown Revitalization Initiative
North Country

March 2017

PART TWO:

Plattsburgh Strategic Investment Plan

Statement of Community Vision

The Downtown Revitalization Initiative will foster Downtown Plattsburgh's educational, cultural, historic, artistic, recreational, dining, and retail opportunities.

DRI investment will:

- **Strengthen existing local and regional assets**
- **Create long-term value to support future generations**
- **Provide an inclusive and sustainable downtown experience for residents, workers, students and visitors.**

FIGURE II-1. PLATTSBURGH MAYOR'S CUP

Source: Plattsburgh Local Planning Committee

SECTION I:

Profiles of Priority Projects Proposed for DRI Funding

SELECTION CRITERIA

New York State's Downtown Revitalization Initiative (DRI) seeks to "transform communities ripe for development into vibrant neighborhoods where the next generation of New Yorkers will want to live, work, and raise a family." For each potential project, the Local Planning Committee considered the following selection criteria when determining relative priority for DRI funding request proposals:

FIGURE II-2. SELECTION CRITERIA

METHODOLOGY FOR APPLICATION OF SELECTION CRITERIA

1. PROJECTS ASSEMBLY

The Consultant Team identified over 100 projects referenced in past plans, Local Planning Committee conversations, and public meetings. Past plans included 36 studies for the City of Plattsburgh and the Region, completed between 1995 and 2016 (See Figure II-3).

2. PROJECTS REFINEMENT AND CONSOLIDATION

The Consultant Team refined and consolidated the initial projects list to a list of 30 potential projects for review, based on conversations with stakeholders and a review of project similarities. Project consolidation was driven by project completion, and similarity and overlap between projects.

3. PROJECTS ANALYSIS AND EVALUATION

The Consultant Team produced a preliminary evaluation of the 30 potential projects based on project impact, cost, feasibility and public support selection criteria. The LPC reviewed this evaluation at its meeting in December 2016. The evaluation informed project discussion and subsequent prioritization then, and at the LPC's January and February meetings. The LPC also reviewed iterations of these projects with members of the public at the December, January and February public meetings, and incorporated feedback received there into its recommendations for DRI funding.

4. PROJECTS RECOMMENDATIONS

Based on the evaluation process outlined above, the LPC identified projects that were priorities for DRI funding in that they supported Downtown revitalization goals, had the capacity to drive transformational impacts, were feasible within the near term, and had substantial support from key stakeholders and the public. LPC selected projects to strengthen the Downtown core and drive catalytic investment, establish a food and creative hub in Plattsburgh, and build the local market to attract future development. The LPC recommended advancing ten projects through DRI as shown in the below map of projects and project summary table, and detailed in Section I: Profiles of Priority Projects Proposed for DRI Funding.

The LPC also identified five projects that are not sufficiently implementation-ready or suitable for DRI funding, but that support Downtown revitalization and should be priorities in seeking other sources of funding. These are also identified in the following project summary table, and detailed in Section II: Profiles of Projects Proposed for Other Funding.

Finally, the LPC identified a series of additional projects that are important to Downtown's and Plattsburgh's revitalization and thus priorities for future planning and implementation, though are located outside the DRI boundary and/or not ready or suitable for DRI funding.
Such initiatives include the following:

- **Affordable Housing** – Continued development of affordable housing options in Plattsburgh through exploration of programs to provide diverse paths to home ownership including redeveloping delinquent properties and the development of supportive housing for seniors and homeless residents.

- **Plattsburgh Airport** – Active facilitation and promotion of the continued development of facilities and infrastructure at Plattsburgh International Airport and communities adjacent to Fort Drum, in order to attract and accommodate aerospace, aviation and defense related investment and jobs.

- **City Beach & Crete Center** – Exploration and planning for the transformation of the important regional beach into a year-round destination for residents and tourists. Explored opportunities include, but are not limited to: trails, a paddle park, skiing, rehabilitation the bathhouse into retail/restaurant space, demolition of the Crete, adding campsites and remediation of the southern portion of the beach.

- **City of Plattsburgh Sports and Activity Complex** – Planning for a multi-use recreational and activity center that includes: tennis, a natatorium, playing fields and an activity center.

- **Downtown Programming** – Operating and capital support for increased programing and events in Downtown Plattsburgh. Additional events would fill opportunities defined by the DRI-funded marketing strategy. Additional programming could include year-round activities such as ice skating and slash parks, which generated interest during public meetings.

- **Kayak Park** – Development of additional kayak and whitewater rafting features in collaboration with NYSEG cleanup efforts to facilitate access to the Saranac River.

- **NYSEG Site Development** – Planning for redevelopment after the remediation of the NYSEG site, a key parcel close to the Downtown.

- **Farmers Markets Support** – Development of programmatic and physical strategies for the enhancement and/or expansion of existing farmers market spaces and operations to support additional producers or year-round activity.

- **Old Base Museum Campus** – Development of a master plan for a coordinated museum campus concept with joint marketing, programming efforts to provide an amenity for local and regional residents and support tourism.

- **Enhance Public Transit Systems** – Study the expansion or modification of local public transit systems, including the potential expansion of bus routes, and introduction of water taxis, buses, trolleys, and pedi-cabs

FIGURE II-3. REVIEWED PLANS AND DOCUMENTS

City of Plattsburgh Plans	Regional Plans
City of Plattsburgh Local Waterfront Revitalization Program (Draft) – January 2016	Saranac River Trail Greenway Feasibility Study – Summer 2016
Guide to the Lake City – Lake Champlain Walkways Interpretive Guide	Essex/Clinton Counties Waterfront Plan – December 2010
City Beach and Crete Center Waterfront Design and Feasibility Study – April 2016	Adirondack Coast/Clinton County Destination Master Plan
Recreation Survey Summary Report – 2014	Destination Master Plan Revised Goals – 2015
Destination Master Plan Revised Goals – 2015	Destination Master Plan Revised Goals – Summer 2013
Adirondack Coast Destination Master Plan – Plattsburgh City Beach – July 2013	Destination Master Plan Revised Goals – June 2012
Wastewater Treatment Facility Mitigation Final Feasibility Study – 2011	Adirondack Coast Destination Master Plan Actions – 2011
Plattsburgh Brownfield Opportunity Area, Pre-Nomination Study – January 2010	Adirondack Coast Destination Master Plan Actions – 2010
Streetscape and Design Guidelines for the Downtown Area – May 2009	Streetscape and Design Guidelines for the Downtown Area – May 2009
Reconnaissance Survey – Walkway Park – April 2009	Destination Master Plan Analysis – September 2010
Plans for Progress Brochure – Quality Communities Program – 2009	Destination Master Plan Assessment – September 2010
Clinton Street Improvement Project – Concept Design Report – 2005	North Country Regional Economic Development Council Progress Report – 2015
Durkee Street Development Design Study – June 2003	North Country Regional Economic Development Council Progress Report – 2014
Proposed Waterfront Hotel Feasibility Study – 2003	North Country Regional Economic Development Council Progress Report – 2013
Downtown/Waterfront Economic Enhancement Strategy Report – Hyett Palma 2003	North Country Regional Economic Development Council Progress Report – 2012
Plattsburgh: Waterfront Horizons (Marketing Plan) – 2001	North Country Regional Economic Development Council Strategic Plan – 2011
Comprehensive Plan for the City of Plattsburgh – 1999	
Comprehensive Plan Maps for the City of Plattsburgh – 1999	
Comprehensive Plan Maps for the City of Plattsburgh – 1999	
Downtown Future Planning Commission – 1995	

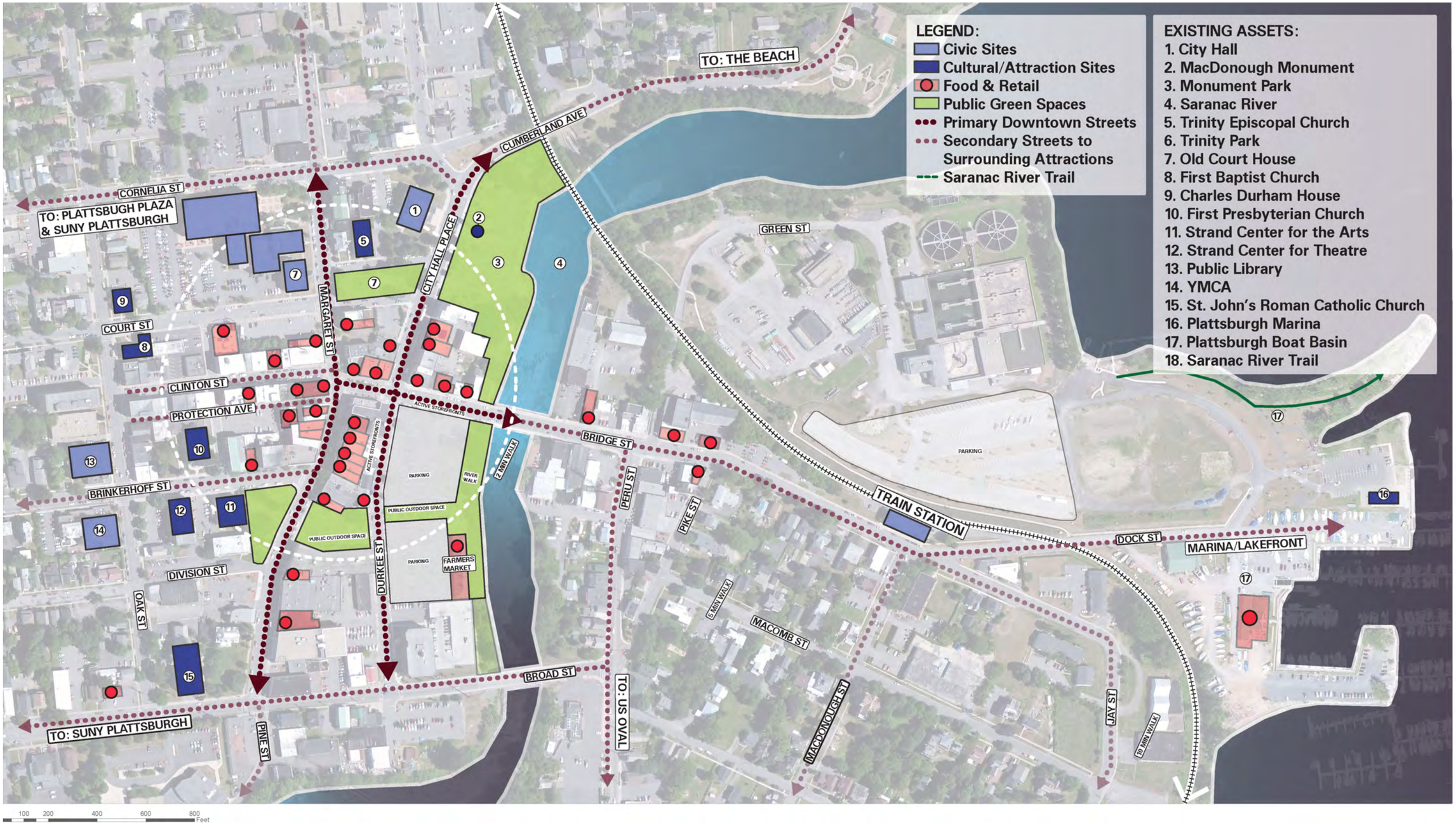
TABLE II-1. PRIORITY PROJECTS RECOMMENDED FOR DRI FUNDING:

#	Project Name	Project Description	DRI Funding Request
STRENGTHEN THE CORE AND ADVANCE CATALYTIC DEVELOPMENT			
1	**Develop the Durkee Street Site**	Develop the Durkee Street Site via an RFEI/RFP, support public infrastructure investments, and provide vertical development gap financing to incentivize development.	$5,100,000
2	**Improve Riverfront Access**	Improve riverfront access to increase recreational opportunities highlighting Plattsburgh's natural assets.	$1,600,000
3	**Enhance Downtown's Streetscapes**	Improve the Downtown streetscape and pedestrian experience with investments to key streets and walkable areas.	$1,300,000
4	**Build the Dock Street Waterfront District**	Develop the Downtown Waterfront district via an RFEI/RFP and support key infrastructure improvements to incentivize development.	$4,675,000
ESTABLISH A FOOD AND CREATIVE HUB			
5	**Create a Shared Commercial Kitchen**	Create a commercial kitchen space to support Plattsburgh's small food businesses and professionals.	$175,000
6	**Create a Food Incubator**	Create an incubator space to support Plattsburgh's start-up food businesses and professionals.	$30,000
7	**Advance the Strand Center Art & Innovation Studio**	Develop an Art & Innovation Studio at the Strand Cultural Center to provide the physical space to enhance Plattsburgh's creative exploration and entrepreneurship.	$495,000
GROW THE MARKET			
8	**Establish a Fund for Downtown Residential, Retail and Hotel Improvements**	Support and incentivize Downtown development by providing a new funding mechanism with greater flexibility targeting upper floor residential and commercial/hotel development, façade improvements, retail space redevelopment, and small business support.	$600,000
9	**Implement a Cohesive Marketing, Branding, & Signage Strategy**	Implement a cohesive marketing, branding and signage strategy that strengthens Downtown Plattsburgh's identity and visibility, and increases visitation.	$250,000
10	**Support Strand Center Theatre Capital Investments, Marketing and Branding**	Fund capital improvements at the Strand Center Theatre, and support strategic marketing and advertising efforts including TV, playbills, print, and radio.	$260,000
			Subtotal: $14,485,000

TABLE II-2. PRIORITY PROJECTS RECOMMENDED FOR OTHER FUNDING:

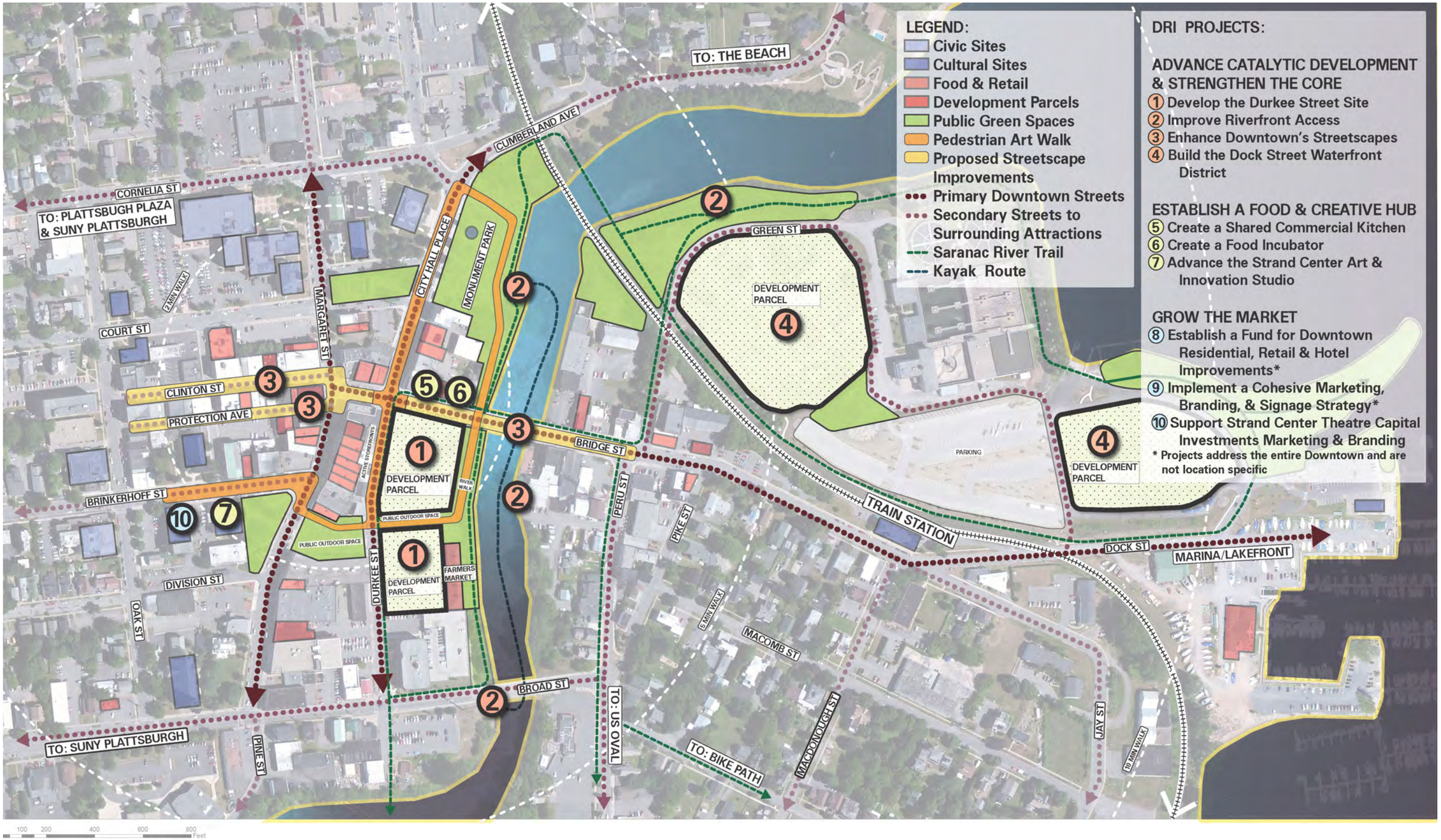
#	Project Name	Project Description	Funding Need
11	**Build Capacity for Implementation**	Provide staff capacity to advance future Downtown revitalization.	$460,000
12	**Support Strand Center Programming**	Support the Strand Center's programming to attract high quality performers, book a full season that can be marketed in advance, sell subscriptions, and service advertisers.	$140,000
13	**Expand Public Wi-Fi**	Advance the implementation of smart infrastructure Downtown, focused on the expansion of public Wi-Fi access.	$300,000
14	**Update Zoning and Develop Sustainable Design Guidelines**	Develop Zoning and Sustainable Design Guidelines, consistent with a comprehensive vision for Plattsburgh.	$100,000
15	**Implement Seasonal Trolley Service**	Establish a seasonal trolley service to increase accessibility and connectivity for residents, visitors, students, and Downtown business owners.	$530,000
			Subtotal: $1,530,000

FIGURE II-4. PLATTSBURGH EXISTING CONDITIONS



Source: Cooper Robertson

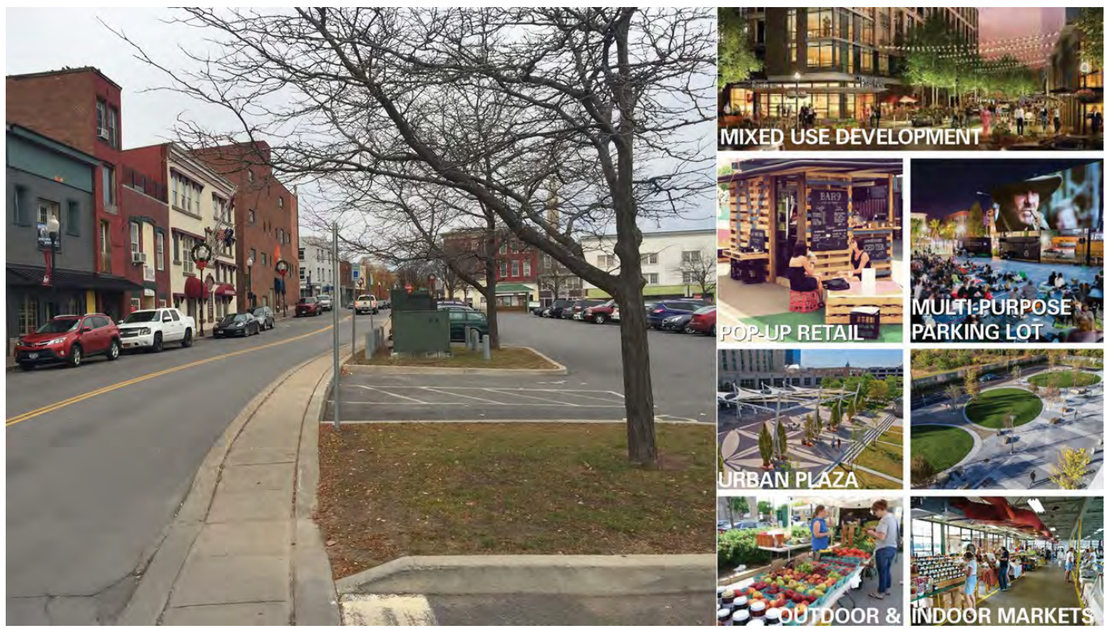
FIGURE II-5. PLATTSBURGH PRIORITY PROJECTS



PRIORITY PROJECT PROFILE

Develop the Durkee Street Site

FIGURE II-6. DURKEE STREET EXISTING CONDITIONS AND DESIRED USE MIX



Source: Flickr Creative Commons; Michel G.

SUMMARY DESCRIPTION

Develop the Durkee Street Site via an RFEI/RFP, support public infrastructure investments, and/or provide vertical development gap financing to incentivize development.

RECOMMENDATION FOR DRI FUNDING

$5,100,000 requested through DRI funding.

LOCATION

The Durkee Street Site, situated on Durkee Street and bounded by Bridge Street, Broad Street, and the Saranac River.

Responsible Parties

The City of Plattsburgh will advance the RFEI/RFP and negotiate an agreement for development by a private developer.
A private developer selected through the RFEI/RFP will develop a mixed-use development program.

Capacity of Responsible Party

The City of Plattsburgh has recently overseen the implementation of other major development projects, including Catherine Gardens. It has the expertise to oversee studies and development partnerships at Durkee Street, though may seek additional capacity for bidding and negotiation support to undertake this initiative alongside other DRI projects.

The City of Plattsburgh will also oversee DRI funded projects that include the implementation of the Dock Street Waterfront District, Improvements to Riverfront Access, improvements to Streetscapes, establishment of a Downtown Residential and Commercial Improvements Fund, and implementation of a Marketing, Branding and Signage Strategy.

Project Partners

Following public input, a **private developer** will be selected from the City's RFEI/RFP respondents to develop the site. The City of **Plattsburgh City Council** will approve the selection considering input from Downtown business owners, residents, and the public. Public sector entities such as the **Clinton County IDA** may provide support in the form of tax abatements.

Strategies

This project aligns with the following Plattsburgh DRI strategies:

- Strengthen the Core & Advance Catalytic Development
- This project aligns with the following REDC strategies:
- Invest in community development infrastructure that expands opportunities and capacity;
- Elevate global recognition of the region as one of the special places on the planet to visit, live, work, and study;

This project achieves the goals articulated in the following plans: City of Plattsburgh Local Waterfront Revitalization Program (2016); Plattsburgh Downtown/Waterfront Economic Enhancement Strategy Report (2003); and Plattsburgh: Waterfront Horizons (2001).

Project Description

Project Type: Development or Redevelopment of real property.

Description: This project will advance development at Durkee Street in partnership with a private developer to be identified through an RFEI/RFP, with funding commitments to a public/private partnership that achieves development and infrastructure goals reflecting community input. Development at the site may include approximately 45 residential units and almost 47,000 square feet of retail and/or commercial space and will be required to complement and reinforce the character and uses that exist in the Downtown, consistent with community supported development principles, and subject to future public input. A redeveloped Durkee Street Parking Lot will increase the number of residents, workers and/or visitors Downtown; restore this publicly owned site to the tax rolls; and, by establishing a new node of activity at the intersection of Bridge and Durkee, connect the historic Downtown with the Saranac Riverfront and the Lake Champlain Waterfront. Its redevelopment will be facilitated by value created through parallel DRI investments in riverfront access and streetscape improvements.

Development at Durkee Street has been the subject of significant local study and discussion. Most recently, a Development Feasibility Study funded by Empire State Development found that, with some gap financing, the return on investment (ROI) could be sufficient to attract private sector investment to complete the development of the site.

The City, the DRI Local Planning Committee and the public have articulated that identification of solutions to Downtown parking must be an integral component to the Durkee Street development. There are currently 380 parking spaces on the Durkee Street site that are supported by the existing Downtown Plattsburgh Parking District assessments, a partnership formed between the City, property owners and businesses.

A parking study was recently funded through a 2016 NYS CFA Empire State Development grant. The study will focus on the Durkee Street area but will also consider parking city-wide, with the goal of maximizing parking while minimizing the footprint to enhance the Downtown area. A 1 to 1 replacement of the existing parking spaces into a new structured lot may cost up to $7.6 million at $20,000 per space, though the parking study will confirm future needs. The site of the former Cumberland Hotel presents one potential location for this replacement parking.

A preliminary development program of 45 residential units and approximately 47,000 square feet of retail and/or commercial space associated with the Development Feasibility Study could require upwards of 200 parking spaces to serve the development consistent with Town of Plattsburgh (Uptown) requirements, for an additional cost of $4 million. Finally, the Development Feasibility Study contained approximately 1 acre of new on-site open space, which may require additional public support for construction of up to $3.2 million to $4.4 million at $75 to $100 per square foot.

To advance development at the site, the City will complete the selection of a development partner and coordination through construction, including:

- Preparation of a development prospectus describing the opportunity at Durkee Street.
- Preliminary identification of and outreach to potential developers to build market interest.
- Development and issuance of an RFEI requesting that developers provide a plan for development consistent with community goals expressed through the DRI process and past processes. The RFEI would detail available funding support, preliminary results from the parking study, development principles, and relationship to projects adjacent to or that are affected by the site, such as the Veterans Memorial Bridge and Durkee Street streetscape improvements, the Saranac Riverfront walk, and the developing Food Hub and Arts Corridor.
- Development and issuance of an RFP requesting that a short list of developers provide a proposed acquisition price and financing plan, along with a more detailed development plans.
- Management of a selection process, culminating in negotiation and agreement with a developer, with associated public input
- Development coordination with regard to public infrastructure needs (such as public parking replacement, open space approvals, etc.) over the course of site construction. It may be beneficial to issue a joint solicitation for development at both Durkee St. and Dock St.

Estimated Project Costs

The total project costs are anticipated to be approximately **$31 million**, including:

- $100,000 for project delivery and/or consultant support for developer solicitation and negotiation support
- Up to $7.6 million for 1 to 1 replacement of existing public surface level parking within a structured garage
- Approximately $19 million for private development (hard and soft) and parking sufficient to support the development program, with a portion possibly provided through gap financing.
- Up to $4.4 million for open space improvements

Funding Sources

DRI Funding: Up to $5,100,000 is recommended for funding through DRI, including $100,000 for developer solicitation and negotiation support, and up to $5,000,000 to offset costs associated with open space construction, parking replacement, and/or gap financing.

Private Funding: The requested DRI funds will leverage at least $19 million in private funding to achieve project completion.

Public Funding: Additional public sources to enhance development feasibility and fund parking replacement and on-site public realm and open space improvements may include: IDA tax incentives, CFA, LWRP, NYS Main Street, NYS Restore NY grants.

Site Ownership and Legal Jurisdiction

The City owns the site and has legal jurisdiction over its solicitation, including the former gas station site.

Regulatory Requirements

This project will require the approval of disposition by the City Council, site plan approval with a public hearing and SEQR review, and the issuance of a building permit. No remediation is required for the former gas station site.

Public Support

This initiative received moderate support in public meetings. The project – which will be advanced in adherence with development principles discussed by the LPC and included in this Plan, and with outreach to ensure future public input -- received significant support from LPC members within January and February meetings.

Anticipated Revitalization Benefits

Short-term: On-site open space construction will not only prime the site for development, but also – in conjunction with improved Riverfront access – establish a major new resource for Plattsburgh residents. During the build-out period, expenditures will create construction jobs and associated revenue for local businesses.

Medium-term: The project will eliminate the void in the Downtown experience created by the existing large surface level parking lot; reinforce the Arts Corridor and Food Hub experience; and establish a critical node of activity along the way from Downtown to the waterfront.

Long-term: New Downtown residents and workers will increase activity Downtown, and their spending will strengthen local retail and the market generally, catalyzing further investment Downtown. Conversion of the site to private ownership will generate future tax revenue for the City of Plattsburgh, with which to provide municipal services.

Beneficiaries

All community residents, workers and visitors will benefit from new open space at Durkee Street. Current and future residents will benefit from new housing opportunities. Business owners and workers will benefit from both new on site commercial space, as well as the additional spending that future residents, workers and visitors to the Durkee Street development bring Downtown.

Cost Benefit Analysis

As described above, development at the Durkee Street lot would provide numerous benefits to the Downtown, including increased access to open space and retail, and increased access to residential and/or commercial space, depending on the development program. Based on the Development Feasibility Study, it is estimated that the $5,100,000 DRI contribution will attract ~$19M in private investment for construction in Plattsburgh, and that the resulting project will add approximately 80-90 residents and approximately 120 new jobs Downtown. These new residents and workers will add to Downtown's vibrancy and their spending will support local retail. Development completion consistent with identified design principles will activate the street along Durkee and Bridge, will strengthen Downtown's connection to the Saranac River, and will add a node of activity between Downtown and the Lake Champlain waterfront, bolstering that connection. All of these benefits will enhance the Downtown Plattsburgh experience, and fuel Downtown revitalization. In addition, development at Durkee Street will restore the site to the tax rolls, strengthening the City of Plattsburgh's ability to provide local services.

Jobs Created

Assuming a development program similar to that identified in the Development Feasibility Study:

- 17,500 square feet of office space will accommodate ~70 workers (250 SF per worker)
- 30,000 square feet of retail space will accommodate ~50 workers (600 SF per worker)

Timeframe for Implementation and Project Readiness

Development at Durkee Street will be conducted through a two stage solicitation process -- an initial RFEI followed by an RFP seeking detailed price proposals -- where developers will be asked to provide a plan and cost estimate of mixed-use development on the site, taking into account the goals of the community expressed through the DRI process, the preliminary results of a recently funded parking study, and consideration of other DRI projects adjacent to or that are affected by the site, such as the redevelopment of the Durkee Street Site, Bridge Street streetscape improvements and pedestrian connections, the Saranac riverfront walk, and food hub projects.

Immediate Next Steps (next 3 months):

- In coordination with decisions on timing regarding developer solicitations for Dock Street Waterfront District, issue RFEI.

Mid-term steps (3-12 months):

- Issue RFP. With public input on the development program, select a developer and negotiate agreement.

Longer-term steps (12-24 months):

- Advance vertical development and associated public commitment for gap financing and/or parking replacement.

Project Metrics

- Number of new residents and workers in Downtown Plattsburgh
- Value of new property taxes
- Acres of new open space

DURKEE STREET DEVELOPMENT PRINCIPLES

The following Development Principles for the Durkee Street Site are intended to provide guidance for future developers as to community goals and priorities for the site:

1. New construction should activate Durkee Street and Bridge Street, with a street wall along Durkee, and either a street wall or active programming on Bridge.

2. The mix and density of uses should strengthen (and be strengthened by) the emerging residential, commercial, cultural and retail uses Downtown.

3. The scale of new construction should reflect the surrounding development context and the historic character of Downtown Plattsburgh, integrating old and new while being fresh and modern.

4. New construction is expected to provide sufficient on-site parking to serve the development program's needs, and to be coordinated with City efforts to replace public parking that currently exists on site.

5. The Farmer's Market at Durkee Street represents an important attraction in Downtown Plattsburgh. New development should create opportunities for the Market's ongoing operation in the Downtown area.

6. Activation of and connection to the Saranac Riverfront is a priority for Downtown Plattsburgh, and initial concepts have been advanced and recommended for funding through the DRI program, establishing further connections with Saranac River Trail. Development at Durkee Street will benefit from and should reinforce this connection.

7. Active public open space at Durkee Street will strengthen connections to the network of open space across Downtown Plattsburgh. New development is expected to incorporate public open space, configured so as to create value for the development program and to reinforce activity in the surrounding neighborhood.

8. Plattsburgh anticipates an Arts Corridor extending from the Strand Center Theatre, across the Federal Building Plaza, and through to the Riverfront. An open space and/or connection along this path, shall be created and preserved in connection with new development, potentially connecting to ongoing Farmer's Market activities.

9. The following opportunities and interests have been identified over the course of public discussions for DRI. Development scenarios that address some or all of these will be viewed favorably:

   a. Reserve opportunities for or provide temporary or permanent programming that reinforces Downtown Plattsburgh's emerging Food and Creative Hub (the Co-op, Farmer's Market, and a Commercial Kitchen and Food Incubator as recommended through DRI)

   b. Reserve opportunities for or provide year-round multigenerational programming and activities, such as a skating rink or splash park.

   c. Reserve opportunities for or provide interim programming to activate Bridge Street as permanent development is phased in.

FIGURE II-7. DURKEE STREET SITE CONFIGURATION ALTERNATIVES

PRIORITY PROJECT PROFILE

Improve Riverfront Access

FIGURE II-8. IMPROVEMENTS TO PLATTSBURGH RIVERFRONT ACCESS

Source: W Architecture

SUMMARY DESCRIPTION

Improve riverfront access to increase recreational opportunities highlighting Plattsburgh's natural assets.

RECOMMENDATION FOR DRI FUNDING

$1,600,000 requested through DRI funding.

LOCATION

The Saranac Riverfront in Downtown, between Lake Champlain and Broad Street Bridge, including Veteran's Memorial Bridge, Riverfront Walk, Overlook, Kayak Launch, Macdonough Park.

Responsible Parties

The **City of Plattsburgh** would be the contracting party, managing the design and implementation phases of the project.

Capacity of Responsible Party

With appropriate funding, the **City of Plattsburgh** has the capacity to contract for a design and implement improvements.

Project Partners

The **New York Departments of State and Transportation** (NYSDOT), **New York State Department of Environmental Conservation** (NYSDEC)**,** and the **Army Corps of Engineers** may be a partner entity in the implementation of some projects. A **private contractor** may be selected by the City for the design and construction of identified improvements.

Strategies

This project aligns with the following Plattsburgh DRI strategies:

- Strengthen the Core & Advance Catalytic Development

This project aligns with the following REDC Strategies:

- Invest in community infrastructure that expands opportunities and capacity
- Elevate global recognition of the region as one of the special places on the planet to visit, live, work, and study; and
- Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

This project achieves the goals articulated in the following plans: the Dock-Bridge Street Corridor Design & Linkage Study (1999); the City of Plattsburgh Local Waterfront Revitalization Program (Draft 2016); the Plattsburgh Brownfield Opportunity Area, Pre-Nomination Study (2010); Saranac River Whitewater Park Pre-Feasibility Visit and Analysis (2014) and the Saranac River Trail Greenway Feasibility Study (2016)

Project Description

Project Type: Public infrastructure

Project Description: This project proposes the design and construction of enhanced access to the Saranac riverfront in Downtown at key points of interest. While Downtown Plattsburgh is endowed with both a riverfront and waterfront, access to these amenities are limited, and current Riverfront projects are incomplete. Improving riverfront access is a high priority for the City, LPC, existing business owners and the public, and will attract private investment in the development of the Durkee Street Site, add to recreational opportunities in Plattsburgh, and increase visitation and connectivity Downtown.

While the Saranac River Trail provides some existing riverfront access, it is incomplete. A large portion is already built, but exists outside of the DRI project area. One existing piece of the trail is, however, located within the DRI project area, which is the trail that leads out to Peace Point Park. Phase II and Phase III of the Saranac River Trail will connect this trail to the rest of the network. Phase II is currently funded and includes a pedestrian bridge connection and trail from the New York State Electric and Gas Corp (NYSEG) property to the south of the DRI project area to Durkee Street. Clinton County is currently seeking funding for Phase III, which includes a connection along Green Street and Bridge Street. The proposed DRI Riverfront Access project would take full advantage of Downtown Plattsburgh's riverfront by activating and connecting these gaps to the larger network.

This project would incorporate 5 major components that address key Downtown riverfront access connections identified in past studies:

Macdonough Park

The existing Macdonough Park is located along the riverfront in the center of Downtown Plattsburgh. It features historic monuments and grand trees, which make it a rich cultural and natural asset to the community. However, community input and consultation with the LPC have identified upgrades to some of the park's elements as necessary. Light landscaping improvements and further tree planting, adding signature riverfront lighting, and a path expansion to connect to the nearby pedestrian bridge would make the park more amenable to the community and would activate it throughout the four seasons. These changes would promote gathering and informal performances along the river, which would echo the former amphitheater that existed on the site, of which the riverfront stage remains. A waterfront landing would be an added feature to this park, which would provide access to the river and act as an end point for the proposed rapids and kayak run. The landing would potentially only need light infrastructural improvements, such as railing or ramp into the existing park.

Riverfront Walk at Durkee Street Site

The existing riverfront path that is located along the northern end of the Durkee Street site is a small wooden boardwalk that is disconnected from Bridge Street and does not continue all the way to the current location of the Farmers Market. The informal design of the boardwalk fails to take advantage of the valuable resource of the Saranac Riverfront. It does not support much recreation and is easily overlooked. Without formal connections from Bridge Street to the Farmers Market, the boardwalk lacks purpose and leaves pedestrian access to the market limited. The proposed Riverfront Walk would expand and formalize the path to match the one in Macdonough Park. It would be widened to 15' and be made of asphalt or concrete, adding up to about 750 linear

feet. It would feature benches and lighting to add amenities and create more of a destination.

Overlook
To further activate the Riverfront Walk near the Durkee Street site, a destination would be added to bring people to the water. Currently, access to the river is blocked by a dense grove of trees along the western bank. Even with a formalized Riverfront Walk, the river itself remains inaccessible. To remedy this, an overlook would be added to the Walk that projects out into the river, providing a pleasant view through the trees to the water, the historic stone Veteran's Memorial Bridge, and across the river to the eastern bank. To provide for the overlook, modest and focused tree clearing would be required to create room for the platform. The platform could be made of wood to match the rustic setting and would require support from footings in the bank of the river. Added amenities would include signature lighting and some seating. Informational plaques could provide some background of the natural and cultural history of the Saranac River.

Kayak Launch
A 2014 study conducted by Recreation Engineering and Planning, the City of Plattsburgh, and the NYSDOS (Saranac River Whitewater Park Pre-Feasibility Visit and Analysis) found that a whitewater park would be feasible in the Saranac River, providing needed activation of the Downtown Saranac Riverfront. This would bring more recreation to the City of Plattsburgh, almost all year long, stimulating the economy while taking advantage of one of the city's most valuable resources. The study identified one potential location for the park, along the part of the river within the DRI project area near the Broad Street Bridge, on the southern side near the existing parking lot. This launch would create a formal access point to the river and give room for a kayak service. A concrete pad and ramp with railings and, potentially, a structure for kayak storage, would be the major design elements.

Additional Improvements
A connection from the Durkee Street site Riverfront Walk to the Kayak launch across Broad Street would also be provided. Currently, the existing path near the market is blocked off from Broad Street by the bridge railing, impeding pedestrian movement. A potential additional element for this project could be a riverfront access point at Pond Street, to further improve riverfront access and bring people Downtown to utilize the Saranac River.

Estimated Project Costs
Total project costs are anticipated to be approximately **$1,600,000**, including design, construction, and project delivery.

Funding Sources
DRI Funding: $1,600,000 is recommended for funding through DRI, including for the elements described above.

Public Funding: Additional sources of funding that may support later phases or maintenance include CFA: NYS DOS LWRP, NYS OPRHP.

Site Ownership and Legal Jurisdiction
Macdonough Park and the Durkee Street lot are both owned by the City of Plattsburgh. The pedestrian crossing at the Veterans Memorial Bridge is in the Right of Way and would need to comply with NYSDOT.

Regulatory Requirements
This project will require the approval of the City of Plattsburgh and the issuance of a building permit.

Since this project is a public space, the design would have to meet ADA requirements, as well as those from NYSDOT and City of Plattsburgh DPR.

Public Support
This project received strong support from members of the public during the second public meeting and was the subject of conversation at all Local Planning Committee meetings.

Anticipated Revitalization Benefits
Short-term: Riverfront access improvements will provide a significant amenity, and strengthen the market for adjacent properties and development sites, such as the Durkee Street Site.

Medium-term: An enhanced Downtown experience, including additional opportunities for recreation at the riverfront, will provide a new destination Downtown, attracting greater activity and fueling the consumer base for retail.

Long-term: Increased visibility and access to the Riverfront will strengthen Downtown Plattsburgh's identity and reputation as a place to live, work and visit with ready access to natural resources and recreation, strengthening the Downtown market overall.

Beneficiaries
All community and regional residents and workers will benefit from Downtown riverfront access and recreation opportunities. Visitors will benefit from the availability of a new recreational activity within Downtown's offerings. Downtown businesses will benefit from additional foot traffic and associated spending that related activity drives, and potential outfitting opportunities associated with a new kayak launch.

Cost Benefit Analysis
As described above, improvements to enhance Downtown access to the Saranac Riverfront will increase the amenity value of the river for residents, businesses, and visitors of the city, celebrating a key natural and recreational asset and strengthening Downtown's identity. New access points and recreation opportunities will create additional destinations Downtown, increasing visitation to Downtown businesses and services. The $1,600,000 DRI contribution will thus bolster the Downtown market – including for key development sites like the Durkee Street Site – and attract new investment.

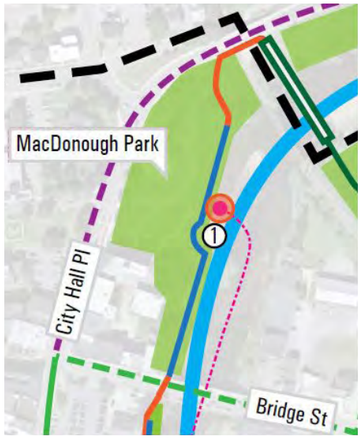
Jobs Created
There is a possibility for job creation from the kayak service that would have access to the river, and from small businesses that would see economic benefits of having a revitalized riverfront in the downtown.

Timeframe for Implementation and Project Readiness
Medium-term steps (next 6-12 months):
- Complete design of priority streetscape improvements
- Secure any necessary Army Corps and/or DEC approvals

Longer-term steps (12 to 36 months):
- Commence implementation of improvements

Project Metrics
- Number of visitors
- Riverfront property taxes

FIGURE II-9. MACDONOUGH PARK



Source: W Architecture

FIGURE II-10. EXISTING RIVER VIEW

Source: W Architecture

FIGURE II-11. PROPOSED RIVER VIEW

Source: W Architecture

FIGURE II-12. RIVERFRONT WALK

Source: W Architecture

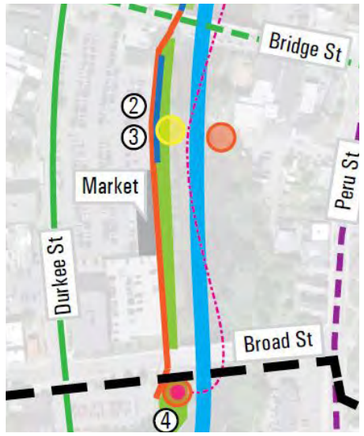
FIGURE II-13. RIVERFRONT WALK EXISTING CONDITIONS

Source: W Architecture

FIGURE II-14. RIVERFRONT WALK ILLUSTRATIVE EXAMPLE—CINCINNATI, OHIO

Source: W Architecture

FIGURE II-15. RIVERFRONT OVERLOOK



Source: W Architecture

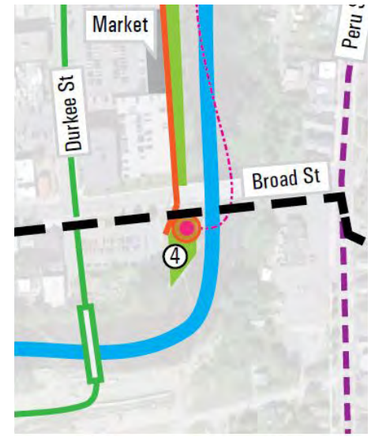
FIGURE II-16. RIVERFRONT OVERLOOK EXISTING CONDITIONS

Source: W Architecture

FIGURE II-17. RIVERFRONT OVERLOOK ILLUSTRATIVE EXAMPLE—CALGARY, ALBERTA

Source: W Architecture

FIGURE II-18. KAYAK LAUNCH

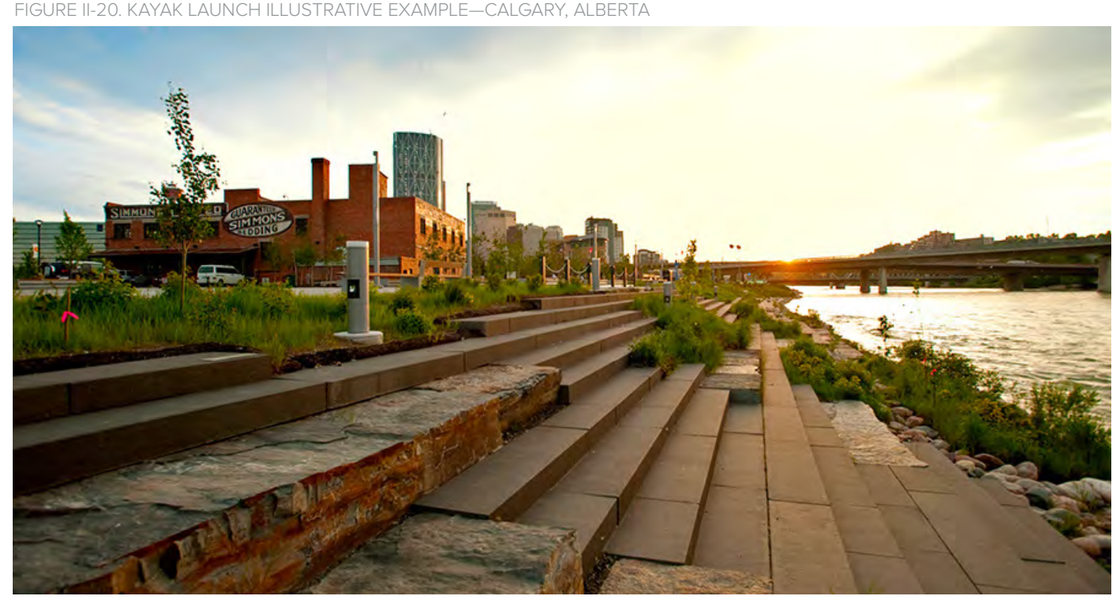


Source: W Architecture

FIGURE II-19. KAYAK LAUNCH EXISTING CONDITIONS

Source: W Architecture

FIGURE II-20. KAYAK LAUNCH ILLUSTRATIVE EXAMPLE—CALGARY, ALBERTA



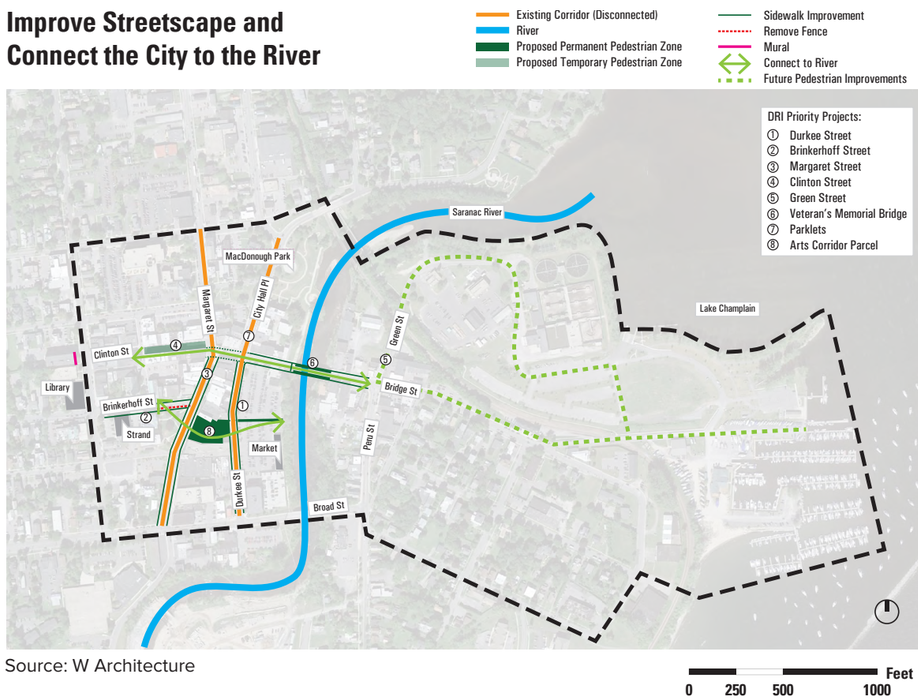
Source: W Architecture

PRIORITY PROJECT PROFILE

Enhance Downtown's Streetscape

FIGURE II-21. POTENTIAL STREETSCAPE IMPROVEMENTS

Improve Streetscape and Connect the City to the River



Source: W Architecture

SUMMARY DESCRIPTION

Improve the Downtown streetscape and pedestrian experience with investments to key streets and walkable areas.

RECOMMENDATION FOR DRI FUNDING

$1,300,000 requested through DRI funding.

LOCATION

Downtown streetscape and pedestrian improvements would be concentrated on the following streets and walkable areas in Downtown: 1. Durkee Street 2. Brinkerhoff Street 3. Margaret Street 4. Clinton Street 5. Green Street 6. Veteran's Memorial Bridge 7. Parklets 8. Arts Corridor Parcel.

Responsible Parties

The **City of Plattsburgh** would be the contracting party, managing design and implementation phases of the project.

Capacity of Responsible Party

With appropriate funding, the **City of Plattsburgh** has the capacity to contract for design and implement improvements.

Project Partners

The regional office of the **New York State Department of Transportation (NYSDOT)** may be a partner entity in the implementation of some projects.

Strategies

This project aligns with the following Plattsburgh DRI Strategies:

- Strengthen the Core & Advance Catalytic Development

This project aligns with the following REDC Strategies:

- Invest in community infrastructure that expands opportunities and capacity
- Elevate global recognition of the region as one of the special places on the planet to visit, live, work, and study; and
- Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment

This project achieves the goals articulated in the DRI Plattsburgh application (2017) and the Plattsburgh Brownfield Opportunity Area, Pre-Nomination Study (2010).

Project Description

Project Type: Public Infrastructure

Description: This project proposes improvements to streets and walkable areas in Downtown to enhance the overall pedestrian experience and includes design and construction of priority streetscape improvements, including sidewalk widening, temporary street closures, traffic calming, and greenspace enhancements. Streetscapes that are pleasant and visually consistent with the "spirit" or heritage of their location contribute to the vibrancy of communities, enhancing their profile as a destination and providing cohesive linkages between nodes of activity. In addition, streetscape improvements can improve the safety of pedestrian areas, encouraging foot traffic that supports local businesses and activates corridors. With regard to this opportunity, key corridors and walkable areas in Plattsburgh's Downtown require improvements to better support Downtown vibrancy. Plattsburgh is rich with cultural and natural assets, including historic buildings and monuments, and the Saranac River, but lacks connectivity between these assets that may limit broader access and visitation.

In conjunction with other DRI projects that strengthen Downtown and build the local market, enhanced streetscapes in Downtown will contribute to Downtown vibrancy to deliver cohesive linkages between nodes of activity; establish visual consistency with the historic fabric of Downtown; improve the safety of pedestrian areas; encourage foot traffic that supports local businesses and activates corridors; and increase visitation to Downtown. These improvements are essential to attract private investment Downtown, and particular to development at the Durkee Street Site and within the Dock Street Waterfront District. Improvements will be made through a design and construction process managed by the City of Plattsburgh.

Project elements include:

Durkee Street

Durkee Street is currently unfriendly to pedestrians, with only one functioning sidewalk along the western edge and a small curb-like sidewalk along the Durkee Street lot. Additionally, Durkee Street (and City Hall Place further north) is a main thoroughfare for vehicular traffic moving through Downtown. This project would create a sense of place to encourage the slowing of traffic and to improve the pedestrian experience. The eastern sidewalk along the Durkee Street lot would be widened to allow for a safer walking experience, as well as Programming, such as market tents and food trucks. Street tree planting along the widened sidewalk would also improve the pedestrian experience. Bike lanes would be provided on both sides of the street between Bridge Street and the Saranac River as part of the Saranac River Trail Phase II. In addition, a connection to the river from the Arts Corridor parcel through the Durkee Street lot would be formalized with some pedestrian-friendly improvements, including crosswalks, planters, and pavers.

Brinkerhoff Street

Brinkerhoff Street has been identified as part of Plattsburgh's emerging "Arts Corridor," home to one of the City's major cultural assets, the Strand Center for the Arts. This project would implement simple interventions that would integrate the corridor into the surrounding fabric of Downtown, connecting it to activity on Margaret Street and the neighboring Arts Corridor parcel. First, tree planting and landscaping improvements along the street would improve neighborhood character and the pedestrian experience. The former Federal Office Building is located at the corner of Brinkerhoff Street and Margaret Street, where its fronting greenspace is currently blocked by a chain link fence, obstructing pedestrian flow. This project would remove the fence and pave a new path connecting Brinkerhoff Street to the neighboring Arts Corridor parcel. In conjunction, these changes would ease pedestrian movement and create a network of streets that connect different parts of the city.

Margaret Street
Margaret Street is one of Downtown Plattsburgh's two primary business corridors (the other being City Hall Place/Durkee Street). The section of Margaret Street between Cornelia Street and Brinkerhoff Street is home to most of the Downtown's businesses and buildings, with a streetscape that is already conducive to pedestrian activity; car traffic is slow, the road is narrow, and the sidewalks have trees. To enhance these positive conditions, improvements to this corridor would include lighting improvements, and more landscaping and tree planting where appropriate. The southern section of Margaret Street, from Brinkerhoff to Broad Street, is not as successful. More extensive improvements would be made along this portion of the street, including tree planting and landscaping. Under this project, the entire length of Margaret Street would become a cohesive corridor of pedestrian and business activity, supporting Downtown vibrancy by creating an inviting connective link between major nodes of activity.

Clinton Street
Clinton Street between Margaret Street and Marion Street is primarily mixed-use commercial with residential upper floors, contributing to Downtown Plattsburgh's more urban feel with its building density and narrower streetscape. Downtown Plattsburgh struggles with a lack of pedestrian activity in part due to an uninviting streetscape. At the same time, small businesses need support from increased foot-traffic. This block could be temporarily closed to vehicle traffic to become a pedestrian-only street, which would provide a comfortable space for gathering and support businesses by bringing people to their storefronts. Moveable outdoor seating would allow restaurants and cafes to spill outside, activating the corridor. Improved lighting and murals would create a unique sense of place and contribute the establishment of a Downtown destination.

Green Street
As part of a longer-term phase and connected to physical improvements required by larger-scale development in the Dock Street Waterfront District and future phases of the Saranac River Trail, improvements to Green Street could include widening of the street, the inclusion of sidewalks, and the introduction of bike lanes and street furniture.

Veteran's Memorial Bridge
The Veteran's Memorial Bridge is currently used primarily for vehicular traffic and parking, which excludes pedestrians from experiencing one of Plattsburgh's greatest resources, the Saranac River. This critical crossing is one of the city's gateways into Downtown, and is a focal point along the river. While the bridge, itself a historic asset, offers beautiful views of the Macdonough Park and the Macdonough Monument, there is not a comfortable or safe place for pedestrians to pause and enjoy the view. Improvements to the bridge would include a widened pedestrian zone on both sides of the bridge, with seating elements to act as a buffer from traffic and establishing a place to gather and pause, creating a destination at the bridge and river. A dedicated bike lane on both sides of the bridge would also buffer traffic from the sidewalk and connect to the Saranac River Trail Phase III, enhancing overall Downtown connectivity. Parking would be eliminated on the bridge to allow for these changes, with two traffic lanes remaining. The improvements to the Veteran's Memorial Bridge would also draw pedestrians from Downtown down Bridge Street and across the river to the eastern side of town and the Waterfront, supporting those businesses as well. Eventually the Bridge Street corridor would extend towards the Amtrak station and Lake Champlain, further connecting the city to its natural and cultural assets, activating its public spaces and stimulating the local economy.

A second set of improvements to the bridge would center on the crossing at Bridge Street and connections to the Riverfront Walk. Currently, the Riverfront Walk that runs through Macdonough Park ends with a stairway that leads up to Bridge Street and the Veteran's Memorial Bridge, at which point further access is obstructed and there is no pedestrian crossing to the other side of Bridge Street and the continuation of the Riverfront Walk and the market at the Durkee Street lot. Without a formalized crossing, the Riverfront experience seemingly ends at Bridge Street, which leaves a large portion of the river ignored by the typical user. This project would make capital improvements to the streetscape to provide a more formal crossing and to connect the two Riverfront Walks. Pedestrians would be enticed to engage with both sides of the riverfront if this crossing was fortified. A widened sidewalk and crosswalk with wayfinding and lighting would be included.

Parklets
One of the more successful elements of Downtown Plattsburgh's current streetscape is the set of parklets on City Hall Place just north of Bridge Street, so-called because they act as a small "park," that are protected from traffic with jersey barriers. Some of the businesses along this block have taken over the street parking spaces to provide outdoor seating for its customers. Similar interventions have become popular across the country as a temporary and affordable way to enhance the pedestrian experience and support local businesses. The existing parklets are made of jersey barriers that are painted with murals. This project would formalize these parklets with custom seating and planters, meeting ADA and safety standards in the process. More parklets along Margaret Street would be implemented, as needed, to create a cohesive Downtown character and further support pedestrians and local businesses.

Arts Corridor Parcel
This city-owned parcel currently acts as an underutilized open space consisting mostly of lawn and a small winding path. Its current features are not conducive to pedestrian movement or programming, lacking a logical system of paths, appropriate seating, and sufficient infrastructure for events. This parcel is centrally located and could act as a gathering space and a pedestrian connector between adjacent destinations, such as the Strand Center for the Arts and the market and riverfront. A pavilion or amphitheater to support outdoor programming would be introduced, along with landscape improvements including tree plantings, and an improved path network to enhance Downtown pedestrian connections. The parcel would function as a sort of Downtown park and would bring pedestrians from the Arts Corridor along Brinkerhoff Street down to the Durkee Street lot market and riverfront, further creating a sense of place and supporting local businesses. Funding will be identified in the future to support design and construction of additional long-term streetscape connections to the waterfront.

Estimated Project Costs
Total project costs are anticipated to be approximately **$1,300,000**, including design, construction, and project delivery.

Funding Sources
DRI Funding: $1,300,000 is recommended for funding through DRI, including for the elements described above.

Public Funding: Additional sources of funding that may support later phases or maintenance include CFA: NYS OPRHP.

Site Ownership and Legal Jurisdiction
Most of the project sites are owned by the City of Plattsburgh. The Durkee Street lot and the Arts Corridor parcel are both city-owned. Mural installation would require property owner approval. Removal of the fence along Brinkerhoff Street would require coordination and approval of the Federal Office Building management.

Regulatory Requirements
This project will require the approval of the City of Plattsburgh. In addition, public realm improvements will be required to adhere to ADA requirements, while right of way improvements will likely have to meet NYSDOT regulatory requirements.

Public Support
This project received strong support from members of the public during the second public meeting and was the subject of conversation at all Local Planning Committee meetings.

Anticipated Revitalization Benefits
Short-term: Streetscape improvements will enhance the Downtown experience and improve safety, strengthening the market for key development sites, such as the Durkee Street Site.

Medium-term: An improved and better connected Downtown experience will attract greater foot traffic, fueling the consumer base for retail.

Long-term: A cohesive streetscape will contribute to Downtown's identity as a desirable place to live, work and visit, strengthening the Downtown market overall and attracting future investment.

Beneficiaries
All community residents, workers and visitors will benefit from an enhanced Downtown streetscape experience. Downtown businesses will benefit from additional foot traffic and associated spending that an improved Downtown environment can drive.

Cost Benefit Analysis
As described above, improvements to streetscapes in Downtown will enhance the experience and safety of residents, businesses, and visitors to the city, connecting Downtown's assets and strengthening its character. Improved connectivity will promote foot traffic to support local retail. The $1,200,000 DRI contribution will thus bolster the Downtown market – including for key development sites like the Durkee Street Site – and attract new investment.

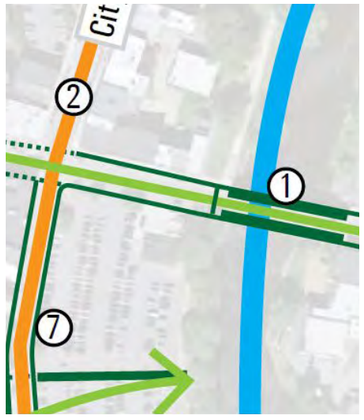
Jobs Created
Jobs are not directly created by this project.

Timeframe for Implementation and Project Readiness
Medium-term steps (next 6-12 months):
- Complete design of priority streetscape improvements
- Work with NYSDOT to obtain approvals for Veteran's Memorial Bridge crossing

Longer-term steps (12 to 36 months):
- Commence implementation of improvements.

Project Metrics
- Foot Traffic
- Downtown property values
- Retail Sales

FIGURE II-22. VETERANS MEMORIAL BRIDGE



Source: W Architecture

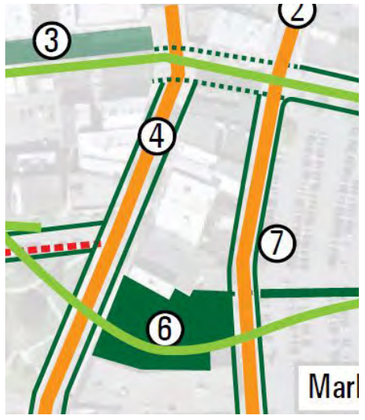
FIGURE II-23. VETERANS MEMORIAL BRIDGE STREET CONDITIONS

Source: W Architecture

FIGURE II-24. VETERANS MEMORIAL BRIDGE RENDERING

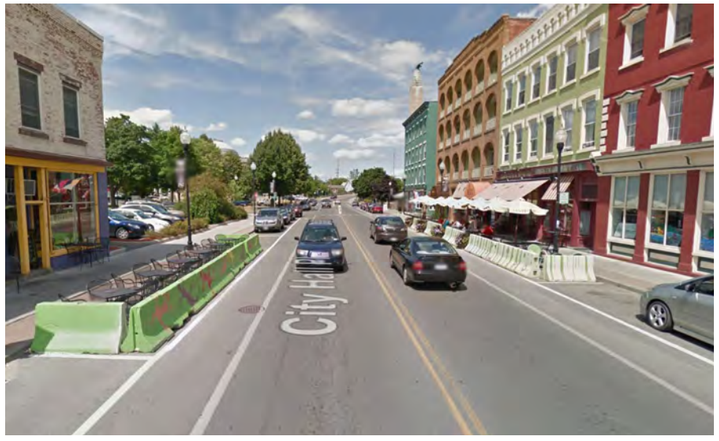
Source: W Architecture

FIGURE II-25. VETERANS MEMORIAL BRIDGE



Source: W Architecture

FIGURE II-26. EXISTING BUMP-OUTS

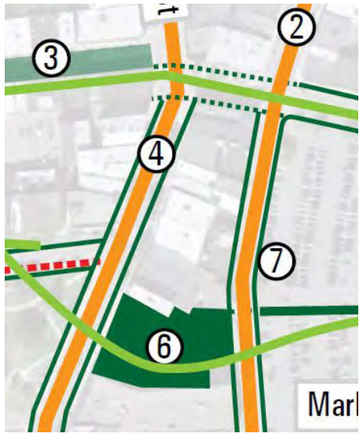


Source: W Architecture

FIGURE II-27. PRECEDENT RESTAURANT TERRACE

Source: W Architecture

FIGURE II-28. CLINTON STREET



Source: W Architecture

FIGURE II-29. EXISTING CLINTON STREET CONDITIONS

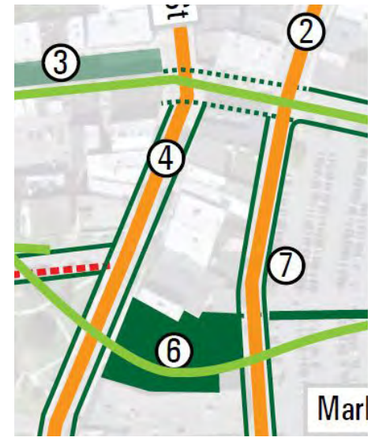
Source: W Architecture

FIGURE II-30. ST. CATHERINE STREET, MONTREAL, QUEBEC

Source: W Architecture

PART TWO: SECTION I - PROFILES OF PRIORITY PROJECTS PROPOSED FOR DRI FUNDING

FIGURE II-31. ARTS CORRIDOR PARCEL



Source: W Architecture

FIGURE II-32. EXISTING ARTS CORRIDOR PARCEL

Source: W Architecture

FIGURE II-33. ARTS CORRIDOR PARCEL RENDERING

Source: W Architecture

PRIORITY PROJECT PROFILE

Build the Dock Street Waterfront District

FIGURE II-34. DOCK STREET WATERFRONT DISTRICT

Source: Cooper Robertson

SUMMARY DESCRIPTION

Develop the Downtown Waterfront district via an RFEI/RFP and support key infrastructure improvements to incentivize development.

RECOMMENDATION FOR DRI FUNDING

$4,675,000 requested through DRI funding.

LOCATION

The Downtown Waterfront area, as bounded by the Saranac River to the West, Hamilton Street to the South, and Lake Champlain to the East and North.

Responsible Parties

The **City of Plattsburgh** will take responsibility for issuing the RFEI/RFP and for partnering with private developers.

Private developers will advance vertical development, facility relocation, and infrastructure improvements, and partner on facility relocation and infrastructure improvements.

Capacity of Responsible Party

The **City of Plattsburgh** has recently overseen the implementation of other major development projects, including Catherine Gardens. It has the expertise to oversee studies and development partnerships at the Dock Street Waterfront District, though may seek additional capacity for bidding and negotiation support to undertake this initiative alongside other DRI projects.

The City of Plattsburgh will also oversee DRI funded projects that include the implementation of the Development of Dock Street Waterfront District; improvements to Riverfront Access; improvements to Streetscapes; establishment of a Downtown Residential and Commercial Improvements Fund; and implementation of a Marketing, Branding and Signage Strategy.

Project Partners

A **private developer** will be selected from the City's RFP respondents to develop the site. The **City of Plattsburgh City Council** will approve the selection, with public input. Public sector entities such as the **Clinton County IDA** may provide support in the form of sales or tax abatements.

Strategies

This project aligns with the following DRI strategies:

- Strengthen the core and advance catalytic development

This project aligns with the following REDC Strategies:

- Invest in community development infrastructure that expands opportunities and capacity;
- Elevate global recognition of the region as one of the special places on the planet to visit, live, work, and study; and
- Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

This project achieves the goals articulated in the following plans: the Dock-Bridge St. Corridor Design & Linkage Study (1999); the City of Plattsburgh Local Waterfront Revitalization Program (Draft, 2016); the Plattsburgh Brownfield Opportunity Area, Pre-Nomination Study (2010); the DRI Application (2017); the Plattsburgh Downtown/Waterfront Economic Enhancement Strategy Report (2003); and the Wastewater Treatment Facility Mitigation Final Feasibility Study (2012).

Project Description

Project Type: Development or redevelopment of real property

Description: This project will advance development and activation in the Dock Street Waterfront District, in partnership with a private developer to be identified through an RFEI and RFP. Development of the Dock Street Waterfront District -- with its views of Lake Champlain, existing open space and kayak launch, Amtrak access, and marinas -- presents an opportunity to attract catalytic investment in Downtown Plattsburgh, connecting Downtown with its waterfront and attracting visitors. A two-step solicitation process – an initial RFEI, followed by an RFP requesting a formal fee proposal -- will ask developers to identify opportunities and pose strategies to achieve desired development that overcomes existing development constraints and connects residents and visitors at the waterfront with Plattsburgh's Historic Core.

The Dock Street Waterfront District encompasses two major potential development sites, both City owned: Dock Street Landing, and the Municipal Lighting Facility. While the former is physically ready for development, it is a 20-minute walk from Plattsburgh's Historic Core – a walk that feels longer for lack of activity along the way. The Lighting Facility site is closer to the Historic Core, and its development would serve as a connection between Downtown and the waterfront. Pending further evaluation and assessment of environmental conditions, the Municipal Lighting Facility site has been identified as a strong candidate for multifamily residential development that can advance relatively quickly within the Plattsburgh marketplace. The Dock Street Landing Site should be mixed use, including commercial hospitality or residential, in a way that strengthens but does not compete with the Historic Core.

The wastewater treatment plant is located between the sites and may require additional mitigation to address the site aesthetics. A previous study, the Wastewater Treatment Facility Mitigation Final Feasibility Study commissioned by the City of Plattsburgh in 2011, identified a number of alternate mitigation measures for the wastewater treatment plant, with costs ranging from $1.9 million for partial aesthetic improvements to $11.7 million for a full set of recommended improvements to aesthetics, aeration tank improvements, septage receiving station relocation, and addition of odor control systems (A fan system was subsequently installed to address odor concerns.) Constrained vehicular access to the waterfront when a train is stopped at the station may also be an impediment to future development that must be overcome. Streetscape enhancements and trail system linkages also have an opportunity to add value to the District, and promote connectivity with the historic Downtown Core. Developer RFEI/RFP responses should indicate a desired approach to address these issues to

ensure that the public contribution aligns with the overall development plans for the District.

This project consists of:
—Preparation of a development prospectus describing the District and opportunity
—Preliminary identification of and outreach to potential developers to build market interest; and
—Development and issuance of an RFEI requesting that developers provide a plan for development consistent with community goals expressed through the DRI process and past processes.

The RFEI will request that developers consider the following:

- **Market Evaluation:** Judgement of market potential for the proposed development program, examining the potential value and/or any funding gaps that need to be filled to make vertical development feasible, as well as preferred phasing strategy
- **Infrastructure Feasibility:** The feasibility of and approach to a number of significant infrastructure improvements needs to be addressed in conjunction with vertical development:
  - Whether relocation of the Municipal Lighting Facility—located at the NW corner of the Dock Street Waterfront District—is required in connection with an initial phase of development. The City would work with the developer to identify operational and spatial requirements for a new facility, evaluate nearby potential sites for compatibility, and determine a cost estimate for relocating the facility. DRI funding could support the relocation of the facility to optimize the developer's plan.
  - Selection of a preferred wastewater treatment plant mitigation option. The developer would identify which of the proposed mitigation approaches identified in the Wastewater Treatment Facility Mitigation Final Feasibility Study completed in 2011 will be needed for development. These options include vegetative mitigation; architectural mitigation; structural mitigation; odor control systems; and, most expensively, the relocation of septage receiving station. DRI funding could support the preferred mitigation option
  - Identification of a strategy to improve needed emergency waterfront access to support an enhanced volume of attendance and visitation. This would include evaluating access points from Downtown to the waterfront and the impact of larger event programming such as boating and fishing tournaments on emergency access, which can currently be obstructed by trains stopped at the Plattsburgh Rail Station. This exercise would evaluate and estimate costs for potential measures including an underpass or bridge across the tracks, or improved access from the North.
  - Identification of advantageous streetscape and trail system investments to connect the waterfront to the Historic Core: To activate the waterfront, improvements to streetscapes and connections to the trail system will improve the experience of travel to the waterfront. Sites for these improvements will be identified on the basis of their ability to connect key sites and create activity. This would likely include a planned extension of the trail system along the waterfront north of Green Street, building connectivity to the Dock Street Landing Site to create value for development.

Following the RFEI the City will lead the following process:
—Development and issuance of an RFP requesting that a short list of developers propose an acquisition price and financing plan, along with more detailed development plans
—Management of a selection process, with public input, culminating in negotiation and agreement with a developer; and
—Development coordination with regard to public infrastructure needs – potentially including relocation of the Municipal Lighting Facility and mitigation of the wastewater treatment plant over the course of site construction.

Estimated Project Costs

Total project costs are anticipated to be **$4,675,000**, excluding vertical development costs which would be dependent on the program proposed by potential site developers.

Known project costs include:

- Project delivery and/or consultation for RFP Preparation, Bidding and Negotiations: $150,000
- Infrastructure Improvements: up to $4,175,000 to support infrastructure projects which may include:
  - $1,875,000 for visual mitigation of the South façade and $1,300,000 for visual mitigation to other facades of the wastewater treatment plant.
  - $1,350,000 for relocation of the Municipal Lighting Department Storage Yard.
- Other improvements to the trail system or waterfront access as identified by the developer proposal as important to supporting onsite development.

Funding Sources

DRI Funding: $4,750,000 is recommended for funding through DRI, including up to $150,000 for the preparation, bidding management, and negotiation of an RFEI and RFP for developers, and $4,175,000 to support needed infrastructure improvements.

Private Funding: The DRI funds will leverage private financing at an amount to be determined by detailed development plans to be submitted by potential developers, likely to be in the tens of millions.

Public Funding: Additional public sources to enhance development feasibility, fund streetscape and trail system investments may include: IDA tax incentives, CFA, LWRP, NYS Restore NY grants, and LWRP.

Site Ownership and Legal Jurisdiction

The City owns the Dock Street development site and the Municipal Lighting Storage Facility site and has legal jurisdiction over their disposition.

Regulatory Requirements

This project will require the approval of disposition by the City Council, site plan approval with a public hearing and SEQR review, and the issuance of building permits.

Public Support

Mitigation of the wastewater treatment plan received strong support from members of the public during the second public meeting. District development received moderate support in public meetings. The project – which will be advanced in adherence with development principles discussed by the LPC and included in this Plan, and with outreach to ensure future public input -- received significant support from LPC members within January and February meetings.

Anticipated Revitalization Benefits

Short-term: Implementation measures such as relocating the Municipal Lighting Facility will remove barriers to broader district development and provide a new publicly-owned development site with prime access to Lake Champlain and the Saranac River.

Medium-term: Improvements to the Wastewater Treatment facility and streetscaping will improve the experience of the waterfront district and the active Downtown, attracting attention from users and investors. During the infrastructure and vertical development build-out period, expenditures will create construction jobs and associated revenue for local businesses.

Long-term: Upon implementation, this project will restore two large parcels to private ownership, generating tax revenue to support municipal operations. This project will also enhance activation of the waterfront, support tourism by creating a destination, and provide a significant amenity to Plattsburgh residents. All of this is likely to catalyze further investment Downtown.

Beneficiaries

All community residents, workers and visitors will benefit from decreased odors at the wastewater treatment plant, and improved connections to the waterfront. Current and future residents will benefit from new housing opportunities. Business owners and workers will benefit from both new on site commercial space, as well as the additional spending that future residents, workers and visitors to the Dock Street District bring Downtown.

Cost Benefit Analysis

As described above, development along the Plattsburgh waterfront will significantly increase the amenity value of the waterfront for residents of the city, helping to celebrate a key asset of the town through mixed-use development. Development and any interim activity will help to draw interest to a new "anchor" along the coastline, leveraging proximity to the Downtown, the train station, and the marina to increase visitation and access. The $4,750,000 DRI contribution has the potential to attract tens of millions in private investment for construction in Plattsburgh, and restore major sites to the tax rolls. The resulting projects will add hundreds of residents and new jobs Downtown that will contribute to Downtown's vibrancy. Infrastructure improvements -- including mitigation of the wastewater treatment plant -- will both improve quality of life for existing Downtown residents and increase the value of the potential major development sites. All of these benefits will enhance the Downtown Plattsburgh experience, and fuel Downtown revitalization.

Jobs Created

Potential to add dozens to hundreds of jobs to the waterfront, pending development program.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3 months):

- In coordination with decisions on timing regarding developer solicitations for Durkee Street, issue RFEI.

Mid-term steps (6-12 months):

- Issue RFP. With public input on the development program, select a developer and negotiate agreement.

Longer-term steps (12-24 months):

- 12 months: Commence wastewater treatment plant mitigation and/or Municipal Lighting Facility relocation.
- 24 months: Advance vertical development

Project Metrics

- Air quality in and around Downtown
- Number of new residents and workers in Downtown Plattsburgh
- Acres of new open space and improved waterfront trails
- Value of new property taxes

PRIORITY PROJECT PROFILE

Create a Shared Commercial Kitchen

FIGURE II-35. COMMERCIAL KITCHEN ILLUSTRATIVE EXAMPLE: THE VERMONT FOOD VENTURE CENTER

Source: USDA

SUMMARY DESCRIPTION

Create a commercial kitchen space to support Plattsburgh's small food businesses and professionals.

RECOMMENDATION FOR DRI FUNDING

$175,000 requested through DRI funding.

LOCATION

The three potential locations for the Shared Commercial Kitchen are either 39 Bridge St., the 2nd floor of 25 Bridge St., or 22 City Hall Place.

Responsible Parties

The **North Country Food Co-Op** and/or the **Strand Center for the Arts** will implement Shared Commercial Kitchen and Food Incubator projects;

Capacity of Responsible Party

Both the **North Country Food Co-Op** and **Strand Center for the Arts** have demonstrated existing capacity to support project implementation through the completion of recent significant renovation efforts. The Co-Op will also be involved in the Food Incubator project. The Strand Center will be involved in the Strand Center Art and Innovation Studio, Strand Center Theatre Capital Investments project.

Project Partners

Potential partners could include Cornell Cooperative Extension Clinton County.

Strategies

This project aligns with the following DRI strategies:

- Establish a Food and Creative Hub

This project aligns with the following REDC strategies:

- Develop a strong workforce development system to support the needs of employers in the targeted clusters using a combination of new and incumbent worker training, certificate programs, degree programs, and recruitment assistance.
- Foster development of small businesses and entrepreneurial activities that add value to local resources.

Project Description

Project Type: Programs or services to promote business recruitment or retention, including workforce development programs; Capital improvements to existing, or creation of new, community facilities

Description: This project would locate suitable space, renovate, and fit out a community kitchen with commercial equipment for local food producers to cook, process, and package food and bakery products. A kitchen would be used by both local farmers, the North Country Co-Op, and the Cornell Cooperative Extension for classes, and could potentially also serve as a space for public cooking classes. The kitchen could support operations through rentals to these existing organizations in need of food production space, and smaller producers such as food trucks. Development of a strategic plan for implementation and operations of a community kitchen would maximize potential benefits and impact Downtown and beyond.

The investment will support jobs and career development, and increase the visibility of a growing Plattsburgh "Food & Creative Hub" that connects to the Strand Center for the Arts and the North Country Food Co-Op. Developing or expanding programs and resources will support local job growth, bring workers Downtown, and bolster Plattsburgh's identity and appeal to visitors to the Adirondacks.

Estimated Project Costs

The total project costs are anticipated to be approximately $175,000.

Funding Sources

DRI Funding: Up to $175,000 is requested to support implementation of the shared commercial kitchen.

Public Funding: Additional State and Federal funding might be available from public agencies including the USDA, the Department of Commerce, and the EPA.

Site Ownership and Legal Jurisdiction

The three potential locations for the Shared Commercial Kitchen are either 39 Bridge St., which is under private ownership, the 2nd floor of 25 Bridge St., which is owned by the North Country Co-Op, or 22 City Hall Place, which is under private ownership.

Regulatory Requirements

The Shared Commercial Kitchen will require a building permit and be required to pass inspection by the City's health department.

Public Support

This project received strong support from members of the public during the second public meeting and was the subject of conversation at all Local Planning Committee meetings.

Anticipated Revitalization Benefits

Short-term: Creation of a new shared commercial space will draw users, increasing Downtown activity.

Medium-term: Creating better resources for Plattsburgh food professionals and entrepreneurs will support better access to healthy and local foods, and will support career development.

Long-term: This project, with the Food Incubator and the Art & Innovation Studio,

will strengthen Plattsburgh's identity as a food and creative hub, fueling tourism. In supporting entrepreneurship, it will also facilitate job creation Downtown, and associated activity. All of this has potential to catalyze further investment Downtown.

Beneficiaries

Entrepreneurs, small businesses owners and job seekers will benefit from access to a new physical resource to support their food related business. Other local businesses will benefit from increased foot traffic Downtown, and tourism resulting from Plattsburgh's growing visibility as a food and creative hub. Community residents will benefit from increased access to healthy and local food.

Cost Benefit Analysis

This $175,000 project will increase foot traffic Downtown, and will support local business and job creation. The project, together with the Food Incubator and Arts & innovation Studio, will reinforce Plattsburgh's identity as a Food and Creative Hub, and fuel tourism and associated spending, attracting future investment Downtown.

Jobs Created

A shared commercial kitchen connected either physically or programmatically to the existing food business support system will encourage career development, support new jobs, and help to grow small, local food production businesses.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (12 months):

- Refine business plan, select site, design and bid improvements, commence construction

Mid-term steps (12-24 months):

- Commence operations

Project Metrics

- Number of food small businesses who utilize the Shared Commercial Kitchen.

PRIORITY PROJECT PROFILE

Create a Food Incubator

FIGURE II-36. FOOD VENDORS IN SHIPPING CONTAINERS AT DUNDAS AND BATHURST

Source: Ian Irving

SUMMARY DESCRIPTION

Create an incubator space to support Plattsburgh's start-up food businesses and professionals.

RECOMMENDATION FOR DRI FUNDING

$30,000 requested through DRI funding.

LOCATION

The Food Incubator will be situated either at the North Country Food Co-Op at 25 Bridge Street, or within a portable specialty container located on City-owned property, such as at the Durkee Street Site.

Responsible Parties

The **North Country Food Co-Op** will implement the Food Incubator project.

Capacity of Responsible Party

The **North Country Food Co-Op** has demonstrated existing capacity to support project implementation through the completion of a recent significant renovation of the Co-Op's building. The Co-Op will also be involved in the Shared Commercial Kitchen project.

Project Partners

N/A

Strategies

This project aligns with the following DRI strategies:

- Establish a Food and Creative Hub

This project aligns with the following REDC strategies:

- Develop a strong workforce development system to support the needs of employers in the targeted clusters using a combination of new and incumbent worker training, certificate programs, degree programs, and recruitment assistance.
- Foster development of small businesses and entrepreneurial activities that add value to local resources.

Project Description

Project Type: Programs or services to promote business recruitment or retention, including workforce development programs; Capital improvements to existing, or creation of new, community facilities

Description: This project would create a small, "pop-up" or temporary kitchen and retail space connected to the resources and business expertise of the North Country Food Co-Op. The incubator will support new or growing prepared food businesses Downtown by providing easy connections to the Shared Commercial Kitchen and equipment, as well as access to a base of potential customers already patronizing the Co-Op. It will also provide logistical business support to small businesses. This investment Downtown will support jobs and career development and increase the visibility of a growing Plattsburgh "Food & Creative Hub" that connects to the Strand Center for the Arts and the North Country Food Co-Op, along with other DRI-funded projects including the Shared Commercial Kitchen and the Art & Innovation Studio.

The two potential locations identified offer differing advantages. The 25 Bridge Street location (within the Co-Op) offers greatest access to Co-Op resources and staff guidance. A portable, specially fit-out shipping container temporarily located on the Durkee Street Site across Bridge Street from the Co-Op would still offer opportunities for close collaboration, and would also activate this important street frontage until development proceeds, strengthening the market for future investment Downtown. After development, the portable facility could be relocated to another publicly owned site.

Estimated Project Costs

The total project costs are anticipated to be approximately **$30,000**.

Funding Sources

DRI Funding: Up to $30,000 is requested to support implementation of the shared commercial kitchen, food incubator, and makerspace.

Public Funding: Additional State and Federal funding might be available from public agencies including the USDA, the Department of Commerce, and the EPA.

Site Ownership and Legal Jurisdiction

The 25 Bridge Street location is owned by the North Country Food Co-Op. An alternate location, suitable for a portable facility within a customized shipping container, is the Durkee Street Site (until development proceeds), which is owned by the City.

Regulatory Requirements

Construction at 25 Bridge Street would require a building permit. Location of a temporary facility on the Durkee Street Site would require execution of an occupancy agreement with the City.

Public Support

This project received strong support from members of the public during the second public meeting and was the subject of conversation at all Local Planning Committee meetings.

Anticipated Revitalization Benefits

Short-term: Creation of this new venue for sales and production will increase activity and strengthen the Downtown experience.

Medium-term: Creating better resources and market penetration for Plattsburgh food and creative professionals will support better access to healthy and local foods, local goods, and will support career development.

Long-term: The project, with the Shared Commercial Kitchen and the Art & Innovation Studio, will create an additional destination Downtown, and strengthen Plattsburgh's identity as a food and creative hub, fueling tourism. In supporting entrepreneurship, it will also facilitate job creation Downtown, and associated activity. All of this has potential to catalyze further investment Downtown.

Beneficiaries

Entrepreneurs, small businesses owners and job seekers will benefit from access to supported start-up space. Other local businesses will benefit from increased foot traffic Downtown, and tourism resulting from Plattsburgh's growing visibility as a food and creative hub. Community residents will benefit from increased access to healthy and local food.

Cost Benefit Analysis

This $30,000 project will expand retail offerings Downtown, and will support local business and job creation. The project, together with the Shared Commercial Kitchen and Arts & Innovation Studio, will increase activity and attractions Downtown, reinforce Plattsburgh's identity as a Food and Creative Hub, and fuel tourism and associated spending, attracting future investment Downtown.

Jobs Created

A food incubator connected, either physically or programmatically, to the existing food business support system will encourage career development, support new jobs, and help to grow small, local food production businesses.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (12 months):

- Refine business plan, select site, design and bid improvements, commence construction

Mid-term steps (12-24 months):

- Commence operations

Project Metrics

- Number of food small businesses who utilize the Food Incubator.
- Number of food-related small businesses who successfully graduate from the Food Incubator to other permanent locations Downtown.

PRIORITY PROJECT PROFILE

Advance the Strand Center Art & Innovation Studio

FIGURE II-37. PRECEDENT CRAFTING MAKERSPACE

Source: Adobe Images

SUMMARY DESCRIPTION

Develop an Art & Innovation Studio at the Strand Cultural Center to provide the physical space to enhance Plattsburgh's creative exploration and entrepreneurship.

RECOMMENDATION FOR DRI FUNDING

$495,000 requested through DRI funding.

LOCATION

The Art & Innovation Studio would be located within the Strand Center for the Arts (SCA).

Responsible Parties

The **Strand Center for the Arts** will implement the Art & Innovation Studio project.

Capacity of Responsible Party

The **Strand Center for the Arts** has indicated existing capacity to support projects implementations. The Strand Center for the Arts will also be responsible for the Support Strand Center Capital Investments, Marketing and Branding DRI project.

Project Partners

Strand Center for the Arts, Local cultural non-profits

Strategies

This project aligns with the following DRI Strategies:

- Establish a Food and Creative Hub

This project aligns with the following REDC Strategies:

- Develop a strong workforce development system to support the needs of employers in the targeted clusters using a combination of new and incumbent worker training, certificate programs, degree programs, and recruitment assistance.
- Foster development of small businesses and entrepreneurial activities that add value to local resources.

This project achieves the goals articulated in the following plans: Plattsburgh: Waterfront Horizons (2001).

Project Description

Project Type: Arts or cultural programming and creation of new, or improvements to existing facilities; Programs or services to promote business recruitment or retention, including workforce development programs; Capital improvements to existing, or creation of new, community facilities

Description: The development of an Innovation Studio at the Strand Cultural Center would provide the physical space and community, institutional, and financial support systems to enhance Plattsburgh's creative exploration and entrepreneurship. There is currently a lack of both formal space and support for students, creative entrepreneurs, and other community members in Plattsburgh. Developing or expanding programs and resources would promote educational and entrepreneurial opportunities and provide a forum for building intra-community connections. The space, called the Strand Center Innovation Studio (SCIS), will be a flexible, state of the art multipurpose space that offers its users:

- Access to a range of tools, including multiple technologies, materials, tools and flexible workstations that are typically prohibitively expensive for individual users, encouraging experimentation and offering a testing ground for entrepreneurs;
- Educational programming for youths and adults, including across the disciplines of the arts, science, math, reading, writing, technology and engineering in a manner consistent with STEAM principles.

This programming will connect the experienced practitioners of the Adirondack Coast with expertise in the Arts, Engineering, Science, Design and other disciplines with willing-to learn youth and adults in Plattsburgh. Infusing the Arts into our programmatic efforts will support the development of creative thinking, collaboration, effective communication and the ability to problem solve to meet workforce demands. The North Country Science, Technology, Engineering, Arts, and Mathematics (STEAM) Center is a collaboration of Clinton Community College, Champlain Valley Transportation Museum (CVTM), and The Strand Center for the Arts to provide North Country K-12 students and their teachers with the programs, facilities and technical support to increase academic achievement in the STEAM disciplines which includes capitalizing on building the skills necessary to be successful in the 21st century.

This project will enhance Plattsburgh's creative exploration and entrepreneurship, and increase the visibility of a growing Plattsburgh "Food & Creative Hub" that connects to the Strand Center for the Arts and the North Country Food Co-Op.

Estimated Project Costs

The total project costs are anticipated to be approximately **$495,000**, including:

- $356,000 for construction
- $37,000 for computers, sewing machines, SMART Board
- $75,000 for 3D Modeling, CAD, Graphic Design, Creative Design
- $27,000 for Computer desks, work stations, office chairs, audience seating

Funding Sources

DRI Funding: Up to $495,000 is requested to support implementation of the Art & Innovation Studio.

Public Funding: Additional State and Federal funding might be available from public agencies including through the CFA.

Site Ownership and Legal Jurisdiction

The Art & Innovation Studio would be located within the Strand Center's existing footprint.

Regulatory Requirements

This project will require the approval of the City of Plattsburgh and the issuance of building permits.

Public Support

This project received significant support from members of the LPC at its January and February meetings, and positive feedback at the final public meeting.

Anticipated Revitalization Benefits

Short-term: Physical improvements associated with the Studio will enhance the character of the Arts Corridor, and the Downtown experience.

Medium-term: Space and programming to support entrepreneurs, artists and youth will attract those individuals Downtown, increasing activity and adding spending power to support Downtown retail..

Long-term: The project, with the Food Incubator and Shared Commercial Kitchen, will create an additional destination Downtown, and strengthen Plattsburgh's identity as a food and creative hub, fueling tourism. In supporting entrepreneurship, it will also facilitate job creation Downtown, and associated activity. All of this is likely to catalyze further investment Downtown.

Beneficiaries

This initiative would benefit entrepreneurs and community residents – including youth, students, seniors and job seekers – by providing access to space, equipment, training and support to explore creative entrepreneurship and launch associated ventures. It will also benefit local businesses by increasing foot traffic Downtown.

Cost Benefit Analysis

Through its support for entrepreneurship, this project will facilitate small business development and job creation. Studio programming and space will bring entrepreneurs, artists, and youth -- and their spending power -- Downtown on a regular basis. The $495,000 project, together with the Shared Commercial Kitchen and Food Incubator, will reinforce Plattsburgh's identity as a Food and Creative Hub, and fuel tourism and associated spending, attracting future investment Downtown.

Jobs Created

The Art & Innovation Studio will support an estimated 12 part-time instructors and a part-time Staff Assistant to assist the Artistic Programming Director with necessary programming and reporting administration.

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3-9 months):

- Bidding and Construction

Mid-term steps (10-18 months):

- Strand Center Art & Innovation Studio implementation

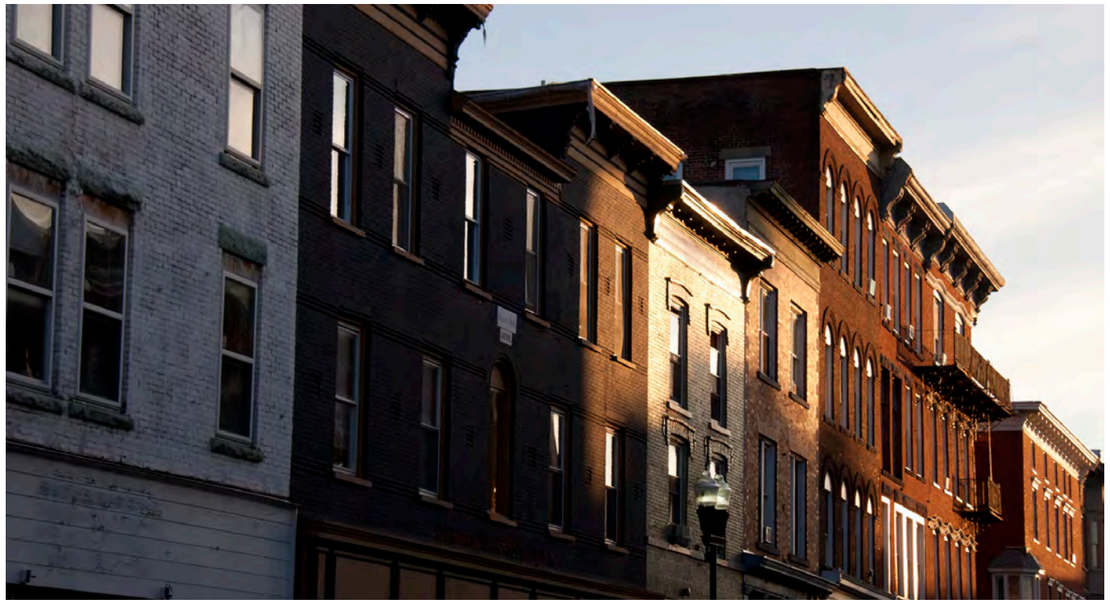
Project Metrics

- Number of entrepreneurs and small businesses in residency or that utilize the Strand Center Art & Innovation Studio.

PRIORITY PROJECT PROFILE

Establish a Fund for Downtown Residential, Retail and Hotel Improvements

FIGURE II-38. EXISTING DOWNTOWN CORRIDOR



Source: Flickr Creative Commons; Michel G.

SUMMARY DESCRIPTION

Support and incentivize Downtown development by providing a new funding mechanism with greater flexibility targeting upper floor residential and commercial/hotel development, façade improvements, retail space redevelopment, and small business support.

RECOMMENDATION FOR DRI FUNDING

$600,000 requested through DRI funding.

LOCATION

Funds would be utilized to service projects located throughout the entire DRI Downtown.

Responsible Parties

The **City of Plattsburgh** and a new or enhanced **Local Development Corporation**—potentially, the existing Lake City Local Development Corporation (LCLDC), which currently oversees the City's revolving loan fund, in partnership with a contracted third-party administrator.

Capacity of Responsible Party

The **City of Plattsburgh**, **Lake City Development Corporation**, and **City Council** currently assist property owners and approve loan disbursements for existing funding mechanisms, but do not have the capacity to provide larger scale technical assistance to property owners. A **third-party** contractor would be retained to administer the funds associated with a one-time DRI infusion.

Project Partners

Local **property and business owners** would be awarded funds to support improvements.

City and **State** housing and community development agencies may offer additional sources of funding for improvements that could be layered with the Fund's grants.

Strategies

This project aligns with the following Plattsburgh DRI Strategies:

- Grow the market

This project aligns with the following REDC Strategies:

- Attract and nurture entrepreneurs
- Invest in community infrastructure that expands opportunities and capacity

This project achieves the goals articulated in the following plans: the DRI Plattsburgh Application (2017); and the Plattsburgh Brownfield Opportunity Area, Pre-Nomination Study (2010).

Project Description

Project Type: Grants to support the development or rehabilitation of Downtown buildings.

Project Description: This project proposes to develop a new funding mechanism that would dispense dozens of grants with greater flexibility than existing programs to support and incentivize Downtown development, and would expand the capacity of the administering entity to provide marketing and technical assistance to property owners in order to expand uptake.

While a number of resources are currently available to support new development, they are not adequately serving Downtown needs due to a mismatch of program requirements, market conditions, and property owner and public sector capacity. A new grant program funded through DRI is needed to overcome challenges that current incentives present to potential awardees. Those current challenges are as follows:

- Loans can be restrictive to property and business owners due to stipulations such as prevailing wage requirements, job creation requirements, and rent guidelines. Only four loans have been awarded through the existing loan fund, while other prospective awardees have dropped out due to restrictions associated with the program.
- Programs with matching requirements and reimbursement structure, such as the New York State Main Street program, require property owners to fully finance construction and match 25% of capital costs, which can burden individual owners;
- Inadequate marketing and public awareness of existing resources, that can preclude eligible property owners from applying to existing resources.
- Local market conditions can result in relatively low achievable rents upon renovation that hinder the ability to repay market-rate or subsidized loans.

A lack of capacity at the LCLDC and the City and a lack of capacity or technical expertise among eligible property owners can also pose a barrier to accessing existing resources available from City, State, and Federal sources.

The new grant-making fund established through DRI would target the following specific development typologies. Architectural and engineering expenses associated with renovation projects will be eligible uses of grant funding, in addition to construction costs.

- **Upper Floor Residential and Commercial Development:** Due to local market conditions that can result in relatively low achievable rents, many multi-story properties in Downtown have not experienced recent physical improvements and are dated and considered uncomfortable by modern standards. Incentives to redevelop upper floors could provide opportunities to create new sources of housing and new commercial (retail or hotel/accommodations) space for businesses that seek to be located Downtown, contributing to an overall denser and more vibrant Downtown.
- **Facade Improvements:** Improvement to façades can include awnings, signage, and window displays that make Downtown more attractive and contribute to its public realm experience. While these improvements are currently served by the New York Main Street Program, funding is only available on an annual basis through the Consolidated Funding Application process. This new

fund would offer business and property owners the flexibility to renovate throughout the year.

- **Retail Space Redevelopment**: Downtown Plattsburgh benefits from a historic character that is valuable to residents and business owners alike. Retail space improvements that preserve this historic character contribute to the vibrancy of Downtown. Such redevelopment is currently supported by the City's revolving loan funds (façade and economic development fund), but is constrained by income requirements and rent caps and offers no grant program.

- **Small Business Support:** In addition to the physical needs of Downtown buildings, local businesses have also identified the need for additional operating support to purchase furniture, fixtures and equipment, accumulate inventory, and provide working capital.

The grant program would be administered by a third-party contractor that could also offer technical assistance for both new funds and existing local, State, and Federal resources. The current loan structure relies on coordination between the City of Plattsburgh Community Development Department, the Lake City Development Corporation, and the City Council for approval for disbursal of funds. This new funding mechanism would utilize the existing administrative infrastructure.

Estimated Project Costs

Total project costs are anticipated to be **$600,000**. This figure is not inclusive of private development and rehabilitation costs that will be associated with projects awarded grants.

Costs associated with the Improvements Fund include:

- $540,000 for the establishment of a fund anticipated to serve dozens of projects
- $60,000 for a technical assistance and project delivery

Funding Sources

DRI Funding: $600,000 is recommended for funding through DRI, including for the elements described above.

Private Financing: The DRI funds will leverage additional private financing, to be determined by grant applicants and proposed projects.

Public Funding: Additional sources of funding that may be leveraged by grant applicants include ESD RESTORE, CDBG, HOME, AHC, NYMS.

Site Ownership and Legal Jurisdiction

N/A

Regulatory Requirements

This project will require the approval of the City of Plattsburgh and the issuance of building permits.

Public Support

Support for ongoing investment in Downtown was received from members of the public during the second public meeting, and this project has been the subject of conversation at all Local Planning Committee meetings as well as conversations with relevant entities and partners, including the City and the LCLDC as well as business owners.

Anticipated Revitalization Benefits

Short-term: Marketing of the fund to Downtown property owners can increase interest in Downtown development, and awareness of the tools available to achieve this.

Medium-term: Disbursement of funds to eligible projects Downtown will catalyze physical improvements that strengthen the Downtown experience. During build-out, expenditures will create construction jobs and associated revenue for local businesses.

Long-term: Improved retail, residential and/or hotel spaces will attract and serve additional residents, shoppers and visitors Downtown, increasing spending, fueling vibrancy, and strengthening the market and potential for future investment.

Beneficiaries

This initiative will benefit current and future residents seeking high quality living quarters Downtown, and/or visitors seeking Downtown accommodations, particularly in historic buildings. It will benefit current and future small businesses seeking high quality retail space Downtown. It will also benefit other Downtown businesses by enticing more residents, visitors and shoppers Downtown.

Cost Benefit Analysis

83% of housing units in the DRI boundary are located in structures built before 1979, compared to 62% of County housing units and 66% of North Country housing units. All interviews with local developers and brokers conducted by the Consultant Team cited the age and poor conditions of Downtown buildings as key impediments to redevelopment. In the past two years, only 4 property owners have utilized the City's revolving loan fund. The City has noted that property owners are hesitant to use the loan funds for renovation projects given the program requirements including Federal prevailing wage rates. The $600,000 DRI grant mechanism will provide the flexible resources needed to support the development and rehabilitation of Downtown buildings, potentially attracting new investments, residents, businesses, and visitors and strengthening the vibrancy of Downtown.

Jobs Created

TBD pending distribution of funds.

Timeframe for Implementation and Project Readiness

Short-term steps (6 months):

- Program Refinement
  - Identification of areas of geographic focus;
  - Marketing materials;
  - Finalizing program structure;
  - Procurement for administrative services.

Medium-term steps (6-36 months):

- Commencement of implementation, including expanded capacity of administering entity to provide technical assistance.
- Provision of capital to individual property owners that can be layered with other existing funding sources.

Project Metrics

- Number of applications for funding awards for Downtown improvements
- Number of applications approved for Downtown improvements
- Number of completed development and rehabilitation projects

PRIORITY PROJECT PROFILE

Implement a Cohesive Marketing, Branding, & Signage Strategy

FIGURE II-39. EXISTING CONDITIONS AND ILLUSTRATIVE EXAMPLES

Source: City of Plattsburgh Department of Community Development; Flickr Creative Commons; Jamie McCaffey, Serena Washington.

SUMMARY DESCRIPTION

Implement a cohesive marketing, branding and signage strategy that strengthens Downtown Plattsburgh's identity and visibility, and increases visitation.

RECOMMENDATION FOR DRI FUNDING

$250,000 requested through DRI funding.

LOCATION

Marketing and signage would be for and located throughout the entire DRI Downtown.

Responsible Parties

The **City of Plattsburgh Community Development Office**.

Capacity of Responsible Party

The **City of Plattsburgh** is currently responsible for coordination of supportive marketing and advertising campaigns for events and programming and has successfully expanded attendance for programming over the past two years.

Project Partners

Local cultural producers and heritage organizations, including but not limited to the Strand Center for the Arts, the Clinton County Historical Association, the local Chambers of Commerce, and other small businesses and marketing partners as relevant.

Strategies

This project aligns with the following Plattsburgh DRI Strategies:

- Grow the market

This project aligns with the following REDC Strategies:

- Invest in community development infrastructure that expands opportunities and capacity;
- Elevate global recognition of the region as one of the special places on the planet to visit, live, work, and study; and
- Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

This project achieves goals articulated in the following plans: the DRI Plattsburgh Application (2017); Plattsburgh Brownfield Opportunity Area, Pre-Nomination Study (2010); the Plattsburgh Economic Enhancement Strategy (2010); and the Dock-Bridge St. Corridor Design & Linkage Study (1999).

Project Description

Project Type: Branding and marketing of the Downtown to the public, including residents, investors, developers, tourists, and visitors.

Project Description: This project proposes a cohesive marketing, branding and signage strategy that would tie together and build upon Downtown's existing strengths to achieve a greater impact for Downtown. In support of other DRI projects that would activate and revitalize Downtown, this project would include:

Targeted Downtown Marketing

Plattsburgh is currently promoted as a destination by several initiatives including Adirondack Coast and Discover Plattsburgh. However, these initiatives do not promote the Downtown itself as a destination. Downtown marketing initiatives would be developed to complement existing efforts by creating a platform for local institutions, businesses, and the city to collectively market and advertise Downtown programming. Initiatives might include:

- The development of a comprehensive map of Downtown attractions, including historic sites, local businesses, restaurants, and walking tours. Currently, no such map exists. The interactive map could be suitable for embedding and linking on a variety of websites, including local cultural institutions and organizations and a range of tourism sites;
- Seasonal, institution-specific, or program-specific banner or signage materials.

Passive and Wayfinding Investments

This component would invest in strategic interventions to build on existing programming and characteristic strengths of the Downtown, increase local awareness, strengthen district identities and City identity. These improvements would build upon interventions currently being undertaken by the County, to install over 25 site markers at sites of historic interest across the Downtown. This could include:

- Integration of city logo and a cohesive design on physical signage demarcating Downtown districts;
- Investment in Historical and Arts installations throughout the Downtown in strategic historic and "Arts Corridor" locations, including murals and walking trail markers, that would build upon the historic site markers being implemented by the County. This might include walking trail markers that would incorporate these historic sites.
- Integration of city logo and a cohesive design on wayfinding installations at key points throughout the Downtown, directing users toward city assets, and potentially in historic proprietor signage.
- Installation of city gateway signage, potentially with historical information, at key points of interest the intersection of Durkee and Bridge; the marina and its connection to Dock; the point formed by the intersection of Dock and Bridge.

Estimated Project Costs

Total project costs are anticipated to be **$250,000**. This figure includes:

- $75,000 for Targeted Downtown Marketing, of which $50,000 would support the development of an interactive map and $50,000 would be utilized to design and implement billboards and event signage.
- $175,000, for the design and implementation of Visual and Wayfinding Elements. Signs costs vary depending on size, while the cost of murals and other visual elements may vary.

Funding Sources

DRI Funding: $250,000 is recommended for funding through DRI, including for the elements described above.

Public Funding: Additional sources of funding that may be leveraged in complementary future activities include CFA: NYS DOS LWRP, NYS OPRHP.

Site Ownership and Legal Jurisdiction

The City either owns public realm sites or will work with partners to execute the strategy on privately owned property.

Regulatory Requirements

This project will require the approval of the City of Plattsburgh. Some site locations may require Clinton County or private owner permissions.

Public Support

Support for enhancing visitation to Downtown was received from members of the public during the second public meeting, and this project has been the subject of conversation at all Local Planning Committee meetings.

Anticipated Revitalization Benefits

Short Term: Marketing of Downtown activities and events will increase visitation Downtown, supporting local retail. New signage will improve the visibility and connectivity of Downtown assets, extending visitors' stay and increasing spending.

Medium-term: Cohesive signage will bolster Plattsburgh's character and identity as a destination, fueling tourism. Increased spending from additional visitation will strengthen the market for future investment.

Long-term: Upon implementation, this project will contribute to a strengthened and cohesive identity for Downtown that builds upon existing strengths, creating a pleasant experience and amenity for residents, workers, students, and visitors.

Beneficiaries

Enhanced marketing and signage will benefit visitors to Downtown Plattsburgh by increasing the visibility and accessibility of Downtown's assets and events. Increased visitation and associated spending will in turn benefit small business owners and workers Downtown.

Cost Benefit Analysis

As described above, a cohesive Marketing, Branding, and Signage Strategy will draw expanded audiences and better connect them to Downtown Plattsburgh's assets and attractions, benefiting local businesses. The $250,000 DRI contribution will thus increase local spending, and attract new investment Downtown.

Jobs Created

NA

Timeframe for Implementation and Project Readiness

Immediate Next Steps (next 3-6 months):

- Review additional marketing opportunities; and design signage.

Longer-term steps (6 to 24 months):

- Implement marketing campaigns
- Implement signage and other visual interventions identified in the first phase.

Project Metrics

- Number of visitors to Downtown
- Value of visitor spending Downtown

PRIORITY PROJECT PROFILE

Support Strand Center Theatre Capital Investments, Marketing and Branding

FIGURE II-40. STRAND THEATRE

Source: Plattsburgh Local Planning Committee

SUMMARY DESCRIPTION

Fund capital improvements at the Strand Center Theatre, and support strategic marketing and advertising efforts including TV, playbills, print, and radio.

RECOMMENDATION FOR DRI FUNDING

$260,000 recommended for DRI funding.

LOCATION

The Strand Center Theatre located at 25 Brinkerhoff Street.

Responsible Parties

The **Strand Center for the Arts (SCA)** is a 501(c)(3) not-for-profit arts education organization partially funded by New York State Council of the Arts with a full-time Executive Director, Development Director, Programming Director and Box Office/Office Manager, in addition to a part-time Gallery Director, Clay manager, and dozens of teachers and technical contractors.

Capacity of Responsible Party

Over the past 10 years, the SCA has demonstrated its experience by receiving funding from Historic Preservation, HUD, Save Americas Treasures, Empire State Development, REDC and New York State Main Street programs, and PKS legislative grants totaling just over $2 million dollars. The SCA also raised approximately $2 million from community philanthropy and foundations of around $2 million dollars. All of these grants have been overseen by SHPO and the Federal Dept. of the Interior and have been successfully completed, audited, and approved. The Strand Center for the Arts will also be involved in the implementation of other the Strand Center Makerspace project.

Project Partners

N/A

Strategies

This project aligns with the following DRI strategies:

- Grow the market

This project aligns with the following REDC strategies:

- Solicit national and international sporting and recreation events

This project achieves the goals articulated in the following plans: City of Plattsburgh Local Waterfront Revitalization Program (2016); Plattsburgh Downtown/Waterfront Economic Enhancement Strategy Report (2003); and Plattsburgh: Waterfront Horizons (2001).

Project Description

Project Type: Capital improvements to existing, or creation of new, community facilities

Description: The Strand Center Theatre (SCA) currently attracts approximately 10,000 visitors to Downtown Plattsburgh with live performances, but is constrained by capital needs centered on physical improvements and marketing materials. The SCA estimates that it can expand its annual visitation to 25,000 or greater with addition funding support.

The Strand Center Theatre is 95% restored, and although the Theatre is fully operational, it has not been able to complete the final capital projects due to lack of funding. Capital needs to finish the Theatre Restoration are:

- Finishing of the balcony promenade, which is still plywood and requires carpeting;
- Modification of Mezzanine steps to achieve proper depth, as well as carpeting and the installation of safety handrails;
- Installation of baseboard moldings in the vestibule, mezzanine and lobby, which are currently unfinished.
- Installation of final carpeting in the theatre to both improve diminished audio quality, and allow for the wiring of the LED lights that were installed with the chairs;
- Curtains for the theatre's rear windows, stage exits, and hand railings to match the main drape and carpeting installed in the aisles;
- The installation of a plexiglass safety barrier on the balcony that will not impede the line of sight as the current railing does.
- Enhanced roof access, beyond the original air exchange hole in front of the projection booth.
- A downstairs concession bar, to replace the portable 8 foot tables currently serving that function;
- Additional professional stage, lighting and sound equipment that is needed to attract larger productions that would build the audience for the theatre.

In addition, capital support for marketing and advertising materials is needed to help build the Strand Center Theatre's audience. These may include:

- Television advertising;
- Radio advertising;
- Advertising signage on regional transport, benches, or other physical locations; and
- Printed materials, including playbills, event fliers, brochures, and membership materials.

Estimated Project Costs

DRI Funding: Project costs recommended for funding through DRI are anticipated to be approximately **$260,000**. This includes:

- Completion of the Theatre's capital improvements: $182,000
- Capital marketing and advertising needs: $78,000

Funding Sources

DRI Funding: $260,000 is recommended for funding through DRI, including the elements described above.

Private Funding: Additional potential private funding sources include show income, and in-kind donations of goods and labor.

Site Ownership and Legal Jurisdiction

The Strand Center for the Arts owns The Strand Center Theatre. It is a non-profit that is chartered by the NYS Department of Education.

Regulatory Requirements
A building permit would need to be issued.

Public Support
This project received significant support from members of the LPC at its January and February meetings, and positive feedback at the final public meeting.

Anticipated Revitalization Benefits
Medium Term: Improvements will attract larger and higher-quality productions, widening the audience attraction of the Theatre.

Long Term: Capital improvements and marketing at the Strand Center Theatre will expand its audience, bringing more visitors and regional residents to Downtown and generating new expenditures. In addition, improvements could attract and retain young workers, who place a strong importance on urban experience when identifying a place to live.

Beneficiaries
Enhancements to the Strand Center Theatre will benefit residents of all ages, as well as visitors seeking quality entertainment Downtown. The increased draw of community residents and visitors to events at the Strand, and associated retail spending, will in turn benefit small business owners.

Cost Benefit Analysis
As described above, $260,000 in DRI funding support for physical improvements and marketing and advertising materials is anticipated to expand the Theatre's audience, thereby increasing visitation to Downtown. By completing physical improvements and establishing a regional marketing presence, the Strand Centre Theatre will be more competitive with other regional venues, including in Burlington, and will establish a stronger regional draw. Higher quality programming will be attracted by higher quality facilities and marketing opportunities, further contributing to audience development. An expanded audience will bring more people Downtown, generating new expenditures and reinforcing Downtown Plattsburgh as a premier place to live, work, and play.

Jobs Created
With the expansion of quality in programming supported by these improvements, 1 full time job could be added following completion of physical improvements.

Timeframe for Implementation and Project Readiness
Short-Term (3-6 months):
- Identify marketing plan.
- Produce printed marketing materials.
- Issue RFP and Bidding documents for capital Improvements and equipment.

Mid-Term (6-18 months):
- Complete capital investments.
- Install marketing and advertising signage.

Project Metrics
- Number of venue attendees
- Number of Downtown visitors
- Value of Downtown visitor spending

SECTION II

Priority Projects Recommended for Other Funding Sources

#	Project Name	Project Description	Funding Need
11	**Build Capacity for Implementation**	Provide staff capacity to advance implementation of Downtown Revitalization Initiatives.	$460,000
12	**Support Strand Center Programming**	Support the Strand Center's programming to attract high quality performers, book a full season that can be marketed in advance, sell subscriptions, and service advertisers.	$140,000
13	**Expand Public Wi-Fi**	Advance the implementation of smart infrastructure Downtown, focused on the expansion of public Wi-Fi access.	$300,000
14	**Update Zoning and Develop Sustainable Design Guidelines**	Develop Zoning and Sustainable Design Guidelines, consistent with a comprehensive vision for Plattsburgh.	$100,000
15	**Implement Seasonal Trolley Service**	Establish a seasonal trolley service to increase accessibility and connectivity for residents, visitors, students, and downtown business owners.	$530,000
		Subtotal:	**$1,530,000**

PRIORITY PROJECT PROFILE

Build Capacity for Project Implementation

FIGURE. II-41 COMMUNITY WORKSHOP

Source: River Street Planning

SUMMARY DESCRIPTION

Provide staff capacity to advance Downtown revitalization.

LOCATION

Activities led by the entity developed in this project would impact the entire DRI Area. City staff will continue to operate from City Hall. LDC staff may be situated in City Hall or within another location Downtown.

Responsible Parties

The **City of Plattsburgh**, a new **Community or Local Development Corporation**, and/or an expansion of the existing **Lake City Local Development Corporation (LCLDC)** will implement this project.

Capacity of Responsible Party

Plattsburgh's Office of Community Development currently hosts two full time staff. The Lake City LDC currently has no full-time staff. This initiative would develop the capacity of the City and LDC staff for future development projects.

Project Partners

Potential partners include The City of Plattsburgh, and the Lake City LDC. Additional partners may include external funding sources and/or providers of technical assistance, such as Rural LISC.

Strategies

This project aligns with the following DRI strategies:

- Strengthen the Core and Advance Catalytic Development
- Establish a Food and Creative Hub
- Grow the Market

Project Description

Project Type: Enhancement of public or non-profit organizational capacity to establish and oversee DRI projects or programs.

Description: This project provides funds to build capacity over a three-year period, in order to advance revitalization Downtown. Funds are intended to support 1 full-time equivalent staff position over the first 6 months, 2 full-time equivalents for the next 1.5 years, and one for a final (third) year. This approach is intended to allow for initial capacity building, subsequent identification of external resources, and reduction of the initial funding stream as additional support is identified.

Funds will go toward staff situated in either of the following two offices:

A. The City of Plattsburgh's Office of Community Development works to improve the quality of life for City residents by identifying and pursuing state and federal funded housing, economic development, public facilities, infrastructure, recreation and community planning projects supported by city residents and other community organizations. With the recent addition of an events and promotions staffer, the office currently has a two-person staff.

B. Instead of or in addition to building capacity within the City, Local Development Corporations provided an important tool for cities to undertake focused redevelopment work. A Local Development Corporation (LDC) – which would be accountable to the City and its residents through a City-controlled Board of Directors, and work in partnership with the City to move projects forward – would have a unique ability to secure external private donations and philanthropic funds to provide long-term capacity and/or programmatic funding; provide continuity of staffing with positions paid through such external sources rather than subject to the City's fiscal circumstances; and focus time and attention on the Downtown. It would also have the unique ability to access technical assistance from organizations dedicated to capacity building, such as Rural LISC. The LDC may also serve as a vehicle for providing grants to partner organizations contributing to implementation.

The Lake City LDC (LCLDC) already exists as a 501c3, and may serve as a vehicle for building this capacity, rather than establishing another entity within Plattsburgh. A business plan is in progress for expanding the capacity of the LCLDC with a potential focus on Economic Development initiatives, Housing, Arts and Culture, and Community Development.

Estimated Project Costs

The total project costs are anticipated to be approximately **$460,000** for staffing and/or operating costs over three years. This includes:

- Approximately $300,000 in funding for 2 full-time staff members over this period; and
- Another $160,000 for additional operating costs, assuming costs are partially offset by administrative fees and other grant sources.

Funding Sources

Potential Funding Sources: Funding may be identified through some combination of philanthropic contributions, administrative funds associated with program administration, and/or other public funding sources.

PRIORITY PROJECT PROFILE

Support Programming at the Strand Theatre

FIGURE II-42. EVENT AT STRAND THEATRE

Source: Plattsburgh Local Planning Committee

SUMMARY DESCRIPTION

This project will establish a credit line and hire staff to support full seasons of programming at the Strand Theatre.

LOCATION

The Strand Center for the Arts (SCA) is comprised of two buildings: The Strand Center Theatre located at 25 Brinkerhoff Street and the Strand Center located at 23 Brinkerhoff Street.

Responsible Parties

The **Strand Center for the Arts (SCA)** is a 501(c)(3) not-for-profit arts education organization partially funded by New York State Council of the Arts with a full-time Executive Director, Development Director, Programming Director and Box Office/Office Manager, in addition to a part-time Gallery Director, Clay manager, and dozens of teachers and technical contractors.

Capacity of Responsible Party

Over the past 10 years, the SCA has demonstrated its experience by receiving funding from Historic Preservation, HUD, Save Americas Treasures, Empire State Development, REDC and New York State Main Street programs, and PKS legislative grants totaling just over $2 million dollars. The SCA also raised approximately $2 million from community philanthropy and foundations. All of these grants have been overseen by SHPO and the Federal Dept. of the Interior and have been successfully completed, audited, and approved. The Strand Center for the Arts will also be involved in the implementation of other the Strand Center Makerspace project.

Project Partners

N/A

Strategies

This project aligns with the following DRI strategies:

- Grow the market

This project aligns with the following REDC strategies:

- Solicit national and international sporting and recreation events

This project achieves the goals articulated in the following plans: City of Plattsburgh Local Waterfront Revitalization Program (2016); Plattsburgh Downtown/Waterfront Economic Enhancement Strategy Report (2003); and Plattsburgh: Waterfront Horizons (2001);

Project Description

Project Type: Capital improvements to existing, or creation of new, community facilities

Description: The Strand Center Theatre is requesting seed money to attract high quality performers, market to new audiences, and build a support base to ensure a sustainable arts anchor for Downtown Plattsburgh.

The Strand Center Theatre is 95% restored and fully operational with professional lighting, sound and rigging. The theatre has been presenting shows, renting to the community and offering programming for all ages since the fall of 2014. Currently, in spite of limited programming, the Strand Center Theatre is attracting approximately 10,000 people to the theatre each year. Due to budget constraints, theatre programming has been piecemeal and limited, impacting the quantity of shows and level of performers that can be presented. The theater can only book one to three shows at a time due to the deposits and marketing required to be paid out months before the actual shows, and must wait until after show ticket sales to pay off marketing and then reinvest in future shows.

The requested DRI funding will enable the theater to attract performers with the name recognition needed to draw attendees from Essex and Franklin counties, as well as Vermont and Canada, and expand its annual audience to 25,000 per year, drawing additional foot traffic and spending potential into Downtown Plattsburgh.

Estimated Project Costs

DRI Funding: Project costs recommended for funding through DRI are anticipated to be approximately $140,000. This includes:

- Establishment of a line of revolving credit for deposits: $90,000
- Staffing and programming support: $50,000

Funding Sources

Potential Public Funding Sources:

- Lake City Local Development Corporation (LCDC)

Potential Private Funding Sources:

- Show income
- In-kind donated goods and labor.

PRIORITY PROJECT PROFILE

Expand Public Wi-Fi

FIGURE II-43. PUBLIC WIFI

Source: Shutterstock Images

SUMMARY DESCRIPTION

Advance the implementation of smart infrastructure Downtown, focused on the expansion of public Wi-Fi access.

LOCATION

Wi-Fi service would be improved throughout the Historic Core area, including key retail and pedestrian corridors.

Responsible Parties

The **City of Plattsburgh Information Technology (IT) Department** will engage a contractor secured through an RFP process for project implementation. The IT Department will not be involved implementation of other projects. A **contractor** will oversee project implementation and may provide maintenance services.

Capacity of Responsible Party

The City of Plattsburgh IT Department is currently responsible for administration and maintenance of Wi-Fi access at City buildings, such as the City of Plattsburgh Public Library and City Hall, and has the expertise to oversee an RFP process to select a provider to install new infrastructure. Intensive maintenance of the new infrastructure is not anticipated. However, should staff capacity limit the City's ability for long-term involvement, a third-party entity, such as a local internet service provider (ISP), may be contracted and be responsible for administration and/or maintenance of the new infrastructure.

Project Partners

Local partners may work with the City to support project implementation:

- Local businesses;
- North Country Small Business Development Center (SBDC);
- North Country Chamber of Commerce;
- Local internet service providers (ISP) such as Charter Spectrum, Primelink, Westelcom and Verizon.

Strategies

This project aligns with the following DRI strategies:

- Grow the market

This project aligns with the following REDC strategies:

- Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish
- Develop tourism infrastructure to transform the region by driving community development and leveraging private investment
- Foster development of small businesses and entrepreneurial activities that add value to local resources
- Foster the development and enhancement of sub-regional plans and marketing analyses that identify opportunities to attract more agricultural and artisan producers; encourage new investment in the Region; create higher value-added opportunities for Regional products and services; grow the number of visitors to the Region, and; increase tax revenue to the State.

Project Description

Project Type: Broadband or other communications connectivity

Description: As part of a broader approach to advancing smart infrastructure Downtown, including smart lighting solutions that would enhance efficiency or other interventions, the City will expand access to free public Wi-Fi in Downtown. The City will engage a third-party contractor to examine existing public Wi-Fi conditions, gauge level of public interest and use, provide technical and funding research, and conduct a pilot Wi-Fi installation to identify options for implementation.

Following the determination of a preferred option, the City will engage the contractor to install appropriate infrastructure in the public right-of-way (ROW), including in civil and community buildings, parks, marina, and along heavily trafficked routes/corridors throughout the Downtown core.

Wi-Fi will increase use of the Downtown during day time hours, extend visitation to boost business for Downtown retail and restaurants, improve access for low- to moderate-income persons, enhance tourist experience, and enrich use of open, recreational and/or community spaces. Increased use of the Downtown area has the potential to activate Downtown and create a positive perception of the Downtown. This will in turn increase visitation, and make Downtown a place people are attracted to and want to spend their time and money.

Public Wi-Fi Implementation will also provide secondary support to other DRI projects and initiatives such as proposed development on Durkee Street, increased programming, the Dock Street Landing Strategic Implementation Plan, and the Food and Creative Hub.

Maintenance and management of the expanded public Wi-Fi would be coordinated with the City IT Department, third-party contractor and Internet Service Provider, pending the level of service implemented.

Estimated Project Costs

The total project costs are anticipated to be approximately **$300,000**, with variation depending on the level of service, hardware, and geographic coverage.

Funding Sources

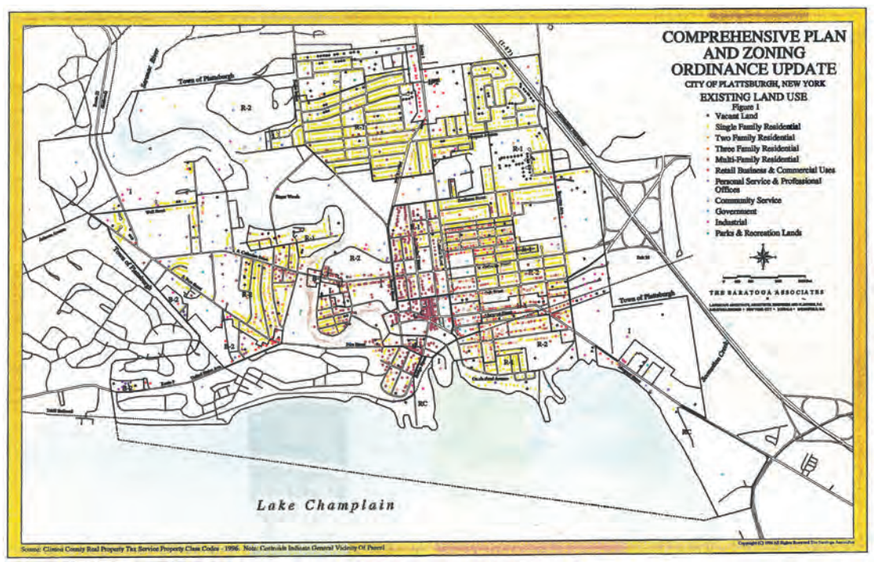
Potential Public Funding Sources:

- Consolidated Funding Application (CFA);
- United States Environmental Protection Agency (EPA) Cool & Connected;
- USDA Rural Utilities Service;
- NY Broadband Program;
- New York State Homes and Community Renewal (NYSHCR);
- Main Street Program;
- Federal Communications Commission Connect America Fund (CAF).

PRIORITY PROJECT PROFILE

Update Zoning and Develop Sustainable Design Guidelines

FIGURE II-44. COMPREHENSIVE PLAN ZONING AND ORDINANCE UPDATE



Source: City of Plattsburgh

SUMMARY DESCRIPTION

Develop Zoning and Sustainable Design Guidelines, consistent with a comprehensive vision for Plattsburgh.

LOCATION

The Zoning and Sustainable Design Guidelines will apply to the Downtown, and as necessary for consistency, to other portions of the City.

Responsible Parties

The City will take on the role of Responsible Party. The Common Council, as the legislative body is the only body with the authority to amend zoning.

This process will include **consultant** assistance for work related to the zoning ordinance and sustainable design guidelines.

Capacity of Responsible Party

The City has existing capacity for implementation.

Project Partners

Numerous City departments, boards, and commissions could be leveraged to support the responsible party including but not limited to:

- Community Development
- Planning Board
- Zoning Board of Appeals

Strategies

This project aligns with the following Plattsburgh DRI strategies:

- Grow the Market

This project aligns with the following REDC strategies:

- Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets

This project achieves the goals articulated in the following plans: City of Plattsburgh Local Waterfront Revitalization Program (2016).

Project Description

Project Type: Actions and programs needed to ensure effective implementation of DRI goals

Description: The Zoning and Sustainable Design Guidelines will provide the necessary tools for the City of Plattsburgh to pave the way for responsible, cohesive and consistent planning to support development at the Durkee Street and Dock Street sites and in Downtown upper floor and "Main Street" sites, with extended impacts for supporting development in the DRI area and other areas of the City. This project will reference and support.

- Zoning Update: The zoning update will be performed to better align with the City's vision and goals, such as encouraging new or different types of development. This process will allow the City to reflect on existing conditions, thereby identifying issues and opportunities to be addressed. In sections of the zoning that may no longer be applicable or require significant updating, a number of land use regulations may be applicable. These land use regulations include form based code, overlay districts, and planned development units. Additionally, creating a user-friendly ordinance and making it more accessible will encourage the use of the ordinance by developers, business owners, and residents. The update is anticipated to be prescriptive, while remaining flexible to allow consideration for existing historic structures and the potential for new growth where appropriate.

- Sustainable Design Guidelines: The establishment of sustainable design guidelines will allow the City to position itself for smart, future development while assisting in the attraction of businesses and residents interested in a sustainable atmosphere. Sustainable design guidelines may be overarching or site specific. These guidelines may include architectural design guidelines to protect and maintain the historic nature of the City, green infrastructure design guidelines to help the City manage stormwater, and/or energy efficiency design guidelines to help the City design to be more energy efficient.

Estimated Project Costs

The total project costs are anticipated to be approximately $100,000 total for development and completion of the Zoning and Sustainable Design Guidelines.

Funding Sources

Potential Public Funding Sources:

- Consolidated Funding Application (CFA)
- New York State Energy Research and Development Agency (NYSERDA)
- New York State Department of Environmental Conservation (NYSDEC)
- New York State Department of State (NYSDOS)
- New York State Department of Transportation (NYSDOT)

PRIORITY PROJECT PROFILE

Implement Seasonal Trolley Service

FIGURE II-45. SANTA CRUZ PRECEDENT TROLLEY TRANSIT

Source: Wikimedia

SUMMARY DESCRIPTION

Establish a seasonal trolley service to increase accessibility and connectivity for residents, visitors, students, and downtown business owners.

LOCATION

The seasonal trolley service will circulate in the City of Plattsburgh's Downtown, connecting key destinations. Destinations are likely to be designated at the City Beach, City Marina, along Margaret Street, and along Brinckerhoff Street.

Responsible Parties

Clinton County Public Transportation (CCPT) will be responsible for the development, management, and long-term sustainability of this project. CCPT will coordinate with City departments, as necessary.

Capacity of Responsible Party

CCPT capacity will be required during the implementation of this project. It is anticipated that the work associated with the steps for this project could be folded into the County's current staff capacity, after initial start-up. CCPT already coordinates with a third-party service for the operating and management County transit vehicles. As part of this third party's responsibility, transit vehicles undergo mandatory New York State preventative maintenance programs.

Project Partners

The establishment of a seasonal trolley service within the City of Plattsburgh will require coordination with several project partners including the following departments, boards, and commissions who could support the responsible party:

- SUNY Plattsburgh
- City of Plattsburgh Recreation Department
- City of Plattsburgh Community Development Department
- City of Plattsburgh Engineering Department
- City of Plattsburgh Downtown Business Association
- Town of Plattsburgh
- Clinton County Planning Department
- North Country Chamber of Commerce
- Clinton Community College

Strategies

This project aligns with the following DRI strategies:

- Grow the Market

This project aligns with the following REDC strategies:

- Elevate the access of the residents of the North Country to arts and culture through integration of cultural activities for higher education students and North Country residents.
- Develop tourism infrastructure to transform the region by driving community development and leveraging private investment.

This project achieves the goals articulated in the following plans: City of Plattsburgh Local Waterfront Revitalization Program (2016).

Project Description

Project Type: Public Infrastructure

Description: The establishment of a seasonal trolley service within the City of Plattsburgh will enhance the Downtown experience through increased accessibility and connectivity for residents, visitors, students, and Downtown business owners. Increased accessibility and connectivity through use of a seasonal trolley service will enhance and establish a thriving local community experience, aiming to attract additional visitors and local residents during the key tourism months of May through September. Access to the seasonal trolley service will allow residents, visitors, and students to experience the Downtown at their own pace, thereby increasing the frequency in which they return and potentially extending the length and quality of their visits.

Implementation of the seasonal trolley should first focus on providing tourist and visitor-focused service within Downtown. Once critical mass has been established, additional spurs could extend to other destinations.

Use of the seasonal trolley service is linked closely with other DRI projects, including the Streetscape Improvements project and Riverfront Access project. By contributing to a vibrant Downtown experience, this project has a high potential to catalyze or attract additional investment or economic development in Downtown.

This project includes the following to develop a seasonal trolley service:

- As retail and activation in the Downtown increases, CCPT will work with the City of Plattsburgh, the Downtown Business Association and all other project partners identified in order to identify and develop the most appropriate stops and circulation plan for the trolley. The visioning process will include the development of a schedule that does not conflict with existing Clinton County Public Transportation bus routes. It is anticipated that the route will circulate every 30 minutes to 60 minutes, depending on the identified route. A sample proposed route includes a stop on Brinckerhoff Street (in the Arts District), Margaret Street (near City Hall), the City Marina, the City Beach, and SUNY Plattsburgh. Trolley drivers will need to be hired.
- Purchase of trolley car appropriate to the route and usage identified by the project partners.

Concurrently, CCPT would hire appropriate seasonal staff to prepare for the implementation of the operating schedule and the commencement of operations.

Estimated Project Costs

The total project costs are anticipated to be approximately **$230,000 - $530,000**, including:

- Identification of Routes and Ridership: $30,000
- Trolley Car Purchase: $200,000-$500,000. The estimated cost for the County's purchase of a single trolley car is $200,000-$250,000. Should a second trolley be determined necessary to cover the entire route, estimated project costs would rise to $400,000 - $500,000.
- Operating costs associated with the seasonal trolley service will be folded into existing County public transportation funding.

Funding Sources

Potential Public Funding Sources:

- Consolidated Funding Application (CFA)
- New York State Energy Research and Development Agency (NYSERDA)
- New York State Department of Environmental Conservation (NYSDEC)
- New York State Department of State (NYSDOS)
- New York State Department of Transportation (NYSDOT)

FIGURE II-46. POTENTIAL PLATTSBURGH TROLLEY ROUTE

Source: MJ Engineering and Land Surveying

SECTION III

Summary Table

TABLE 8. SUMMARY TABLE

Project Name	Responsible Parties	Estimated Cost	Funding Sources	Proposed Start Date	Proposed Completion Date	Jobs Created
STRENGTHEN THE CORE AND ADVANCE CATALYTIC DEVELOPMENT						
Develop the Durkee Street Site	City of Plattsburgh Private Developer	$30,700,000	DRI Funding: Up to $5,100,000 is recommended for funding through DRI, to offset costs associated with developer solicitation and negotiation support, open space and parking replacement construction, and/or gap financing for vertical development. Private Funding: The requested DRI funds will leverage at least $19 million in private funding to achieve project completion. Public Funding: Additional public sources to fund parking replacement and on-site public realm and open space improvements may include: CFA, LWRP, NYS Main Street, NYS Restore NY grants.	Immediate	2022	120
Improve Riverfront Access	City of Plattsburgh	$1,600,000	DRI Funding: $1,600,000 is recommended for funding through DRI. Public Funding: Additional sources of funding that may support later phases or maintenance include CFA: NYS DOS LWRP, NYS OPRHP.	Immediate	2019	N/A
Enhance Downtown's Streetscape	City of Plattsburgh	$1,300,000	DRI Funding: $1,300,000 is recommended for funding through DRI. Public Funding: Additional sources of funding that may support later phases or maintenance include CFA: NYS DOS LWRP, NYS OPRHP.	Immediate	2019	N/A

TABLE 8. SUMMARY TABLE

Project Name	Responsible Parties	Estimated Cost	Funding Sources	Proposed Start Date	Proposed Completion Date	Jobs Created
Build the Dock Street Waterfront District	City of Plattsburgh Private Developer	$4,675,000	DRI Funding: $4,750,000 is recommended for funding through DRI, including up to $150,000 for the preparation, bidding management, and negotiation of an RFEI and RFP for developers, and $4,175,000 to support needed infrastructure improvements, which may include: • Up to $3,175,000 for visual mitigation of the wastewater treatment plant. • Up to $1,350,000 for relocation of the Municipal Lighting Facility. • Other improvements to the trail system or waterfront access as identified by the developer proposal as important to supporting onsite development. This DRI contribution will leverage significant private investment in vertical development. Private Funding: The DRI funds will leverage private financing at an amount to be determined by detailed development plans to be submitted by potential developers, likely to be in the tens of millions. Public Funding: Additional public sources to enhance development feasibility, fund streetscape and trail system investments may include: IDA tax incentives, CFA, LWRP, NYS Restore NY grants, and LWRP.	Immediate	2020	N/A
ESTABLISH A FOOD AND CREATIVE HUB						
Create a Shared Commercial Kitchen	North Country Food Co-Op; The Strand Centre for the Arts;	$175,000	DRI Funding: $175,000 is recommended for funding through DRI. Public Funding: Additional sources of funding that may be leveraged in complementary future activities include CFA: NYS DOS LWRP, NYS OPRHP.	Immediate	2018	TBD
Create a Food Incubator	North Country Food Co-Op; The Strand Centre for the Arts;	$30,000	DRI Funding: $30,000 is recommended for funding through DRI. Public Funding: Additional sources of funding that may be leveraged in complementary future activities include CFA: NYS DOS LWRP, NYS OPRHP.	Immediate	2018	TBD
Advance the Strand Center Art & Innovation Studio	The Strand Centre for the Arts;	$495,000	DRI Funding: $495,000 is recommended for funding through DRI. Public Funding: Additional sources of funding that may be leveraged in complementary future activities include CFA: NYS DOS LWRP, NYS OPRHP	Immediate	2018	Up to 13 part-time jobs

TABLE 8. SUMMARY TABLE

Project Name	Responsible Parties	Estimated Cost	Funding Sources	Proposed Start Date	Proposed Completion Date	Jobs Created
GROW THE MARKET						
Establish a Fund for Downtown Residential, Retail and Hotel Improvements	The City of Plattsburgh New or enhanced Local Development Corporation	$600,000	DRI Funding: $600,000 is recommended for funding through DRI. Private Financing: The DRI funds will leverage additional private financing, to be determined by grant applicants and proposed projects. Public Funding: Additional sources of funding that may be leveraged by grant applicants include ESD RESTORE, CDBG, HOME, AHC, NYMS.	Immediate	2018	TBD
Implement a Cohesive Marketing, Branding, & Signage Strategy	City of Plattsburgh	$250,000	DRI Funding: $260,000 is recommended for funding through DRI. Private Funding: Additional potential private funding sources include show income, and in-kind donations of goods and labor.	Immediate	2019	1
Complete Strand Center Capital Investments, Marketing and Branding	Strand Center for the Arts	$260,000	DRI Funding: Project costs recommended for funding through DRI are anticipated to be approximately $260,000. This includes: • Completion of the Theatre's capital improvements: $182,000 • Capital marketing and advertising needs: $78,000 Potential Private Funding Sources: • Show income • In-kind donated goods and labor. Potential Other Funding Sources: • Local non-profit	Immediate	2018	1
Subtotal:		$40,800,000				