



# MASTER PLAN

## Introduction

The Endicott iDistrict Master Plan includes recommended development and capital projects specifically designed to achieve the iDistrict's vision and goals. This plan was informed by the previous demographic, housing, parking, and streetscape analyses, and was also created with the guidance of the Steering Committee and with consideration for public feedback. In order to successfully implement the master plan, the Village will need to leverage existing partnerships and implement strategic policy changes, as described below.

## What is a Master Plan?

A community's master plan provides a long-range vision for the built environment, guides land use, identifies suitable locations for development, improves public spaces, implements strategies for economic development, protects historical, and natural resources, and mitigates traffic issues – all in an effort to improve quality of life.

## Leveraging Partnerships

The implementation of the Endicott iDistrict Master Plan is a complex endeavor with far-reaching impacts that requires ongoing public-private partnerships and cooperation amongst multiple municipalities, agencies, businesses, and community members. The Village will need to work collaboratively with the Town of Union and Broome County to ensure that revised policies are consistent with the existing regulatory framework and to engender the greatest possible regional impact from the iDistrict's revitalization. The Village will also need to involve the Broome County Industrial Development Agency and the Huron Campus in promoting the advantages of and attracting businesses and developers to the iDistrict. The Downtown Endicott Business Association and the Avenue Revitalization Committee will also be integral partners in bringing businesses to and reactivating the Washington Avenue corridor. For projects that require the redevelopment or alteration of privately-owned parcels, the Village will need to discuss the possibility of acquisition or work together with the property owner to implement the Master Plan vision.

## Changing Policies

Some of the following projects require changes to existing policies in order to realize the vision set forth in the master plan. The Endicott Forging site, for instance, would need to be rezoned in order to facilitate commercial or residential uses, thereby warranting a review of existing codes and the creation of a future land use plan. Parking recommendations, like reducing minimum parking standards, would also require alterations to the existing code. The Village might also want to work toward a "complete street" designation, which would entail the adoption of certain design principles. Aside from minor modifications to the zoning code, the Village should seek both public and private funding sources that can be utilized to implement the projects identified in the master plan as well as other advanced technologies.

## The Importance of Public-Private Partnerships

Public-private partnerships (PPPs) involve cooperation among public and private entities and, in the case of innovation districts, are specifically designed to share the risks associated with speculative and entrepreneurial development. By providing subsidies and tax incentives, the public partner encourages innovation that the private partner might find too risky to otherwise pursue, and this innovation often provides significant benefits to the public. PPPs are particularly important to innovation districts in that they provide the impetus for creative developments.

## What is a Future Land Use Plan?

The purpose of a future land use plan is to identify how, in an ideal situation, lands within the Village of Endicott would be used in the near-future. A future land use plan is intended to:

- visually represent the desired land use
- identify where specific development patterns and types are most appropriate
- convey an overall vision for the future

While zoning and land use regulations are tied to specific parcels of land, a future land use plan is intentionally kept undefined as it is a general expression of the land use vision. A future land use plan would serve as the basis for the Village to update its zoning code, but the refinement of district boundaries, identification of specific permitted uses, and the accompanying regulations would be a function of a zoning code update.

# Master Plan

Identified projects are intended to support three, distinct initiatives:



**Welcoming Places.**



**Redevelopment and Rehab.**



**Gathering Spaces and Connections.**



## Legend

- 1 Gateways
- 2 Streetscape Improvements
- 3 Building and Site Design Improvements
- 4 Parking Lot Improvements (landscape, screening, green infrastructure)
- 5 Huron Campus (support business attraction and industrial revitalization)
- 6 Endicott Forging Site Mixed-Use Redevelopment
- 7 Roosevelt Avenue and Monroe Street Mixed-Use Redevelopment
- 8 North Street at Adams Avenue Mixed-Use Redevelopment
- 9 Main Street Mixed-Use Redevelopment
- 10 North Street Building Rehabilitation
- 11 Residential Neighborhood and Housing Stock Rehabilitation
- 12 Endicott Inn Redevelopment
- 13 Washington Avenue Gathering Space and Pedestrian Connections
- 14 Endicott Forging Open Space (landscaping, amenities, gateway)
- 15 George F. Johnson Park Beautification and Enhancements
- 16 Washington Avenue and Main Street Trail Connection
- 17 Little Italy Public Market

## Welcoming Places

Welcoming places create an atmosphere that is inviting and exciting, critical to attracting new businesses, residents, visitors, and investment to the iDistrict.

### 1-2 Gateways and Streetscape Enhancements

The perception of the iDistrict can be influenced by the activities and visual quality of the streetscape environment. The recommendations included in the previous *Streetscape Analysis and Recommendations* section identify innovative, inviting, safe, and durable improvements to gateways and streetscapes throughout the iDistrict. These improvements are intended to enhance and reflect the identity of the iDistrict, to guide people to and through the iDistrict, and to foster walkable, activated environments.



### 3 Building and Site Design Improvements

To ensure that the iDistrict maintains a unique and cohesive image and brand, design guidelines were prepared for the Washington Avenue corridor (Appendix C). These guidelines educate the community and potential developers about the value of the iDistrict's historic architecture, implement standards to ensure desired character, identify methods to adaptively reuse old structures, and provide standards to control the physical and aesthetic development of the built environment. Design guidelines do not prevent change but rather manage and guide it, ensuring a certain character and creating a recognizable sense of place for the iDistrict.

#### Sample design guidelines.



## 4 Parking Lot Improvements

The availability of safe, accessible parking in conjunction with the removal of excess pavement is key to the success of the Revitalization Plan. Though overlooked, parking lots are important public spaces that provide access to businesses and, when programmed correctly, can provide opportunities for green space and stormwater management.

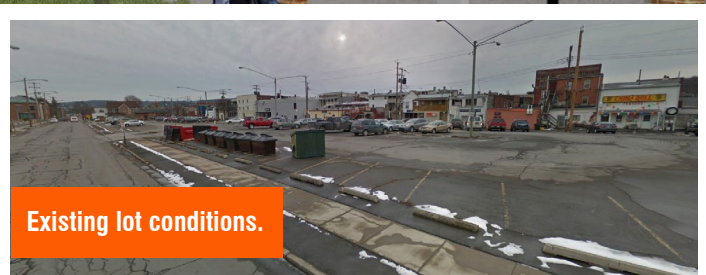
Some or all of the following improvements should be implemented in existing lots based on their current level of need:

- restriping
- landscaped screening buffers
- green infrastructure elements (i.e., permeable pavement, bioswales, rain gardens, planter boxes, vegetated islands)
- lighting
- innovative technologies



### What is Green Infrastructure?

Green infrastructure elements absorb and filter stormwater runoff, preventing it from flowing into the sewer system. These features restore some of the natural processes required to manage water and create healthier urban environments. By minimizing runoff from impervious surfaces, green infrastructure can alleviate persistent flooding issues, especially in parking lots. Integrating green spaces into parking lots also helps break up the pavement area, thereby mitigating the heat island effect.



## Redevelopment and Rehab

Revitalizing vacant and underutilized properties is imperative to attracting new development and investment in downtown Endicott. Eliminating blight, reducing vacancy, infilling properties, and mitigating contamination are essential components to improving livability. Downtown should strive to be human-scale, with transparent, inviting facades and flexible, mixed-use buildings and open spaces.

### 5 Huron Campus: Support Business Attraction and Industrial Revitalization

The Huron Campus has approximately 2.8 million square feet of rentable space and presently hosts over 20 companies including IBM, BAE Systems, Xerox, and i3 Technologies. Over the past several years, federal and state investment have recruited new businesses and expanded opportunities at the Huron Campus. To capitalize on the significant potential of the Huron Campus, strategies should be developed for:

- marketing the Huron Campus as an attractive destination for business relocation and expansion;
- cultivating entrepreneurial opportunities;
- supporting partnerships for the commercialization of emerging technologies;
- leveraging the area's existing capacity in advanced manufacturing; and
- capitalizing on public-private collaborations.

## History of the Huron Campus

Endicott is the birthplace of the International Business Machines Corporation, whose factory complex was centered at North Street and McKinley Avenue. IBM's manufacturing business expanded rapidly in the early 1940s and continued to grow until employment in the area peaked at 16,000 in the mid-1980s. As manufacturing operations moved overseas, IBM sold the site to local investors and now leases space in the re-branded Huron Campus to house its remaining workers. Other companies operate out of the campus as well, which now houses 4,000 total employees. The iDistrict's revitalization is intended to attract more companies and investment to the campus, and transform it into an important gateway to downtown.



Gateway and gathering space at the Washington Avenue entrance to the Huron Campus.

## 6 Endicott Forging: Mixed-Use Redevelopment

The Endicott Forging site is a vacant, underutilized brownfield property at the corner of North Street and Hayes Avenue, one of the major gateways to the Endicott iDistrict.

The master plan includes four potential options for the site, with a variety of uses and levels of redevelopment. Some options include redevelopment on the entire block between McKinley and Hayes Avenues, as this area was of interest to the Steering Committee and the public during the planning process. For Options 1 through 3, the OBG building complex next to the Endicott Forging site would require significant demolition and expenditure, as well as possible remediation.



Abandoned Endicott Forging buildings.

### What is a Brownfield?

New York State law defines a brownfield as a property whose redevelopment or reuse may be complicated by the presence of contamination. Brownfield sites are typically former industrial or commercial properties whose operations resulted in environmental impairment at levels exceeding the thresholds adopted by the Department of Environmental Conservation (DEC). The Department of State (DOS) and the DEC recognize the significant, detrimental impact that these sites have on adjacent properties and the community, and provide funding opportunities for remediation and planning. Remediation of existing brownfields can remove barriers to redevelopment, and can encourage investment at these sites.

### Endicott Forging Brownfield Remediation

The former owners of the Endicott Forging site left it abandoned and contaminated with pollutants. To prepare for future development, the site was cleaned and rehabilitated with \$800,000 in funding provided as part of the State's Restore NY Communities Initiative. This grant, with an additional \$50,000 contribution from the Broome County Brownfield Cleanup Program, enabled the Village to clear the Endicott Forging site of its aging, dilapidated buildings. Such a project epitomizes how state and private dollars can be leveraged to revitalize distressed areas and catalyze economic growth. Now cleared of structures and remediated, this site is a prime location for development.

## Option 1

Option 1 depicts redevelopment for the entire block from McKinley to Hayes and from North to the railroad tracks. This option includes a mixed-use development scenario with possibilities for hotel, retail, and office space. A large portion of the eastern side of the site is shown as a potential open space with trails, landscaping, and a green infrastructure pond area to aid the retention of storm water runoff.



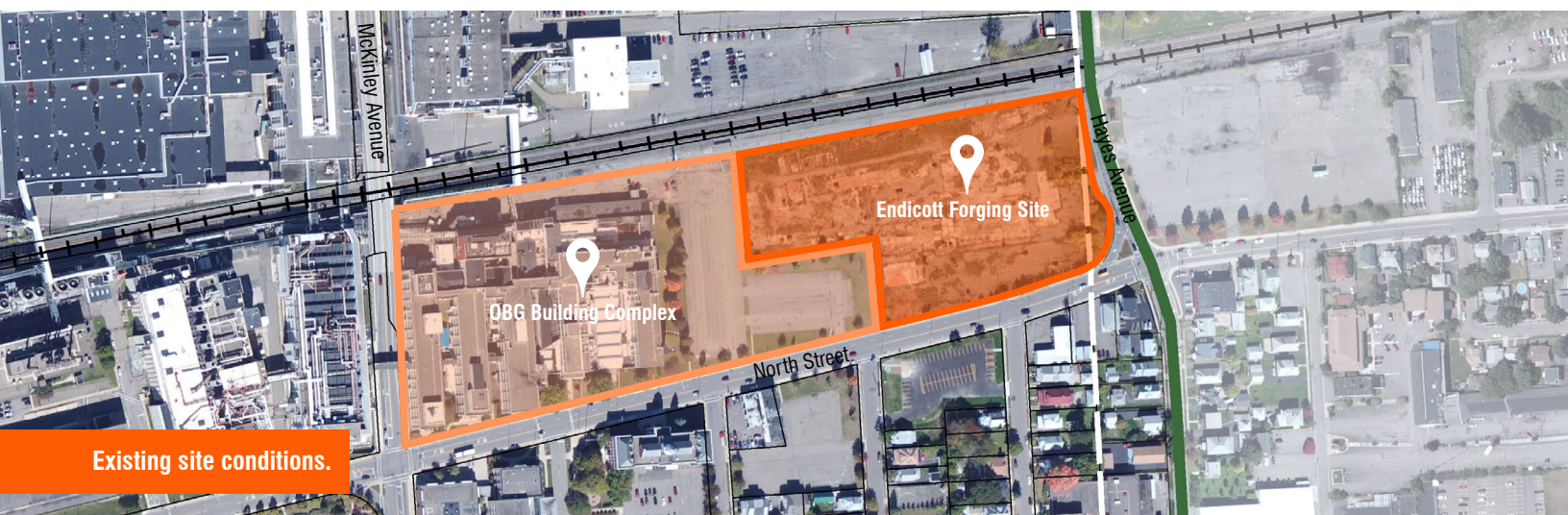
Mixed-use development with open space and a gateway feature at the corner of North Street and Hayes Avenue.

## Option 2

Option 2 is similar to Option 1 in that it depicts mixed-use redevelopment for the entire block. However, this option orients the buildings to parallel North Street, creating a strong street front presence. Option 2 also includes more building development with less open space. In addition to trails, landscaping, and a pond, this open space includes a formal plaza at the corner of North Street and Hayes Avenue. The plaza is envisioned to host public art installations which will enhance this gateway into the iDistrict.



Larger mixed-use development with open space and a gateway feature at the corner of North Street and Hayes Avenue.



Existing site conditions.



### Option 3

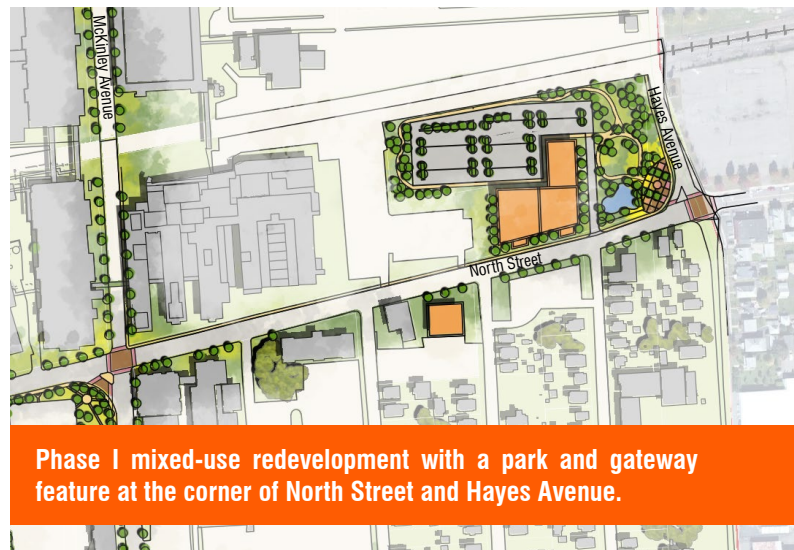
Option 3 depicts an industrial redevelopment for the entire block, with buildings oriented parallel to the North Street and rear parking lots and service areas. The open space in Option 3 is similar in size and amenities to that described in Option 2, and is envisioned as an outdoor space for employees working in the adjacent building and throughout the Huron Campus.



Industrial redevelopment oriented to North Street with open space and a gateway feature at North Street and Hayes Avenue.

### Option 4

Option 4 depicts a phased approach to mixed-use development, with said development being constrained solely to the Endicott Forging site rather than the entire block. This option depicts street-oriented buildings, a small open space with trails and a retention pond, and a formalized plaza at the corner of North Street and Hayes Avenue. Because this project includes development only on the Endicott Forging site, it could be advanced quicker than Options 1 through 3.



Phase I mixed-use redevelopment with a park and gateway feature at the corner of North Street and Hayes Avenue.



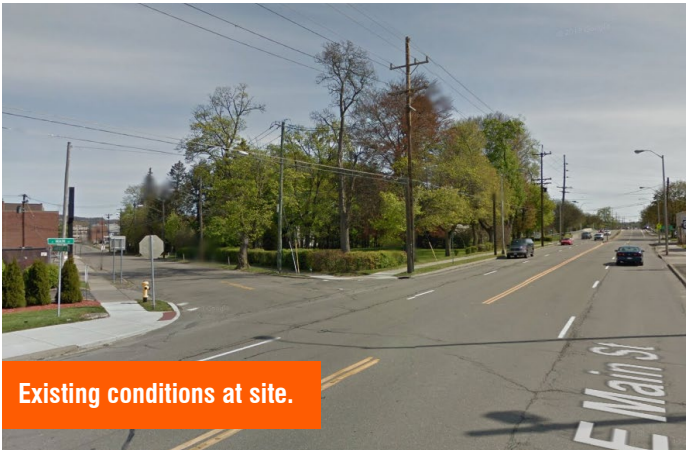
Former site.



Present Endicott Forging site.

## 7-9 Mixed-Use Redevelopment

Through the master planning process, several vacant or underutilized sites were identified for potential mixed-use redevelopment. Redevelopment will include some combination of retail, office, and residential space, providing opportunities to attract niche businesses and additional residential units – especially those targeted and young professionals and the aging population. Mixed-use redevelopment is targeted at the following sites: Roosevelt Avenue at Monroe Street, North Street at Adams Street, and Main Street between Garfield Avenue and Grant Avenue.



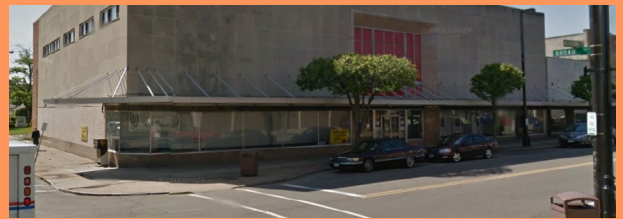
Existing conditions at site.



Proposed mixed-use development along Main Street.

### Coming Soon: Downtown Cider Mill Playhouse

Cider Mill Playhouse, one of the region's preeminent theater companies, plans on expanding and relocating to downtown Endicott. The theater intends on redeveloping and renovating the building on the northwest corner of Washington Avenue and Broad Street to create a large performance space with ancillary set storage areas. Redeveloping this visible and prominent location along Washington Avenue will generate interest in the area and will complement the Endicott Performing Arts Center at the other end of the block, thereby creating a "theater district."



### What is a Mixed-Use Development?

Mixed-use developments physically and functionally integrate residential, commercial, office, cultural, institutional, or industrial uses into a single building, property, or parcel. Oftentimes, mixed-use developments include first-floor retail, dining, or entertainment options with upper-floor residential or office space. These developments also emphasize pedestrian accessibility and are designed at a human-scale to foster walkability. Such developments allow users to live, work, and play in one place, meaning that they often become neighborhood and visitor destinations. The style of community created by these developments is of particular interest to young people and seniors.

## 10 North Street Building Rehabilitation

The building on the corner of North Street and Washington Avenue, which currently houses a sandwich shop and other vacant storefronts, is in need of rehabilitation to strengthen its street presence. Such rehabilitation would include improvements to the building facade with emphasis on new window and door treatments for the first-floor storefronts. Improvements to this prominent building will create a refreshed feel at this gateway to Washington Avenue, potentially drawing employees from the nearby Huron Campus and encouraging through-motorists to stop in downtown Endicott.

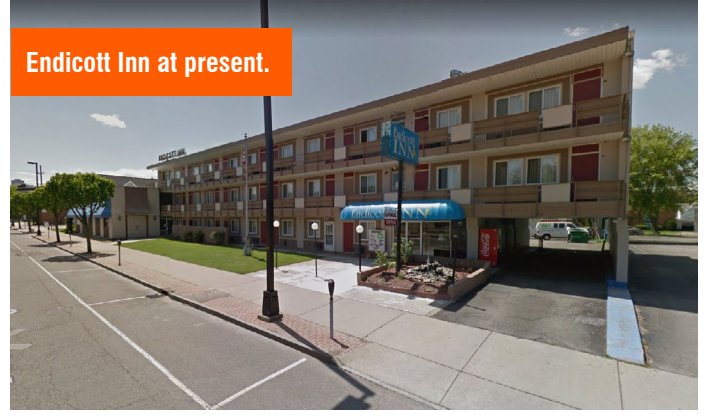
## 11 Residential Neighborhoods: Rehabilitation of Existing Housing Stock

The rehabilitation of existing housing stock in residential neighborhoods is integral to providing new and varied housing options. As stated in the housing analysis, existing stock should be retrofitted to provide mixed-income 1 to 2 person apartments, thereby capturing the needs of a greater portion of the regional population. Additional housing options will attract both young professionals and seniors by creating a community in which they can live, work, and play.



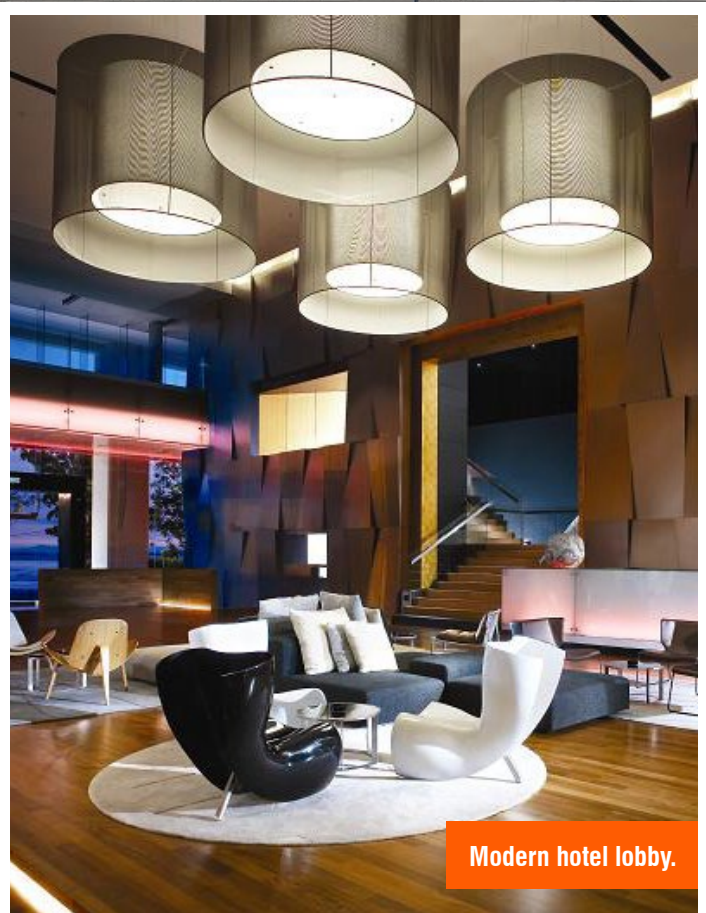
## 12 Endicott Inn Redevelopment

The Endicott Inn was identified in the master plan as a integral site for redevelopment. This project includes upgrading the building and facade with modern materials and design features to create a state-of-the-art hotel and accompanying restaurant facility.



### How does the Community Feel?

Multiple participants at the public meeting noted the need for a hotel, specifically a first-rate hotel, in downtown Endicott. Hotels are important for tourism, as they influence visitors' first impressions of a new place. Run down, outdated hotels do not project the same image that the Village envisions. High-end hotels are also important to business travelers, a subset of visitors which may increase substantially as new industries populate the iDistrict.



## Gathering Spaces and Connections

Gathering spaces and connections are important elements of the public realm, encouraging social activities and walkability. Such features are important to a community's vitality and livability. Once implemented, the master plan will enhance existing park facilities, encourage public art, provide space for events and festival activities, and create connections to Washington Avenue and existing trails.

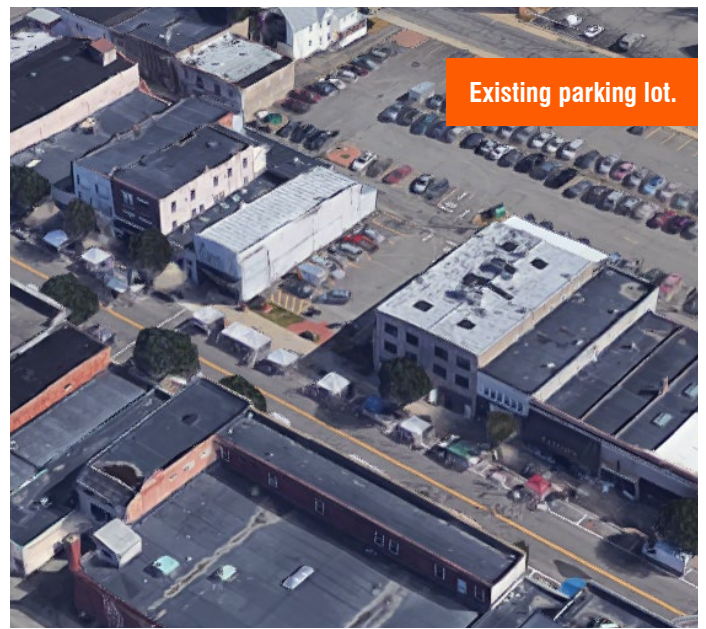
### 13 Washington Avenue: Gathering Space and Pedestrian Connections

On the east side of the 100 block of Washington Avenue exists a small parking lot where a building once stood. The master plan envisions turning this parking lot into a small park with gathering space and focal feature elements such as water fountains and public art. Landscaping will include trees and shrubs as well as benches, bike racks, and decorative fencing. The park will provide a comfortable, safe, and accessible pedestrian connection between Washington Avenue and the nearby public parking lots while also providing an intimate setting for public art and small downtown events.



### 14 Endicott Forging Open Space

As previously described in *Project 6*, the potential redevelopment of the Endicott Forging site should incorporate open space at the corner of North Street and Hayes Avenue. Open space would enhance this primary gateway into the Endicott iDistrict. Depending on the chosen alternative for the Endicott Forging site, this open space could also be complemented by a small, formalized plaza.



## 15 George F. Johnson Park

Currently, George F. Johnson Park contains several ballfields, pools, and park amenities. The master plan calls for the enhancement of these existing facilities to create diverse and welcoming recreational opportunities. Potential improvements include upgrading existing ballfields, refurbishing or replacing park equipment, enhancing lighting, implementing wayfinding and park signage, and upgrading parking lots.

## 16 Washington and Main Trail Connection

As part of the intersection treatments at the corner of Main Street and Washington Avenue, the master plan envisions pedestrian and bicycle accommodations along with wayfinding signage to guide people to and from Washington Avenue and the Chugnut Riverwalk along the Susquehanna River. This connection will link neighborhoods and institutions like Union-Endicott High School to Washington Avenue and the riverfront. This trail may also link with the proposed bike lanes along Washington Avenue.

### Who is George F. Johnson?

George F. Johnson co-owned Endicott-Johnson Co., a shoe factory, with Henry B. Endicott, for whom the Village of Endicott is named. Nearby Johnson City is named in honor of George F. Johnson. The park also pays homage to Johnson, who made a point to offer his employees a wide range of benefits, including parks, swimming pools, and carousels – one of which still operates at the park today.



### The Chugnut Riverwalk

Presently, the Chugnut Riverwalk is a 0.7 mile recreational trail fronting the Susquehanna River, directly south of the iDistrict, that begins under the McKinley Avenue Bridge and ends at Bridge Street. Future plans for the Riverwalk extend the trail to other facilities such as Round Top Park, Grippen Park, En-Joie Golf Course, and the Tri-Cities Airport. Connecting the Riverwalk to Washington Avenue would provide an important link between the riverfront and downtown.



Trail along the Susquehanna River near UEHS.

## 17 Little Italy Public Market

At the intersection of Oak Hill Avenue and Watson Boulevard, the master plan proposes a public market. This project was previously identified as part of the *Oak Hill Improvement District: "Little Italy" Neighborhood Design Study and Plan*. The public market will be designed to reflect the feel and aesthetic of old world Italy, creating another culturally-identifiable destination in the Little Italy district. In addition, the public market will enhance connectivity to the George F. Johnson Park, improve walkability to and from the Huron Campus, and further the transition away from the industrial uses south of Watson Boulevard.



### The Importance of Public Markets

The most successful downtown districts have multiple functions, creating a diverse area that draws people for many different reasons. Public markets are essentially gathering spaces, bringing people together to buy and sell food and goods. Public markets can also grow the local economy and encourage community involvement.



Rendering of Washington Avenue improvements.



# IMPLEMENTATION PLAN

## Introduction

In order for the projects proposed in this Revitalization Plan to be realized, the Village will need to secure funding and investment sources and follow a detailed phasing schedule. The framework described below is designed to allow the Village to leverage existing partnerships, capitalize on State funding programs, attract private investment, and implement its vision in the immediate and near future.

The implementation table at the end of this section summarizes the projects described in this Revitalization Plan, identifies appropriate funding sources, provides a phasing schedule with cost estimates, and includes a time frame for project completion. The Village should strive to address short-term and on-going initiatives over the course of the next 5 years. Plans for mid- and long-term projects will continue to evolve as the iDistrict experiences revitalization.



## Funding

Funding for revitalization initiatives can come from a host of public and private resources. Timing and levels of public investment will be predicated on numerous issues including the disposition of State and Federal budgets and the regional, State and national economic outlook. Although near-term public involvement will be required to facilitate investment, the long-term sustainability and financial viability of development within the iDistrict will require the ability of projects to persist regardless of the acquisition of public subsidies.

Maintaining momentum developed during the implementation process is critical to ensuring that revitalization efforts take hold. The iDistrict should identify and execute on short-term projects and initiatives that can be accomplished with limited funding to provide maximum visibility and impact for the community.

Funding for lower cost, high impact projects can come from more traditional sources, such as the New York State Environmental Protection Fund and New York Main Street Program. The following provides an overview of available New York State funding resources and the recently enacted regional economic development policy approach promoted by the NYS Governor's Office.



### NYS Regional Economic Development Councils

In 2011, New York State created ten regional economic development councils (REDC) and mandated that each develop a five-year strategy which identifies an overall economic development approach for the region. Each regional strategy is updated annually to promote priority public sector investments and compete for access to a pool of State funding and development support. The use of State economic development funding for public or private sector projects is now directly tied to the advancement and implementation of regional economic development strategies. Funding priority will be given to projects which meet or advance the strategies and goals identified by the corresponding regional economic development council. The Endicott iDistrict is part of the Southern Tier Regional Economic Development Council. The Southern Tier REDC 's overarching goals are:



**Build the Greater Binghamton innovation ecosystem.**



**Invest in advanced manufacturing industry.**



**Transform the food and agriculture industry.**



**Promote the Southern Tier's innovative culture.**

Each Regional Economic Development Council has a Capital Fund for catalytic projects within the region. The alignment of the Endicott iDistrict Revitalization Plan with the regional economic development strategy will be critical to accessing these and other funds for implementation projects.

## **Consolidated Funding Application Process**

---

A significant amount of State funding is now procured through the Consolidated Funding Application (CFA) process, an initiative begun in 2011 in concert with the establishment of the regional economic development councils. The CFA process functions as a funding clearinghouse, whereby applicants can apply for multiple sources of traditional funding via a single application. Applications for CFA resources must be reviewed by both the funding agency and the REDC to be scored for compliance with agency and regional goals. The Endicott iDistrict Revitalization Plan will require a broad range of capital projects, including streetscape and roadway infrastructure, environmental remediation, building demolition, housing rehabilitation, park and recreational amenities, and the construction of multi-story mixed use structures. These projects have several components which may be eligible for funding via the CFA process.

For 2016 and 2017, the Governor's Office announced a pool of funding from several sources, such as the Environmental Protection Fund (EPF), the Environmental Facilities Corporation (EFC), and the New York State Energy Research and Development Authority (NYSERDA), among others. Funding availability is typically announced once per year in late spring, with application deadlines in July or August.

## ***Environmental Protection Fund (EPF)***

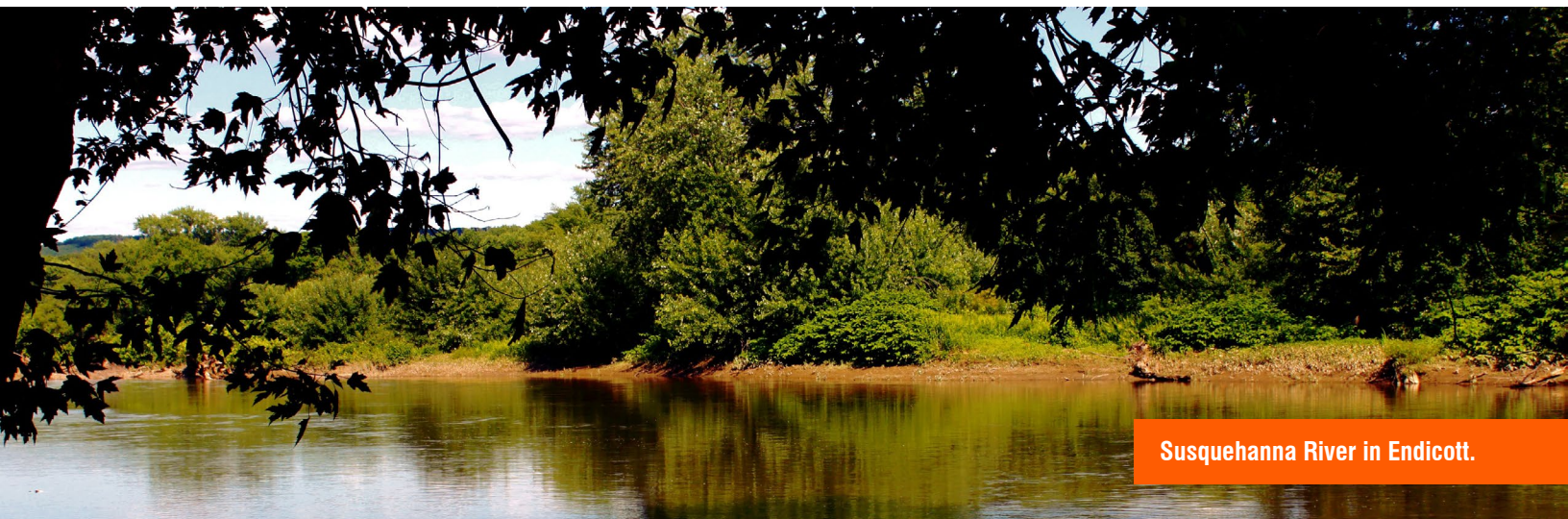
---

The NYS Environmental Protection Fund (EPF) was created in 1996 as part of a statewide bonding initiative. This fund is utilized by two primary grant programs: the Local Waterfront Revitalization Program (LWRP) for which the Susquehanna River is eligible; and the Parks, Recreation and Historic Preservation Program (OPRHP). Grants from these programs can fund up to 50% of the total eligible project costs and up to 75% for projects located in high-poverty areas. Awards cannot exceed \$500,000.

## ***Parks, Recreation, and Historic Preservation Program (OPRHP)***

---

The Office of Parks, Recreation and Historic Preservation (OPRHP) administers a separate EPF grant program focusing on the acquisition, preservation and construction of park and historic preservation projects. This funding program supports the purchase of property and easements, the construction of public parks, and the preservation of historic resources and structures.



Susquehanna River in Endicott.

## **New York Main Street Program**

---

The New York Main Street Program is funded by the NYS Housing Trust Fund and administered by the Office of Community Renewal. Eligible projects must be located in “target areas” which have experienced physical deterioration, vacancy, or were otherwise deemed eligible for a community or economic development program. The Main Street Program mainly supports investment in private property. Main Street funding is flexible, yet requires proof of committed investment by other state, federal, or private sources. Main Street is also a reimbursement program, with varying levels of match dependent upon project type.

## **Low Income Housing Tax Credit and NYS Home**

---

The New York State Department of Housing and Community Renewal provides State Low Income Housing Tax Credits similar to federal HUD tax credits for qualified low to moderate income housing projects. In addition, the NYS HOME program leverages private investments for the construction of modern, affordable housing.

## **Brownfield Cleanup Program (BCP)**

---

In 2004, the establishment of the Brownfield Cleanup Program (BCP) provided tax credits for the remediation and redevelopment of brownfield sites in New York State. These tax credits are further enhanced within Brownfield Opportunity Areas and areas the Empire State Development Corporation has designated as Environmental Zones (EN Zone). The BCP establishes four separate levels of remediation based on final permissible uses and the need for continued engineering controls to protect the public health, safety and welfare; projects that pursue more extensive levels of remediation are eligible for greater tax benefits. Credits cannot be issued prior to the issuance of a Certificate of Completion which certifies remediation activities have been completed per agreement with the NYSDEC.

## ***Brownfield Redevelopment Tax Credit***

---

The brownfield redevelopment tax credit consists of the sum of three separate credit components: (1) site cleanup, (2) groundwater cleanup, and (3) development on a brownfield site. The brownfield redevelopment tax credit is available to taxpayers who incur costs for the remediation or redevelopment of a brownfield site in New York State that is, or will become, a qualified site. Upon completion of the required remediation, the DEC will issue a written Certificate of Completion (COC) to the remedial party. The COC will include the applicable percentages used to determine the amount of the credit. The amount of the brownfield redevelopment tax credit is a percentage of the eligible costs paid or incurred to clean up and redevelop a qualified site. A greater percentage is allowed for sites that are cleaned up to a level that requires no restrictions on use, sites located in a designated EN Zone, and sites located in a BOA.

## ***Remediated Brownfield Credit for Real Property Taxes***

---

A developer who has been issued a COC for a brownfield site, or who has purchased or acquired all or part of a qualified site is allowed a remediated brownfield credit for real property taxes paid. The amount of the credit is 25 percent of the product of the taxpayer’s employment factor (a percentage based on the number of persons employed on a qualified site) and the taxpayer’s “eligible real property taxes.”

## ***Environmental Remediation Insurance Credit***

---

This credit is available for premiums paid for Environmental Remediation Insurance up to the lesser of \$30,000 or 50 percent of the cost of the premiums.

## Green Innovation Grant Program (GIGP)

This grant program, administered by the NYS Energy Research and Development Authority, identifies and funds projects that support stormwater and infrastructure design that uses cutting edge green technologies. Funded projects must be high visibility endeavors that protect and improve water quality, spur innovation in stormwater management, build capacity locally and beyond by inspiring others to build and maintain green infrastructure and lastly, facilitate the transfer of new technologies and practices to other areas of the state. Once a project is selected, the required local match will be between 10% and 60% of the total project cost.

## Climate Smart Communities (CSC) Program

In 2016, Governor Cuomo announced \$11 million in Climate Smart Community grants available to municipalities that are striving to reduce greenhouse gas emissions as well as to prepare for and mitigate climate change, and have formalized this commitment by taking the CSC Pledge. Implementation grants are awarded to projects that support mitigation and adaptation projects ranging from \$100,000 to \$2 million. Once a project is selected for funding, the local match must be 50% of the total project cost.

## Transportation Alternative Program (TAP)

The Transportation Alternative Program (TAP) authorizes funding for programs and projects defined as alternative transportation implementation, including on- and off-road pedestrian and bicycle facilities, infrastructure projects aim to improve non-driver access to public transportation and enhanced mobility. In 2011, the New York State Department of Transportation made available \$98.7 million in funding to support bicycle, pedestrian, multiuse paths and other projects alike that reduce congestion and help the State meet the requirements of the Clean Air Act. TAP funding requires a 20% local match that may be task or in-kind services.

## Recreation Trails Program (RTP)

The Recreational Trails Program provides funding from the U.S. Department of Transportation to construct and maintain recreational trails. Each state must establish a State Recreational Trails Advisory Committee that represents both, motorized and non-motorized recreational trail users to distribute funds. Of funds distributed to the state, 30 percent must be used for motorized recreational trails, and the remaining 40 percent can be used for either type of trail.



Green infrastructure median.

## Implementation Table

#	Name	Phase	Anticipated Costs (all costs shown in 2017 dollars)	Potential Funding Resource	Time Frame in Years	Notes
1A	(1) Major Gateway	Traffic Study	\$ 5,000.00	GIGP, OPRHP, TAP	0 to 5	These estimates reflect the average cost per individual gateway. Since the master plan calls for 3 major gateways, total costs would increase to \$3,345,000.
		Design and Engineering	\$ 256,000.00			
		Construction	\$ 854,000.00			
1B	(1) Minor Gateways	Traffic Study	\$ 5,000.00	GIGP, OPRHP, TAP	0 to 5	These estimates reflect the average cost per individual gateway. Since the master plan calls for 3 minor gateways, total costs would increase to \$2,491,500.
		Design and Engineering	\$ 190,500.00			
		Construction	\$ 635,000.00			
2A	Streetscape Typology A: North Street	Design	\$ 760,000.00	GIGP, OPRHP, TAP	3 to 5	N/A
		Engineering	\$ 760,000.00			
		Construction	\$ 6,080,000.00			
2A	Streetscape Typology A: McKinley Avenue	Design	\$ 680,000.00	GIGP, OPRHP, TAP	3 to 5	N/A
		Engineering	\$ 680,000.00			
		Construction	\$ 5,440,000.00			
2A	Streetscape Typology A: Oak Hill Avenue (Watson to North)	Design	\$ 350,000.00	GIGP, OPRHP, TAP	3 to 5	N/A
		Engineering	\$ 350,000.00			
		Construction	\$ 2,800,000.00			
2B	Streetscape Typology B: Washington Avenue	Design	\$ 500,000.00	GIGP, OPRHP, TAP	1 to 3	N/A
		Engineering	\$ 500,000.00			
		Construction	\$ 4,000,000.00			
2B	Streetscape Typology B: Oak Hill Avenue (Jenkins to Watson)	Design	\$ 290,000.00	GIGP, OPRHP, TAP	3 to 5	N/A
		Engineering	\$ 290,000.00			
		Construction	\$ 2,320,000.00			
2C	Streetscape Typology C: Grant Avenue	Design	\$ 192,500.00	GIGP, OPRHP, TAP	3 to 5	N/A
		Engineering	\$ 192,500.00			
		Construction	\$ 1,540,000.00			
2C	Streetscape Typology C: Monroe Street	Design	\$ 391,300.00	GIGP, OPRHP, TAP	3 to 5	N/A
		Engineering	\$ 391,300.00			
		Construction	\$ 3,130,400.00			
2C	Streetscape Typology C: Broad Street	Design	\$ 223,600.00	GIGP, OPRHP, TAP	1 to 3	N/A
		Engineering	\$ 223,600.00			
		Construction	\$ 1,788,800.00			
2D	Streetscape Typology D: Alleys	Design	\$ 210,000.00	GIGP, OPRHP, TAP	2 to 4	N/A
		Engineering	\$ 210,000.00			
		Construction	\$ 1,680,000.00			
3	Design Guidelines	N/A	N/A	N/A	N/A	The design guidelines were completed as part of the master planning process, and need to be adopted by the Village.
4	Parking Lot Improvements	Traffic Study	\$ 5,000.00	GIGP, Private Investment	0 to 5	These estimates consider parking lot improvements for all lots included in the Parking Study Area.
		Design	\$ 776,000.00			
		Engineering	\$ 776,000.00			
		Construction	\$ 6,208,000.00			

#	Name	Phase	Anticipated Costs (all costs shown in 2017 dollars)	Potential Funding Resource	Time Frame in Years	Notes
5	Huron Campus: Business Attraction and Revitalization	N/A	TBD	N/A	ongoing	This project requires the Village to leverage its existing partnerships with the Huron Campus, the Broome County IDA, and the Downtown Endicott Business Association in order to attract businesses to the campus.
6	Endicott Forging: Mixed-Use Redevelopment	Phase 1 ESA	\$ 4,000.00	TBD	1 to 5	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision. Costs for design and construction will vary based on the selected redevelopment option.
		Design	TBD			
		Construction	TBD			
7	Roosevelt and Monroe: Mixed-Use Redevelopment	Phase 1 ESA	\$ 4,000.00	TBD	4+	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision.
		Design	TBD			
		Construction	TBD			
8	North Street at Adams: Mixed-Use Redevelopment	Phase 1 ESA	\$ 4,000.00	TBD	4+	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision.
		Design	TBD			
		Construction	TBD			
9	Main Street: Mixed-Use Redevelopment	Phase 1 ESA	\$ 4,000.00	TBD	5 to 10	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision.
		Design	TBD			
		Construction	TBD			
10	North Street Building Rehabilitation	Structural Analysis	\$ 5,000.00	TBD	5 to 10	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision.
		Design	TBD			
		Construction	TBD			
11	Residential Neighborhood Stabilization	N/A	TBD	N/A	ongoing	This project should include strategies targeted at encouraging small-scale residential infill, exploring alternative uses for vacant lots, expanding existing code enforcement activities to improve property and building maintenance, pursuing strategic land acquisition, attracting housing developers, and securing investment and funding.
12	Endicott Inn Redevelopment	Structural Analysis	\$ 5,000.00	TBD	3 to 6	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision.
		Design	TBD			
		Construction	TBD			
13	Washington Avenue: Gathering Space and Pedestrian Connections	Design	\$ 150,000.00	GIGP, OPRHP	1 to 2	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision.
		Engineering	\$ 150,000.00			
		Construction	\$ 1,200,000.00			
14	Endicott Forging Open Space and Gateway	Phase 1 ESA	\$ 4,000.00	GIGP, OPRHP	1 to 3	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision.
		Design	\$ 500,000.00			
		Engineering	\$ 500,000.00			
		Construction	\$ 4,500,000.00			
15	George Johnson Park Enhancements	Design	\$ 500,000.00	GIGP, OPRHP	2 to 4	N/A
		Engineering	\$ 500,000.00			
		Construction	\$ 4,500,000.00			
16	Washington and Main Trail Connection	Traffic Study	\$ 5,000.00	GIGP, OPRHP, TAP	3 to 5	N/A
		Design	\$ 10,000.00			
		Engineering	\$ 10,000.00			
		Construction	\$ 80,000.00			
17	Little Italy Public Market	Market Analysis	\$ 5,000.00	GIGP, OPRHP	5+	This project may require the Village to either acquire the site from a private owner or work collaboratively with the property owner to advance the master plan vision.
		Design	TBD			
		Construction	TBD			

## Next Steps

Moving forward, successful implementation of the Endicott iDistrict Revitalization Plan involves leveraging public and private partnerships, securing grants and private investment, gaining and maintaining public interest and support, and revisiting and revising the plan as necessary. Whether implemented in whole or in part, the recommendations and projects included in this Plan would serve to revitalize downtown Endicott by improving its physical appearance and identity, spurring economic development and investment, attracting businesses, residents, and visitors, and improving quality of life.