



**New York State Downtown Revitalization Initiative  
Strategic Investment Plan**

**CITY OF CORTLAND**

**Central New York Regional Economic Development Council  
March 2018**

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# CITY OF CORTLAND

## Downtown Revitalization Initiative

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This document was developed by the city of Cortland Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by the following Consulting Team:



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## **Foreword**



# **Downtown Revitalization Initiative**

*“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

Nationally and globally, business and development leaders recognize that the creation of new downtown communities with public amenities and a high quality-of-life can provide a catalyst for increased economic development, re-population (particularly by young professionals) and urban vibrancy. Governor Andrew Cuomo recognized this potential and launched a major new initiative in the spring of 2016 – the Downtown Revitalization Initiative (DRI).

The Governor’s ten Regional Economic Development Councils (REDCs) each identified one community in which to invest \$10 million to improve the vitality of those urban centers. The Downtown Revitalization Initiative (DRI) funding supports a community planning and implementation process where each community develops the key ingredients needed for successful downtown revitalization: a clear vision for the downtown; goals and strategies to accomplish the vision; and a strategic plan to implement catalytic projects identified in the plan.

### **Communities selected in Round One included:**

- Elmira (Southern Tier Region)
- Geneva (Finger Lakes Region)
- Glens Falls (Capital Region)
  - Jamaica (NYC Region)
- Jamestown (Western NY Region)
- Middletown (Mid-Hudson Region)
- Oneonta (Mohawk Valley Region)
  - Oswego (Central NY Region)
- Plattsburgh (North Country Region)
- Westbury (Long Island Region)

In 2017, the enacted state budget included another \$100,000,000 for downtown revitalization. DRI Two is again supporting a community planning process, conducted by staff from the Department of State Office of Planning, Development, and Community Infrastructure and the NYS Homes and Community Renewal. This multi-agency effort, led by Secretary of State Rossana Rosado, also includes staff from Empire State Development and assistance from other agencies like the state Department of Transportation and state Department of Labor based on projects identified by the communities.

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**Communities selected in Round Two included:**

- Watkins Glen (Southern Tier Region)
- Batavia (Finger Lakes Region)
  - Hudson (Capital Region)
- South Bronx (NYC Region)
- Olean (Western NY Region)
- Kingston (Mid-Hudson Region)
- Rome (Mohawk Valley Region)
- Cortland (Central NY Region)
- Watertown (North Country Region)
- Hicksville in Oyster Bay (Long Island Region)

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 communities will become vibrant communities where people will want to live, work and raise families.



# Executive Summary

## New York State Downtown Revitalization Initiative Strategic Investment Plan



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In October 2017, the city of Cortland was identified as the community under the purview of the Central New York Regional Economic Development Council to receive \$10 million as part of Round 2 of New York State's Downtown Revitalization Initiative. A team of NYS Department of State planners and private consultants was assigned to guide the city through the DRI process and to create a Strategic Investment Plan that will help the city achieve the goals of the initiative. A Local Planning Committee (LPC) comprised of eleven community stakeholders and two co-chairs representing business, education, arts, and civic interests was assembled to lead the city's efforts and aid in public outreach efforts to ensure the public was involved in all aspects of the DRI process.

The city of Cortland, also known as New York's "Crown City", is home to one of Central New York's most prominent historic downtown districts. Cortland became known as New York's Crown City as it is geographically situated in a plateau that sits at the convergence of seven valleys. The natural beauty of the landscape is enhanced by a network of parks, walking trails, and bike paths. Cortland is well known for a vibrant artistic and music scene both within the city and the adjacent community of Homer and downtown Cortland is within close proximity to the world-famous Finger Lakes and accompanying educational, cultural and recreational pursuits. As of the most recent census, Cortland's population is growing, with a poverty rate that has declined by 3.5 percent. Other than Syracuse, Cortland is the most populated community in the Central New York region.

Mirroring the history of Upstate New York, Cortland experienced rapid growth and subsequent economic decline throughout the 20th century. In response, Cortland, like many communities across Central New York, is moving away from a manufacturing-based economy to develop smart and creative ways to compete in a fast-changing landscape. As such, the city has been committed to the revitalization of its downtown area, which is well-positioned to leverage local arts and cultural resources, natural and recreational resources, and advanced scientific and emerging green and technology-based jobs.



**Cortland DRI Area**

Cortland's Downtown Revitalization Initiative (DRI) area is compact and well-defined, covering a large percentage of the city's historic district. The DRI area boundary is encircled by dense single- and multi-family residential neighborhoods to the north, east, and west. Main Street, characterized by venerable stone and brick buildings housing apartments, restaurants, storefronts, coffeehouses, pubs, and a mix of commercial activity, serves as the backbone of downtown Cortland.

Cortland's implementation of its 2011 Comprehensive Plan, lays out a vision that the DRI will build upon. Although downtown is dense and fairly built-out, plans that promote infill development and mixed-use commercial and residential projects are being established. One main planning challenge, therefore, is to determine how to play to downtown's inherent strength as a space and place with great social and economic potential.

Cortland is currently pursuing Step 2 of a Brownfield Opportunity Area study for a large swath of the southern and eastern portions of the city (The Southeast Cortland Redevelopment Initiative), adjacent to the downtown area. The BOA planning process will identify key development sites and create detailed redevelopment options in order to place them back into active use. The BOA will also allow the city to explore development opportunities. Such environmentally-challenged sites present an opportunity to create new jobs while improving surrounding neighborhoods. Implementing the BOA concurrently with the DRI will propel the community's transformation forward.

An open engagement process was recently completed through a collaborative effort among government agencies and leaders, private companies, non-profits, and residents to create a unified vision for downtown. The community is exploring and planning for changes to the Main Street and Clinton Avenue streetscapes, new apartment buildings, and several new arts and entertainment facilities. Ways to provide cutting-edge broadband and open-access data networks are also being studied.

## **Community Driven Process – Vision, Goals, Strategies and Projects**

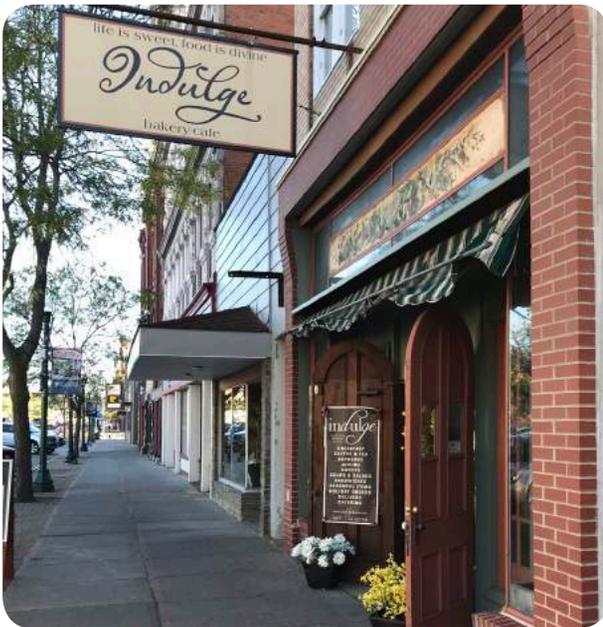
The success of Cortland’s Downtown Revitalization Initiative (DRI) depends in large part on the input and feedback obtained from the Cortland community, which includes anyone who lives, works, or goes to college in the city. A Public Engagement Plan was developed to ensure that the DRI process would be transparent, welcoming, and innovative, to garner the largest achievable cross section of input and ideas from the community.

Based on public input and personal knowledge of previous planning initiatives, the LPC created the following downtown Vision that incorporates each of the elements deemed important by those who live and work in Cortland:

**To develop the historical downtown into a thriving economic and cultural center for Cortland County, building upon three key strategies:**

- *Expand the arts, music, sports and recreation based creative economy;*
- *Build a complete downtown neighborhood which includes housing for all demographics, retail shopping, job availability, access to everyday goods and services, and attractive public spaces; and*
- *Update infrastructure that integrates technology and sustainability to address 21st Century needs*

The Cortland DRI Vision Statement was constructed in such a way that it clearly lays out the three main goals the LPC would like to achieve through the DRI process. The strategies are the most impactful ways to achieve each of the respective goals. These strategies were also utilized during the priority project selection process to aid the LPC in determining which projects would have the greatest impact on achieving the city’s Vision.



**Goal A: Expand the arts, music, sports and recreation based creative economy**

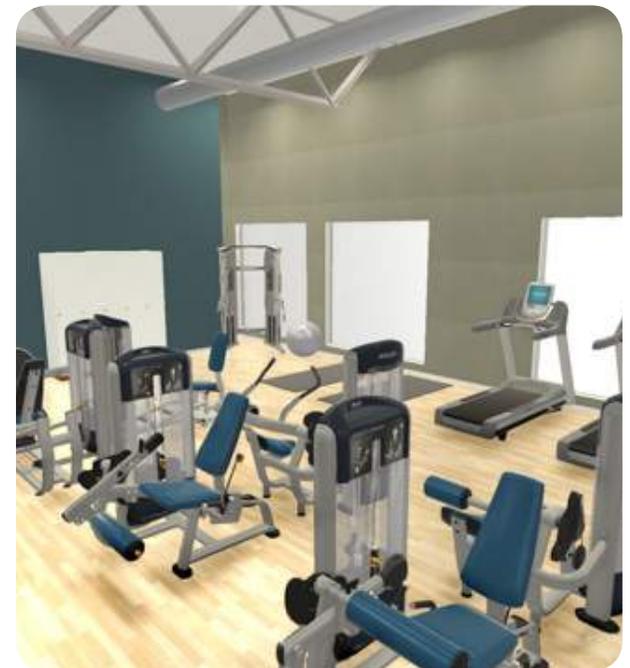
- Support and strengthen the local arts and culture community and attractions
- Increase collaboration between downtown and local institutions
- Increase opportunities to attract innovative and/or culturally based businesses and grow the local property tax base
- Consider opportunities for creating artist live/work spaces
- Foster cultural venues, public events, sports events and recreational opportunities



**Priority Projects that help meet Goal A:**

A-1	<p><b><u>Establish the Crown City Artworks Project</u></b></p> <p>This project will install public art [e.g. sculpture, murals, and curated exhibits] at select locations throughout the DRI area to enhance the appeal and attractiveness of these spaces and draw attention to art as an integral component of downtown revitalization.</p>	<p><b>DRI Funding \$200,000</b></p>
A-2	<p><b><u>Renovate Courthouse Park Including a Mobile Stage for Performing Arts</u></b></p> <p>Courthouse Park is located in the heart of the city’s historical downtown. This project will include much-needed improvements to the Courthouse Park including a new performing arts stage with state-of-the-art amenities and an improved fountain at the park entrance.</p>	<p><b>DRI Funding \$443,750</b></p>
A-3	<p><b><u>Create a Downtown Pocket Park</u></b></p> <p>Located in downtown Cortland between the structures of 10 and 16 Main Street, the park will provide an oasis from the bustle of downtown and a protected area for families and children to gather and relax. The park will include landscaping, seating, and can be used for a small event space, play areas for children, places to relax and meet friends, and take lunch breaks. With the addition of downtown Wi-Fi, the pocket park will also be a place to hold meetings and work.</p>	<p><b>DRI Funding \$250,000</b></p>
A-4	<p><b><u>Renovate a Historical Downtown Building for a Multi-Use Entertainment Facility</u></b></p> <p>The project includes the renovation of a historical Main Street building to create a commercial space dedicated to family-friendly entertainment. The facility will house bowling lanes and a venue for live music performance featuring state-of-the-art digital audio/video recording and production facilities. This project will also create an urban green space with the development of a second-floor rooftop park.</p>	<p><b>DRI Funding \$975,000</b></p>

<p><b>A-5</b></p>	<p><b><u>Enhance Gateway to Main Street Through Streetscape Improvements and Creation of Pocket Park</u></b>          North Main Street improvements will include replacement of the sidewalk between the parking lot adjacent to the Cortland Flower Shop and the curb and a new grass strip with trees between the sidewalk and the new curb. Fencing or shrubs will also be installed to mask the parking lot from the sidewalk. The pocket park will have pervious brick pavers, trees and benches and will be well lit. A large mural located on the north side of One North Main Street will bring a creative element to the park.</p>	<p><b>DRI Request \$71,750</b></p>
<p><b>A-6</b></p>	<p><b><u>Create Cortland’s First Community Bike Share in Downtown Cortland</u></b>          Seven Valleys Health Coalition (SVHC) will partner with the Cortland Free Library (CFL) for the startup of the Community’s first Bike Share, located at the CFL in the downtown. This project will provide the public with a total of 40 bikes including 24 adult bicycles, 4 adult tricycles, 12 children’s bicycles (6 each 24-inch and 20 inch), and 4 child trailers. Helmets and locks will also be provided to the public.</p>	<p><b>DRI Funding \$35,402</b></p>
<p><b>A-7</b></p>	<p><b><u>Establish Vine Health and Fitness</u></b>          Vine Health and Fitness will be a 5,000 SF wellness center with the newest state-of-the-art exercise equipment and amenities including: an 800 square foot group exercise room, spa-like men’s and women’s locker rooms with showers, two rooms for massage therapists to rent, and a new HVAC system. Cortland Regional Medical Center’s Outpatient Physical Therapy will rent the adjacent 2,000 square foot space and pay a monthly fee to Vine Health and Fitness to use the space and equipment for their physical therapy patients.</p>	<p><b>DRI Request \$350,000</b></p>



**Goal B: Build a complete downtown neighborhood which includes housing for all demographics, retail shopping, job availability, access to everyday goods and services, and attractive public spaces**

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents
- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all
- Enact the two-way Main Street conversion to allow for better circulation in the downtown especially for those not familiar with the city, and enhance access to Main Street businesses
- Promote the adaptive reuse of under-utilized buildings in the downtown for mixed use development including market rate housing
- Establish programs to grow small business, and downtown retail
- Create an identity that will appeal to current and future generations



**Priority Projects that help meet Goal B:**

B-1	<p><b><u>Create a Building, Business, and Alternative Energy Loan/Grant Fund to Assist Building Owners and Business Startups</u></b></p> <p>The fund will assist with smaller-scale capital improvements/renovations in the designated downtown area. Such projects may include sign and façade improvements, building renovation, upper story housing, working capital, equipment, interior commercial and residential improvements, etc. The fund may underwrite a portion of start-up costs for new businesses identified as critical to a vibrant and vital downtown. The fund may also fund projects that reduce the city’s environmental footprint and/or encourage energy generation from renewable sources in the downtown.</p>	<b>DRI Request \$600,000</b>
B-2	<p><b><u>Establish the SUNY Cortland Institute of Applied Geospatial and Drone Technology</u></b></p> <p>This project will establish the Institute for Geospatial and Drone Technology in downtown Cortland. It will be a resource for entrepreneurs, startup companies, Central New York and the Cortland community, including local municipalities, emergency services, non-profit organizations, and schools.</p>	<b>DRI Request \$100,000</b>
B-3	<p><b><u>Renovate 13-15 Central Avenue to Create New Office Space</u></b></p> <p>This project will develop 3,000 sf of Office/retail on the first floor and 6,000 sf of office space on the upper floors. Currently the upper floors are unoccupied and in need of major renovation in order for them to be usable for any purpose.</p>	<b>DRI Request \$325,000</b>
B-4	<p><b><u>Create New Apartments at 73 Main Street</u></b></p> <p>This project will redevelop 4,000 sf of Office/retail on floors 1 and 2, and create two housing units on floor 3. The first and second floors are currently being used as office space by a tenant that will be vacating the space in 2018 and the 3rd floor is unusable in its current condition.</p>	<b>DRI Request \$220,000</b>

<b>B-5</b>	<b><u>Renovate 37-39 Port Watson Street Mixed Use Building and Create New Apartments</u></b> This project will create 4 residential units in the rear of property, with the bottom 2 units fully ADA compliant. The project will also rebuild the façade of the building and improve the side alley to be an attractive well-lit walkway with plantings.	<b>DRI Request \$300,000</b>
<b>B-6</b>	<b><u>Preserve and Restore SUNY Cortland Alumni Carriage House</u></b> The Lynne Parks '68 SUNY Cortland Alumni House, including its Carriage House, is one of the city's most iconic locations. This project will renovate the SUNY Alumni Carriage House and create lodging space for visitors to the area, a multi-purpose meeting space, new restrooms and a kitchenette.	<b>DRI Request \$100,000</b>
<b>B-7</b>	<b><u>Renovate the Façade at BRIX</u></b> This project would allow for the installation of floor-to-ceiling glass doors at BRIX to provide a connection between the interior and exterior seating areas. The new design will give the business an atmosphere that would increase business during slower times and would enable BRIX to hire additional employees.	<b>DRI Request \$50,000</b>
<b>B-8</b>	<b><u>Redevelop and Stabilize Harold (Keator) Block Mixed Use Building</u></b> Six (6) existing residential units will be converted into nine (9) high-quality 2-bedroom units and targeted specifically to young professionals with higher disposable income. The project includes structural repairs that will allow for apartment creation and energy efficient replacements of the retail window.	<b>DRI Request \$297,100</b>
<b>B-9</b>	<b><u>Create New Apartments at 29 Central Avenue</u></b> This project will redevelop 2,000 sf of office/retail on the first floor and (4) 2 bedroom and (2) 1 bedroom housing units on the upper floors. The entire building is currently unoccupied. The 1st and 2nd floors were most recently used as office space. The 3rd floor is unusable in its current condition.	<b>DRI Request \$85,000</b>
<b>B-10</b>	<b><u>Renovate Fiorentini Block for Mixed Use Retail and Residential Development</u></b> This project will include a new water line to be installed from the Street into the building, to comply with the Cortland City Fire Code and install sprinklers throughout the entire building to allow apartments to be built on the upper floors. All windows on the second and third floors will be replaced as they are old single-pane windows and in poor condition. This project also includes restoration of the historical facade on the top of the building facing the Main Street.	<b>DRI Request \$80,000</b>
<b>B-11</b>	<b><u>Renovate 83-85 Main Street for Mixed Use Development</u></b> This project is a mixed-use redevelopment project of a chronically vacant, deteriorating historical building, which is a critical anchor on Main Street. Built in 1891, the upper floors of this building have been vacant since the early 1940's and are in dire need of repair. This project will create upscale, luxury, market rate, loft style apartments on the 2nd, 3rd, and 4th floors of the building, creating a total of nine (9) new apartments.	<b>DRI Request \$500,000</b>
<b>B-12</b>	<b><u>Complete the Creation of the Cortland Business Innovation Center</u></b> The project will serve Cortland County's nearly 49,000 residents and increase visitation from the I-81 corridor. The facility will provide a physical space for the ideation and commercialization of concepts into viable businesses with retail spaces for four businesses on the first floor, eight co-working and startup offices on the second floor and one entrepreneur in residency on the third floor.	<b>DRI Request \$484,000</b>

**Goal C: Update infrastructure that integrates technology and sustainability to address 21st century needs**

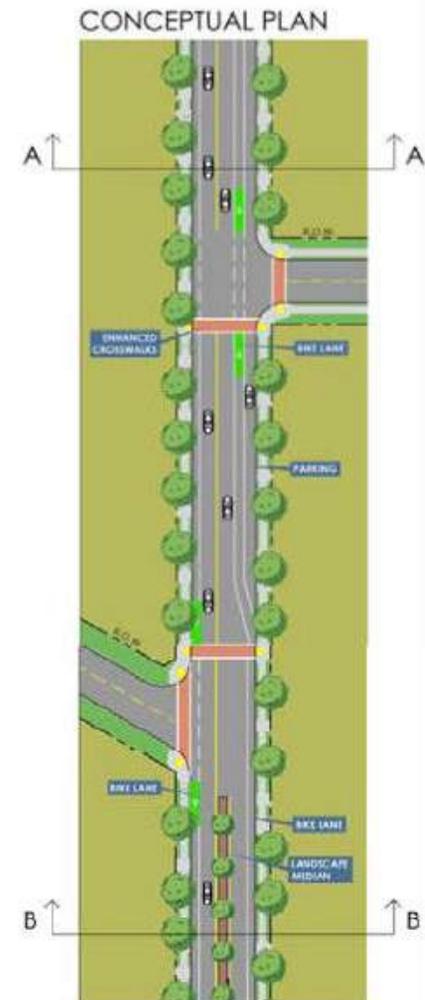
- Encourage projects that reduce the city’s environmental footprint
- Provide a connected, wireless downtown
- Encourage energy generation from renewable resources



**Priority Projects that help meet Goal C:**

C-1	<p><b><u>Reimagine Main Street Infrastructure and Streetscape</u></b>          Cortland has had a one-way Main Street for the past 50 years. This redesign integrates a two-way Main Street with back-in angle parking, pedestrian improvements including bump-outs and mid-block crosswalks, other streetscape improvements and utility replacement. The overarching goal of the project is to increase traffic safety and accessibility to the downtown to support the array of commercial offerings along Main Street, while at the same time promoting walking as an alternate transportation option and further beautifying the downtown.</p>	<p><b>DRI Request \$5,089,248</b></p>
C-2	<p><b><u>Establish a State-of-the-Art Downtown Wi-Fi System and City-Owned Cable for Internet Access</u></b>          This project comprises a buildout of backbone and “last mile” data delivery infrastructure. The network would provide Internet access at very high speed to both residential and commercial customers, while also supporting a public Wi-Fi network. Service costs would cover network maintenance, administration, and offset costs for expansion opportunities.</p>	<p><b>DRI Request \$386,000</b></p>
C-3	<p><b><u>Develop Marketing Materials for Collection and Vermicomposting of Food Service Establishment (FSE) Waste</u></b>          This initiative leverages the city’s existing pilot-scale vermicomposting project to include collection and composting of downtown Food Service Establishment (FSE) food waste. Development of unified messaging materials for participating FSEs will help bolster downtown Cortland’s identity as eco-conscious and will help encourage more FSEs to participate in the vermicomposting program.</p>	<p><b>DRI Request \$8,400</b></p>
C-4	<p><b><u>Improve Downtown Trash and Recycling Collection</u></b>          Currently, residents place their trash and recycling at or near the curb of Main Street sidewalks on the appropriate scheduled pick up day, though businesses and restaurants are urged to use the dumpster corral located in the Groton Ave parking lot. This project would eliminate residents, businesses and restaurants placing their trash and recycling on the sidewalks of Main Street by providing a compacting dumpster unit at the Groton Avenue lot for all to use.</p>	<p><b>DRI Request \$50,000</b></p>

<p><b>C-5</b></p>	<p><b>Enhance Clinton Avenue Gateway</b></p> <p>This project will encompass the portion of Clinton Avenue located within the DRI boundary. Elements of this project will include sanitary sewer main replacement, water main replacement, rebuilding sewer manholes, and pedestrian and bicycle improvements.</p>	<p><b>DRI Request</b> <b>\$1,000,000</b></p>
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## **Implementation of DRI Plan**

Successful implementation of the proposed priority projects will require a carefully coordinated approach between the city of Cortland, local project sponsors, multiple NYS agencies and various community organizations. Whether public or private, each project selected for funding will enter into a separate contract with an assigned NYS agency. The overall management of this implementation process is critical to the success of individual DRI projects, and the city's broader revitalization efforts.

Throughout the DRI process, one of the strongest aspects of Cortland's approach is the extent to which the city and LPC leveraged existing local and regional organizational structures. From the city's initial DRI Application to on-going project planning work, Cortland's DRI process is best characterized as a complex partnership between a wide range of entities. These existing partnerships will play a significant role in the successful implementation of priority projects. To this end, the city and LPC have discussed the delegation of project implementation strategies for both public and private projects – assuring that each of the proposed projects has an appropriate local management entity and clear path to implementation.



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# Section I: Downtown Profile and Assessment



**New York State Downtown Revitalization Initiative  
Strategic Investment Plan**

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## Introduction

The city of Cortland, also known as New York’s “Crown City”, is home to one of central New York’s most prominent historical downtown districts. Cortland became known as New York’s Crown City, as it is geographically situated in a plain at the convergence of seven valleys. The natural beauty of the landscape is enhanced by a network of parks, walking trails, and bike paths. Cortland is well known for a vibrant artistic and music scene both within the city and the adjacent community of Homer and downtown Cortland is within close proximity to the world-famous Finger Lakes and accompanying educational, cultural and recreational pursuits. As of the most recent census, Cortland’s population is growing, with a poverty rate that has declined by 3.5 percent. Other than Syracuse, Cortland is the most densely populated community in the central New York region.

Many of Cortland’s architectural assets and infrastructure were designed and constructed in the 1800s and 1900s. During this time, downtown Cortland served as an important economic hub for central New York. Major manufacturers in the immediate area included the Cortland Wagon Company, Wickwire Brothers Wire Mill, and the Gillette Skirt Factory. Other businesses such as Smith-Corona Marchant Inc., Brockway Motors, and the Cortland Line Company were located in the city and surrounding area. Mirroring the history of Upstate New York, Cortland experienced rapid growth and subsequent economic decline throughout the 20th century. In response, Cortland, like many communities across Central New York, is moving away from a manufacturing-based economy to develop creative ways to compete in a fast-changing landscape.

As such, the city has been committed to the revitalization of the downtown area, which is well-positioned to leverage local arts and cultural resources, natural and recreational resources, and advanced scientific and emerging green and technology-based jobs. The Main Street/Tompkins Street Historic District and the new Cortland Repertory Theatre are close to transportation routes, a diverse workforce, major employers, SUNY-Cortland, and other nearby colleges and universities. Drawing from downtown strengths and areas for improvement, the activities and projects detailed throughout this introductory profile summarize options under consideration by the community and Cortland leadership.





Figure 1: DRI Area

## DRI Area

The Downtown Revitalization Initiative (DRI) area is compact and well defined, covering a large percentage of the historic district. The layout is encircled by dense single- and multi-family residential neighborhoods to the north, east, and west. Tompkins Street is mostly residential, with fine houses originally built for wealthy industrialists, while the main arteries of Main Street and Central Avenue are primarily commercial in nature, historically with apartments on the upper floors of three- to five-story buildings. Court Street runs north and south on the east side of downtown, with 3-acre Courthouse Park and an extraordinary rotunda that provides an appealing visual focal point. The Cortland Free Library, City Court, the Cortland County Office Building, and the United Presbyterian Church are situated around the park.

Main Street runs north-south parallel to this area, characterized by venerable stone and brick buildings housing apartments, restaurants, storefronts, coffeehouses, pubs, and a mix of commercial activity. The Cortland Business Innovation Center, Crescent Commons, the YWCA/YMCA, and a satellite branch of Tompkins-Cortland Community College (TC3) are also sited along this corridor. Groton and Clinton Avenues run through the northern edge of the district. Main Street carries vehicular traffic south. The Local Food Market and a full-service grocery store offering locally grown, healthy foods are both along Main Street in the DRI area.

## Strategic Planning Initiatives

Over the past several years, Cortland has participated in various strategic planning initiatives, most of which include substantial focus on the downtown area. As such, many of these planning efforts will work towards supporting the efforts of the Cortland DRI.

### **Cortland Brownfield Opportunity Area (BOA) – Step II**

Cortland is currently pursuing Step 2 of a Brownfield Opportunity Area study for a large swath of the southern and eastern portions of the city (The Southeast Cortland Redevelopment Initiative), adjacent to the downtown area. The BOA planning process will identify key development sites, and create detailed redevelopment options in order to place them back into active use. The BOA will also allow the city to explore development opportunities. Such environmentally-challenged sites present an opportunity to create new

jobs while improving surrounding neighborhoods. Implementing the BOA concurrently with the DRI will propel the community's transformation forward.

There is a slight overlap between the 540-acre BOA and the DRI planning area and these two initiatives will seek to complement each other in terms of overall project goals and vision for the city. The BOA study will identify additional redevelopment opportunities outside of the DRI planning area, potentially helping to leverage additional private development funds in the city.

### **Central New York Regional Economic Development Council (REDC) Strategic Plan/Upstate Revitalization Plan**

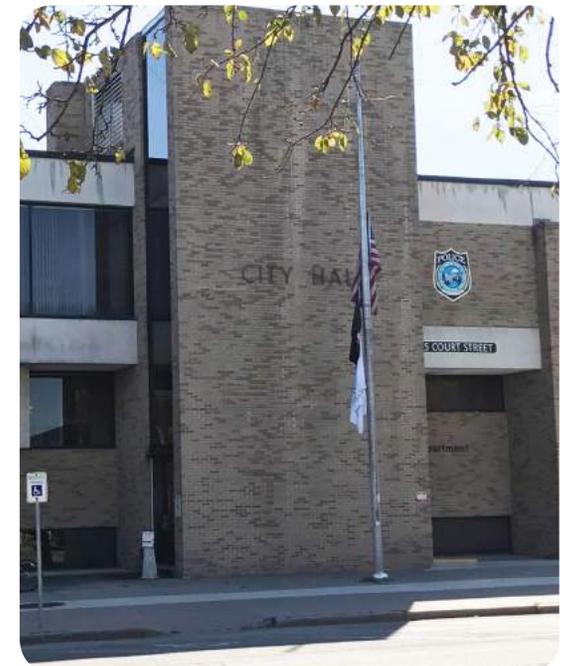
The Central New York REDC clearly articulates a vision for the Central New York region in the REDC Five-Year Strategic Plan and the Upstate Revitalization Initiative submission: CNY Rising. The REDC's regional priority goals and strategic investment strategies include several factors:

- It is important to strengthen industry concentrations in agribusiness, food processing, and agricultural programming to meet the growing demand for safe and high-quality food and nutrition
- Likewise, support of tourism assets will set up a competitive ecosystem for innovation and entrepreneurship by encouraging new venture development and improving access to seed capital
- Smart, adaptive reuse of Cortland's world-class underutilized structures, along with brownfield remediation, is needed as well.

The Central New York REDC has played an integral role in much of the region's strategic planning, laying the groundwork for successful implementation of DRI projects. In addition, several representatives on the Central New York REDC are serving on the Cortland DRI Local Planning Committee, ensuring continuity between regional goals and strategies and projects within downtown Cortland. More information can be found on the Central New York REDC website (<https://regionalcouncils.ny.gov/central-new-york>).

### **City of Cortland Comprehensive Plan**

The city of Cortland adopted its Comprehensive Plan in 2011. The Comprehensive Plan sets forth a clear vision for downtown Cortland, stating: "Our historic downtown is a microcosm of the City at large, reflecting the importance we place on preserving and promoting history, arts, and culture while developing a sustainable economy." The DRI seeks to build upon this vision and will ensure that projects balance these critical elements. To date, more than \$535 million has been invested within a 5-mile radius of downtown including \$450 million by SUNY-Cortland and the Cortland Regional Medical Center, \$50 million in industrial development and \$25 million around downtown. Although downtown is dense and fairly built-out, the Comprehensive Plan, BOA Study and DRI all support infill development and mixed-use commercial and residential projects within this critical area. As a result, the city's main planning challenge is how to best capitalize on the great social and economic potential in downtown Cortland.



## City of Cortland Pedestrian and Bicycle Master Plan

In 2016, the city of Cortland completed a Pedestrian and Bicycle Master Plan which seeks to reduce gasoline use, decrease greenhouse gas emissions and improve community health by increasing activity and exercise. To achieve these goals, the Plan focuses on improving access to local pedestrian and bicycle infrastructure, enhancing safety, reducing vehicle use and ensuring accessibility for disabled persons. Proposed DRI projects, such as the Community Bike Share and Main Street Infrastructure and Streetscape would play major roles in working towards these goals.

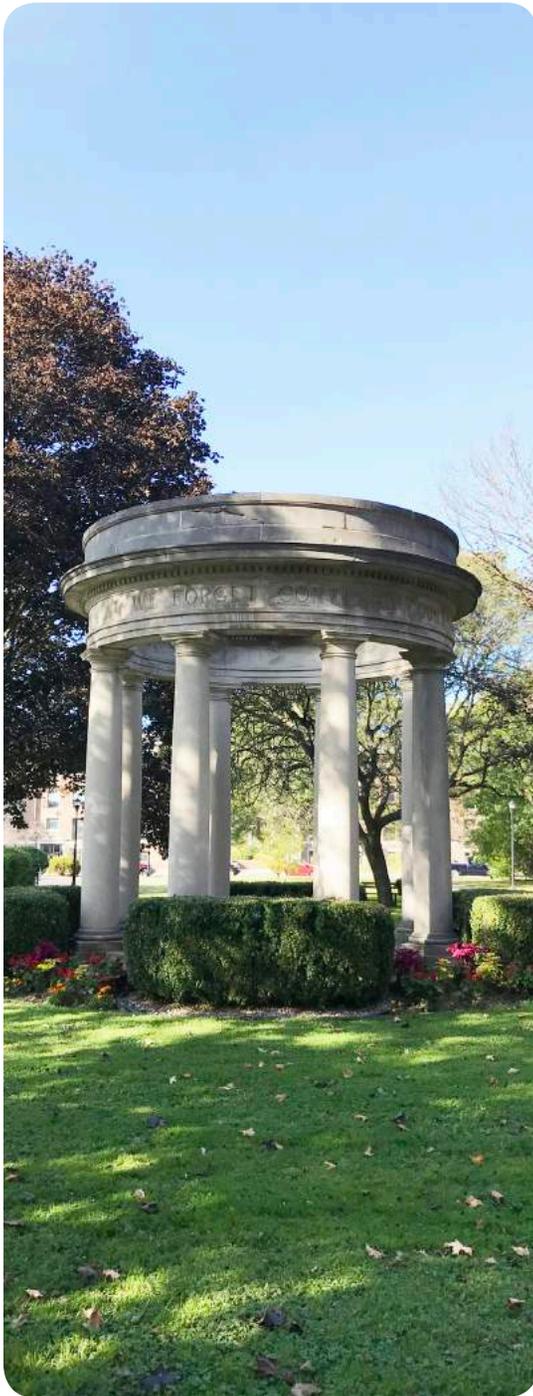
## Physical Conditions

The DRI area contains a distinctive mix of buildings, public and private spaces, and physical infrastructure. A full street grid with sidewalks extends throughout downtown and into most of the city limits. Cortland's historic downtown has a strong sense of place and a wide range of mixed-use features that employers, residents, shoppers, and travelers can experience. The Clinton Avenue corridor connects I-81 to downtown. Presently, the Clinton Street area contains three general land-use patterns, and only the third pattern listed is located within the DRI area:

1. A commercial zone in close proximity to the highway with chain hotels and motels, fast-food and small independent restaurants, a new Starbucks coffee shop, grocery and retail stores.
2. A residential corridor along the avenue with a mix of single- and multi-family homes arrayed on Clinton Avenue and several side streets. These structures are in various states of upkeep, with some in disrepair and others well-maintained. A working freight railroad, part of the New York, Susquehanna, and Western Railway route from Binghamton to the Syracuse area, cuts across Clinton Avenue near the intersection with Greenbush Street.
3. A transition point at the Clinton Avenue and Church Street intersection where continuing westward to Main Street travelers will notice the uniqueness and historical nature of the buildings along Clinton Avenue and Main Street.

In general, Main Street is oriented north-south and provides parking for cars and broad sidewalks with plenty of space for pedestrians. While Main Street includes landscaping, planters and various types of street furniture, many of these features are nearing the end of their lifespans and overall placement and orientation could be improved. Between Clinton Avenue and Port Watson Street, Main Street is currently configured for one-way southbound traffic. It is anchored by a wide array of existing cafes, shops, businesses, upper-floor apartments, pubs, and various





ethnic and traditional restaurants.

Sufficient parking is available within the off-street parking lots, side streets, and alleys to the west and east of Main Street. The street view within this corridor is physically impressive, serving as a central point for future economic development and civic-minded planning.

Another key intersection is the corner of Main, Tompkins, and Port Watson streets, currently home to several bars, restaurants, and shops. The area to the south of this intersection is less dense, bounded by single-family and multi-family residences on the west side of Main Street and businesses on the east side.

Historical Tompkins Street to the west, and Port Watson to the east, serve as the principal route along downtown's southern edge. Between downtown and SUNY Cortland, just to the west and bounded by Groton Avenue on the northern edge, is a well-maintained neighborhood. Students, apartment-dwellers, and homeowners live here. Along the north side of Tompkins Street, within this same neighborhood, is the green space of Cortland Rural Cemetery.

Two other areas within downtown stand out for their land uses. First, to the east of Courthouse Park, between Port Watson Street and Clinton Avenue, is a more commercialized and industrialized zone. The area in and around the historical Central Avenue and the Cortland Community Center, which occupies an old rail depot near the Pendleton Street intersection, is ripe for additional commercial activity and strategic redesign.

## **Critical Issues and Current Advantages and Opportunities**

Over the past several decades, much of the area-wide economic growth has occurred in the nearby town of Cortlandville. In recent years there has been increased interest and investment in Cortland's downtown core. However the city of Cortland, and ultimately downtown Cortland, can do more to leverage the presence of major employers and the State University within its borders by enhancing its walkability, affordability, and vitality. Attractive streetscapes, well-maintained parks, and neighborhood enhancement can all play critical roles in incentivizing future capital investment there.

Past resident surveys and opinions shared at recent community meetings indicate that market-rate housing of all types is needed in the city. Cortland lacks a collective plan to allow senior citizens to age-in-place, enable empty nesters and retirees to downsize from single-family homes to smaller units, and to accommodate young workers and professionals. And as always, families with children need affordable places to live. While Over 60 market rate apartments are currently being developed within the downtown area, there is still a demand for new, quality housing options.

Even with the relatively recent influx of investments into the downtown core, one of the major challenges facing Cortland will be the attraction and/or expansion of industries/employers. While the city is home to the four largest employers in Cortland County (SUNY- Cortland, Cortland County government, Cortland Regional Medical Center, and the Cortland Enlarged City School District), these are non-industrial employers. In addition, since the average commute time for workers living within the city is over 15 minutes, most residents are working outside of the downtown area or outside of the city limits.

Strategic investment in the redevelopment of downtown Cortland is the first step in a broader, long-term vision for the community and region.



The city is contemplating the conversion of Main Street between Clinton Avenue and Port Watson Street from one-way to two-way traffic. The one-way street pattern on these two blocks has been in place for decades. The one-way section of Main Street is subject to aggressive, high speed traffic that is not hospitable to the walkable, bicycle-friendly environment that the community envisions. The one-way street pattern also impacts vehicular circulation in the downtown area. Discussions continue as to how the conversion may take place, but many now agree that after 50 years, the change will spark a downtown revitalization for the immediate future.

Other unique possibilities for the downtown include: the continued rehabilitation/renovation of historical structures and the establishment of a multi-purpose, recording/performance space. These projects would leverage Cortland's existing historical building stock with new uses and programming to make the downtown a more active and vibrant area. In addition, innovative projects such as SUNY-Cortland's emerging work with drone technology, agricultural sciences, and geographic information systems (GIS), could help to bring emerging technologies and professional disciplines into the downtown core. Other projects aim to advance the application of Smart Growth and Climate-Smart principles, to preserve the area's wealth of human, built and natural resources.

In short, there are many public spaces and buildings with vacant, ready-to-redesign space. New, user-friendly zoning ordinances have been devised to ensure consistency for new economic development projects. DRI strategies include combining mixed-use commercial and retail space with market-rate apartments in the downtown area.

Downtown is also within easy walking distance to SUNY-Cortland, though hills may present issues for some pedestrians. This campus has approximately 7,000 students and 1,100 faculty and staff members. The college, with a location just a few blocks to the west of downtown, is a vital asset for community investment planning and public-private partnerships.



## **Transportation and Transit Networks: Roads, Highways, and Streets**

Cortland is served by an interconnected surface transportation network. It is easily accessible by automobile from I-81, the main thoroughfare in the region. Personal vehicles are the predominant mode of transport within the city, and downtown holds plenty of sufficient parking to accommodate residents, workers, and visitors.

NYS Route 13 bisects the city as the Clinton Avenue-Main Street-Tompkins Street artery. It provides access to Dryden and Ithaca to the southwest and to small towns and hamlets such as Truxton, Cuyler, and DeRuyter to the northeast. NYS Route 11, known within Cortland as Homer Avenue, provides a north-south connection to the towns of Homer and Preble, while Port Watson Street (as NYS 41) cuts east of the downtown core towards McGraw. A network of county roads provides connections to the valleys and points west, including small communities, farms, and the Finger Lakes.

### **Transit**

Cortland County's bus system serves the community. Known locally as "Cortland Transit," four bus routes connect riders within the Cortland-Homer-Cortlandville area. The Seven Valleys Health Coalition and Way2Go Cortland also provide a "Bus Buddy" service upon request. Volunteers or the Mobility Manager will accompany the person on a Cortland Transit bus ride and explain "the ropes" of using this system. Cortland Transit also offers several specialized



services to increase overall accessibility, including route deviation service and dial-a-ride, which are critical services for those with limited mobility. In addition, Cortland Transit recently implemented a real-time tracking application to allow users to view the specific location of buses. Regional service is provided through a variety of agencies, including Tompkins Consolidated Area Transit (TCAT), Central New York Regional Transportation Authority (Centro) and Broome County Transit (BC Transit).

## **Historical Character**

Downtown Cortland is fortunate that many of the most distinctive, historical properties have remained in relatively good condition. The community has recognized the importance of preserving these structures, with the entire downtown designated as a historic district on the National Register of Historic Places. The original nomination was for the Tompkins Street Historic District in 1975. The downtown historic district was later expanded to include Main Street in 1982, forming the Tompkins-Main Street Historic District. Overall, the District encompasses 109 properties and one contributing site. This designation has played a major role in preserving much of the historical and architecturally-significant building stock in downtown Cortland.

Development within the Historic District is subject to a series of regulations, many of which add time/cost to redevelopment efforts. However, the community’s decision to preserve these buildings should not be considered a development constraint. Rather, the historic preservation regulations should be viewed as one of the downtown’s greatest economic opportunities, Cortland’s mixed-use building stock is one of the city’s and region’s most unique assets. Community leaders and residents have recognized the importance of preserving these properties and their potential impact on Cortland’s economy.

One example is the Cortland County Courthouse situated inside the 2.8 acre Courthouse Park. The Courthouse was built in 1924 and was added to the National Register in 1974. The building is three stories high, built of Indiana limestone in the shape of a Latin cross. The Courthouse has a distinctive cupola and rotunda on an octagonal base, above which are 24 Corinthian columns. The building was designed by James Riely Gordon in the Beaux Arts style.



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Courthouse Park also includes the Cortland County Office Building. The park is home to a number of community events during the year, such as the Cultural Council of Cortland County's annual Arts and Wine Festival, Celebrate Cortland!, the Great Cortland Pumpkinfest, and multiple arts and music events during the summer. The park is full of passive green space and numerous war memorials.

In October 2017, Cortland's Department of Public Works began presenting several options for improvements to Courthouse Park, independent of the DRI award. Potential improvements could include upgrades to the fountain, stages, benches, sidewalks, trees, and lighting. Improvements would need to respect the area's historical character while serving the community's needs for a viable center of activity.

The Cortland Free Library was dedicated in 1927, as shown by the commemorative cornerstone. The building is the city library and hosts public forums and small events. One of the most important historical resources is the 1890 House Museum. This landmark building was modeled after the residence of James Anthony Bailey of Barnum and Bailey Circus; the State Charter to serve as a historical house museum was awarded in 1984.



## Cultural Institutions and Attractions

- **Cortland Repertory Theatre (CRT):** In 2013, the longstanding summer stock theatre in Preble purchased a vacant, run-down bowling alley on Port Watson Street. Bolstered by assistance from the Downtown Partnership’s grant writing team, the theatre leveraged capital campaign funds and funding from New York Main Street and the Rural Area Revitalization Project. The building has been renovated and converted into a year-round center for the performing arts. The initial work prompted the city to invest an additional \$600,000 to redesign and expand adjacent public parking.
- **The Local Food Market:** This 7,000-square foot facility, opened in 2015, along with the Whole Heart Café located inside the market. The market was assisted by a substantial community development loan from the Cortland. The store is the first non-convenience food store established in Cortland in many years, and has been a catalyst for the downtown revitalization effort. The nearby Main Street Farms provides a portion of the produce sold at the store.



**Cortland Repertory Theatre (CRT)**



**The Local Food Market**

## Recent, Ongoing and Planned Projects

In recent years, Cortland has experienced a relatively large increase in investment within the downtown area. Some of the more significant local investments and projects are highlighted below.

- **2 Main Street:** One of the most prominent buildings on Main Street was purchased by a private developer in response to the local adoption of the 421m Tax Abatement Program for mixed use buildings. This program is described in the last paragraph of the Markey Analysis section of this report. The vacant upper floors of this four-story structure were completely remodeled to house 14 new market rate apartments. The project was received enthusiastically, with a waiting list in place long before the work was completed.
- **65-67 Main Street:** The McNeil Development Company invested \$2.2 million in renovations of the 26,000 square foot building which now houses the headquarters for McNeil and Company (an insurance company), and a branch of NBT Bank.
- **Bailey Place Insurance:** This local insurance company has been operating in the Cortland community for more than 125 years. Over the past several years, the company’s local operations and workforce were expanded. The owners have already invested more than \$500,000 on interior and exterior renovations to bring the late 20th Century building into compliance with local standards aimed at preserving the historical appeal of downtown.
- **Bank Block:** Two longstanding historical buildings known by this name were destroyed by a fire in 2005, displacing at least three businesses and many residents. The structures remained damaged and unsightly for many years. In 2015, with assistance from the city, the owner partially renovated the façade and lower portion of the building. With assistance through federal and state historic preservation tax credits, the State Economic Development, and Energize NY, the developer is moving forward with long-awaited renovations.



**Bailey Place Insurance**



**Bank Block**



***Clocktower Building***

- **Clocktower Building:** In 2006, one of the most architecturally significant structures in downtown, the Clocktower, was also destroyed by fire, creating a void in the spirit of Main Street. Fortunately, to encourage rebuilding, the city secured a \$2 million Restore NY grant. A new, three-story structure, resembling the original, now stands, another strong testament to Cortland’s resilience.
- **Cortland Business Innovation Center:** The Downtown Partnership is rehabilitating 40-42 Main Street to serve as a physical space to house businesses and entrepreneurial activity. The first floor will be a retail space; the second will contain offices and workspace, with the top floor filled with a high-end living space for people coming to Cortland to mentor business-oriented students and entrepreneurs. The total estimated cost of the project is \$1.6 million, with \$500,000 already provided by Governor Cuomo’s Restore New York Communities program.
- **Crescent Commons:** Empire State Development, in collaboration with developer David Yaman Realty Services and Housing Visions of Syracuse, provided \$1 million in grant funding to rehabilitate a long-vacant industrial building on the south portion of Main Street. Formerly home to the Crescent Corset factory, this project will host over 100,000 square feet of commercial space, 47 high-end loft-style luxury apartment units (including affordable units). The building will also have a café, lounge, and exercise room. The total estimated cost is \$16 million. The adaptive reuse of this historical building is a quintessential example of the type of progress that is attainable through DRI public-private partnerships.
- **McNeil & Company:** A nationwide leader in specialized risk management and insurance services located downtown, this company employs more than 125 people and is expected to add more over the coming years. McNeil and Co. recently commenced a \$7.2M expansion that will renovate several downtown buildings to create a modern, downtown campus.
- **New York Main Street Programs:** Cortland’s mostly intact, multi-story commercial blocks that line the downtown streets provide the area with a truly unique sense of place. The area has been listed as a National Historic District since 1982 as an extension to the 1972 Tompkins Street District. The city and the Cortland Downtown Partnership have secured four New York Main Street grants to rehabilitate these structures. Several million dollars in funding has been leveraged through public-private partnerships to move the DRI effort forward through a bold vision of community redevelopment.

Continued private investment from industry leaders, such as the \$7.2 million campus redevelopment project by the McNeil Company, will be critical for the long-term economic success of downtown Cortland. With more than 125 downtown employees receiving highly competitive wages, such a project could have an immense impact on the local economy.

To date, More than \$535 million has been invested within a 5-mile radius of downtown including \$450 million by SUNY-Cortland and the Cortland Regional Medical Center, \$50 million in industrial development and \$25 million around downtown.

## Market Analyses

To ensure the effectiveness of the Cortland Downtown Revitalization Initiative, 4ward Planning conducted a more detailed market analysis to identify key regional market drivers and potential development opportunities within downtown Cortland. A summary of the 4ward Planning analysis is provided within this section.

In recent years, investment within the city of Cortland – and particularly downtown – has increased significantly. Downtown Cortland serves as the cultural and economic engine for Cortland County and the current revitalization efforts are critical for the success of the greater regional area. After experiencing economic challenges associated with the loss of the manufacturing industry, Cortland has leveraged millions of public and private dollars to re-envision the downtown as a “new community for the 21st Century”. In total, over \$535 million has been invested in the downtown Cortland area within the past ten years, with an additional \$22 million allocated for investment within the next six months. These investments cover a range of sectors and project types (including public amenity projects, infrastructure improvements, arts and culture initiatives, and various types of private investments).

While the city of Cortland still falls behind Cortland County across several economic metrics, including overall workforce participation (City: 58.3%; County: 63.5%), median household/per capita income (City: \$40,025/\$18,999; County: \$49,514/\$24,228) and poverty rate (City: 24.0%; County: 16.2%), local investment in downtown has far outpaced investment in other areas of the county. Local investments are working towards expanding and diversifying economic opportunities within downtown Cortland. Whether it is new housing, new employment opportunities, or expanded cultural experiences, downtown Cortland is ready and able to capitalize on future growth.

### Commercial and Retail Uses

Downtown Cortland is the largest employment area in the community, directly responsible for over 5,100 jobs. There are 443 business entities located within ½ mile of Main Street and Central Avenue that range from small shops to large multi-national corporations. Approximately 5.3% of workers and 4.4% of downtown businesses are in the retail trade. The core of the city’s Central Business District located on Main Street between Clinton Avenue and Port Watson Street is primarily comprised of commercial and residential mixed-use attached buildings.

Healthy and affordable food options are available at several locations in downtown Cortland. The new 7,000 SF Local Food Market & Whole Heart Cafe offers healthy food options, Main Street Farms offers locally grown organic produce year-round, and the Main Street Farmer’s Market provides seasonal sales of products produced by Main Street Farms.

There are thriving restaurants and taverns located in downtown Cortland with offerings that range from pizza parlors, to artistic cafes, to ethnic dining, to farm breweries, and bars that provide a vibrant nightlife. These establishments contribute approximately 7.5% of all County sales tax revenues.

Despite the success of the aforementioned establishments, there are vacant retail storefronts on Main Street. The city’s Downtown Economic Market Analysis, completed in early 2017, documents existing economic conditions and identifies the current market supply, prospective market demand, and opportunities for economic growth. This study identified several categories of retail establishments that do not meet the community’s demand including retail establishments that sell clothing and accessories, building and garden supplies, electronics and appliances, and home furnishings.



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## Housing

Housing in Cortland provides a diverse mix of single and two-family homes, multi-family units, student housing and public housing complexes. In recent years, the city has worked hard to ensure housing opportunities for residents of all incomes. These initiatives include incentives for homeownership, renovation support programs and policies to reduce the proliferation of zombie homes throughout the city.

The Cortland Housing Authority administers two mid-rise, low income housing apartment buildings. One is at 42 Church Street and the other at 51 Port Watson Street. They are managed through federally-subsidized Section 8 vouchers. Additional public housing units were recently constructed as part of the \$7.35 million Riverview Apartments project, at 6-10 Riverview Avenue, just to the north of the DRI's limits. This project, operated by Christopher Community and Catholic Charities, provides inexpensive housing for low-income families and individuals in need of behavioral health services. The development is part of the state's \$10 Billion House New York 2020 program. The city also recently partnered on an \$8.5 million affordable housing project located on South Main Street, which was one of the most neglected areas within the city.

Housing in the downtown core is beginning to expand, particularly with the recent investment in the city's historical mixed-use buildings. Many of these properties, despite their historical significance and architectural appeal, sat largely vacant for the latter portion of the 20th century. Overall, downtown Cortland has approximately 200,000 square feet of available commercial space (for housing or businesses) and roughly 175,000 square feet of city-controlled land that could potentially be utilized for future development. Much of this available commercial space is located within historical buildings. The city views the development of market-rate, mixed-use housing in the downtown area as one of the final missing pieces of the Cortland housing market.

The project at 2 Main Street is one of the more recent (2013) upper-floor conversions. The renovation re-purposed a historical and architecturally-significant building into 14 market-rate apartments with street-level retail below. The Bank Block on Main Street is another recent project (2015), creating eight market-rate apartments and new commercial spaces. Both utilized a combination of public and private sources, including the 421m Tax Abatement Program and New York Main Street funding. In total, over 60 market-rate apartments are currently in development within the downtown area.

Although there are still several downtown buildings with vacant upper floors, there are current redevelopment proposals for many of these properties, several of which were included in the city's 2017 DRI Application. While the redevelopment of these units will not happen overnight, there is a clear, renewed interest in downtown living in Cortland. These redevelopment projects not only represent an important initial investment, but they also help to increase the daily population and economic activity within Cortland.

### **Vacant, Underutilized, and/or Developable Sites**

Downtown Cortland has several vacant, underutilized and/or developable sites which could be used for future infill development. Many of these sites are highly visible and represent key areas for improvement within the downtown. In addition, the city has over four acres of surface parking lots which, if supplemented with additional parking locations, could potentially be used for redevelopment purposes. While the DRI Process analyzed the feasibility of redevelopment or infill development throughout the downtown, several sites have been preliminary identified: One Main Street (underutilized), 77 Main Street (vacant/historical), 37-39 Port Watson Street (underutilized), 22 Main Street (upper floors underutilized), Gateway Block (the city-owned Groton Avenue surface parking lot would be utilized), and the 'Arts Alley' (underutilized space linking two public areas).

As discussed in the Housing section of this report, Cortland, in partnership with the County and local school district, adopted Section 421m of the NYS Tax Law. The program allows a mixed-use property within the downtown area to receive a 20-year tax exemption if constructed/substantially rehabilitated and partially occupied by low-moderate income individuals. As a tax abatement mechanism, the statute offers an incentive to develop market-rate housing through gap-funding focused on the downtown area.

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## **Regulatory Framework**

Zoning in the DRI core area is primarily CB (Central Business). The east side of the DRI area has portions zoned R-4 (Multifamily Residential). A few parcels on the edges of the DRI area are zoned GB (General Business) or GI (General Industry). See Figure 7 at the end of this section for more detail. The existing land uses and regulations are summarized in the following section.

### **CBD (Central Business District)**

In the CBD, allowable uses include multi-family dwellings, upper floor residential units, clubs, indoor lodging, and personal/professional/medical/upper floor offices. The CBD also allows as-of-right galleries and studios, financial institutions and services, personal service shops, dry cleaners and laundromats, retail stores, indoor entertainment and recreation. Restaurants and taverns are allowed uses. Bed and breakfasts, accessory uses or structures, accessory solar photovoltaics (PV), places of worship, public service utilities, parks and playgrounds, daycare centers, and outdoor sales are allowed with a special permit. The maximum building height is 65' for primary uses and 15' for accessory uses. Maximum lot coverage is determined by the Planning Commission during the Site Plan Review Process.

### **GB (General Business)**

The GB district allows any use permitted in the CB district, and also allows schools, public service utilities, extended-care medical facilities, ambulance services, fuel stations, motor vehicle sales and service shops, as of right. Accessory uses, accessory solar PV, places of worship, ancillary parking areas, parks and playgrounds, outdoor sales, and outdoor entertainment and recreation are allowed by special permit. The maximum building height is 45' for primary uses and 15' for accessory uses. Maximum lot coverage is 60% for residential uses and 75% for nonresidential uses.

### **R-4 (Multifamily Residential)**

R-4 zones allow single-family dwellings, two-family dwellings, multifamily dwellings, personal or professional offices, medical offices, and day care centers are permitted uses. Special permits allow bed and breakfasts, home-based occupations, fraternity or sorority dwellings, and rooming/boarding houses. The permitting process can also be used to establish accessory uses or structures, solar PV systems, places of worship, schools, public service utilities, clubs, ancillary parking, parks, playgrounds, indoor lodging, extended-care medical facilities, and cemeteries. The maximum building height is 35' for single-family and two-family dwellings, 45' for multifamily dwellings and nonresidential uses, and 10' for accessory uses. Maximum lot coverage is 60% for single-family and two-family dwellings and 75% for multifamily and nonresidential uses.

### **GI (General Industry)**

The General Industry district permits a wide range of uses, including general industrial uses (including materials processing plants), general commercial uses (ranging from service stations to retail to professional services), housing (including upper floor residential and live/work units), public service facilities and recreational and entertainment uses.

Truck terminal facilities, outdoor operations and storage, self-service storage facilities, crematoriums, waste handling facilities, accessory solar PV, mass transit facilities, outdoor sales, and outdoor entertainment and recreation are specially permitted. The maximum height is 35 feet and the maximum lot coverage is 40%.

There is no parking requirement in the Central Business District. In all other zoning districts, all required off-street parking spaces are to be located on the same lot as the proposed use, except as permitted upon application to the Planning Commission. Bicycle parking must also be provided. All multifamily and nonresidential developments must provide room for the equivalent number of bicycles to "10% of the required vehicle parking," but no fewer than two (2) and no more than twenty (20) bicycle spaces for any single use. For example, if a property is required to have 150 parking spaces, 15 bicycle spaces would be required.

In addition to the underlying zoning districts, the majority of the DRI core area falls within the Historic and/or Architectural Design District. This overlay district was created to provide additional regulation of districts and sites designated as historically and/or architecturally significant. All properties within the Historic District (as well as designated landmark properties outside of the District), are regulated by the Historic District Commission, who must approve all exterior modifications to structures (including signage and landscaping), as well as any demolition of structures. The Historic District Commission evaluates proposed projects based on the following parameters: use aesthetic judgment to ensure harmony with existing buildings, discourage property degeneration, protect public health and safety, and preserve the beauty/historic character of the district.

City of Cortland  
Zoning

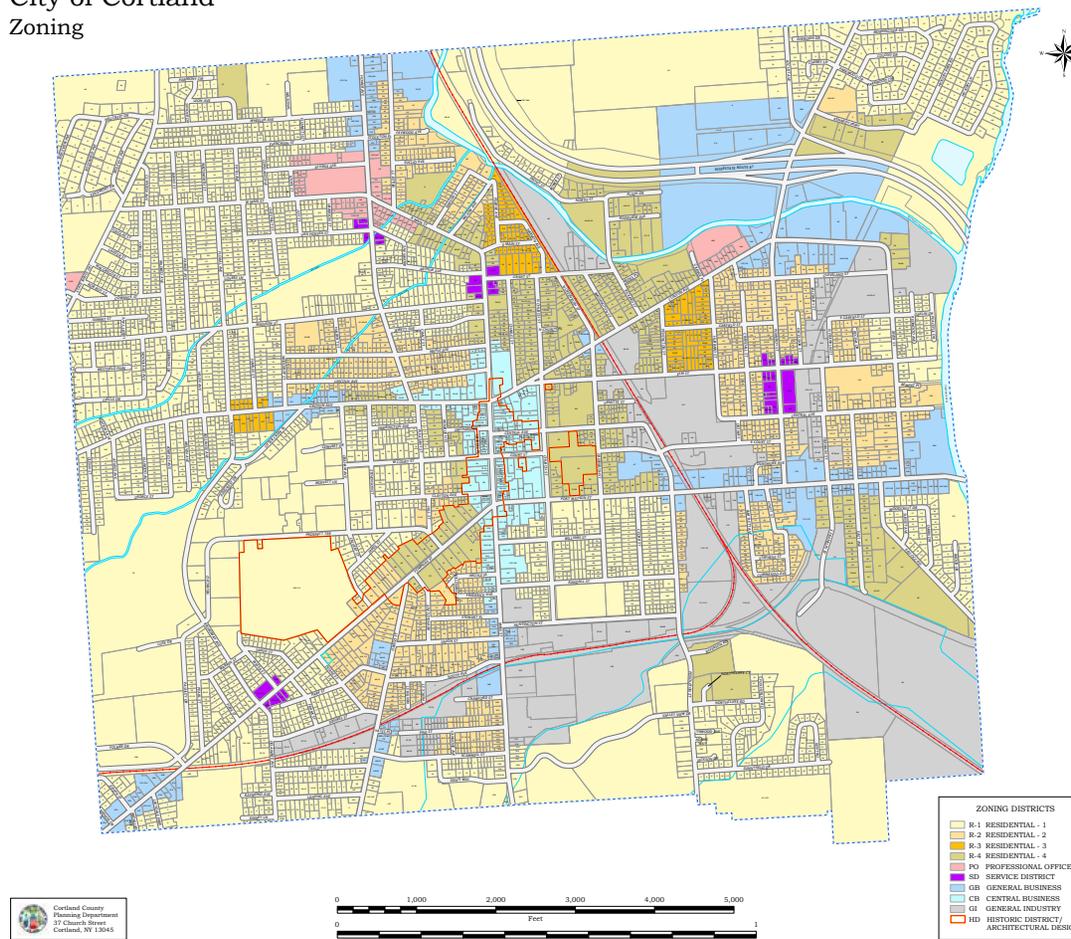


Figure 2: Existing Zoning Map

## Environmental Constraints

Environmental constraints are generally not a primary concern to development in Downtown Cortland. The city's environmentally-contaminated sites are located out of the DRI planning area. Such places are being addressed through the city's ongoing participation in the Brownfield Opportunity Area (BOA) initiative. The BOA boundary map is depicted in the lower right corner of this page. The primary environmental concerns within the downtown area are issues commonly associated with older buildings, such as asbestos, lead paint, or infrastructure deficiencies. In general, these concerns are not significant enough to deter development, and most developers of historical properties are well aware of these potential issues and the required mitigation needs.

## Infrastructure Initiatives

Cortland is currently working on several infrastructure-related initiatives which will support the efforts of the Cortland DRI. The Cortland DRI is also bolstered significantly by the city's use of grant funding from a variety of local, state, and federal agencies. The city has been able to leverage these grant funds to develop projects that enhance local assets, preserve the historical nature of the downtown, and address critical infrastructure needs.

### **Northeast Gateway and Clinton Avenue Gateway Enhancement Initiative**

The goal of this project is to improve the poor first impression created by the city's main gateway at Clinton Avenue (I-81, Exit 11). The corridor is not representative of the community's character, and it fails to provide a meaningful connection to the downtown area. The current layout creates a mix of auto-oriented uses and an unwelcoming environment for pedestrians and bicyclists. Phase 1 of the project will focus on streetscape improvements and critical infrastructure upgrades along the Clinton Avenue corridor. Phase 2 of this initiative would seek to leverage additional grant funding sources, along with DRI funding, to implement a green infrastructure and Complete Streets design that would connect directly to the downtown area. To date, the city has secured more than \$11 million in grants and loans for the \$12 million project. Grant sources include: NYS EFC Green Innovation Grant Program (GIGP), NYS DOT Transportation Enhancement Program (TEP), NYS DOS Local Waterfront Revitalization Program (LWRP), and federal Community Development Block Grant (CDBG) public infrastructure funds. The city is continuing to look at additional funding sources to complete this project.



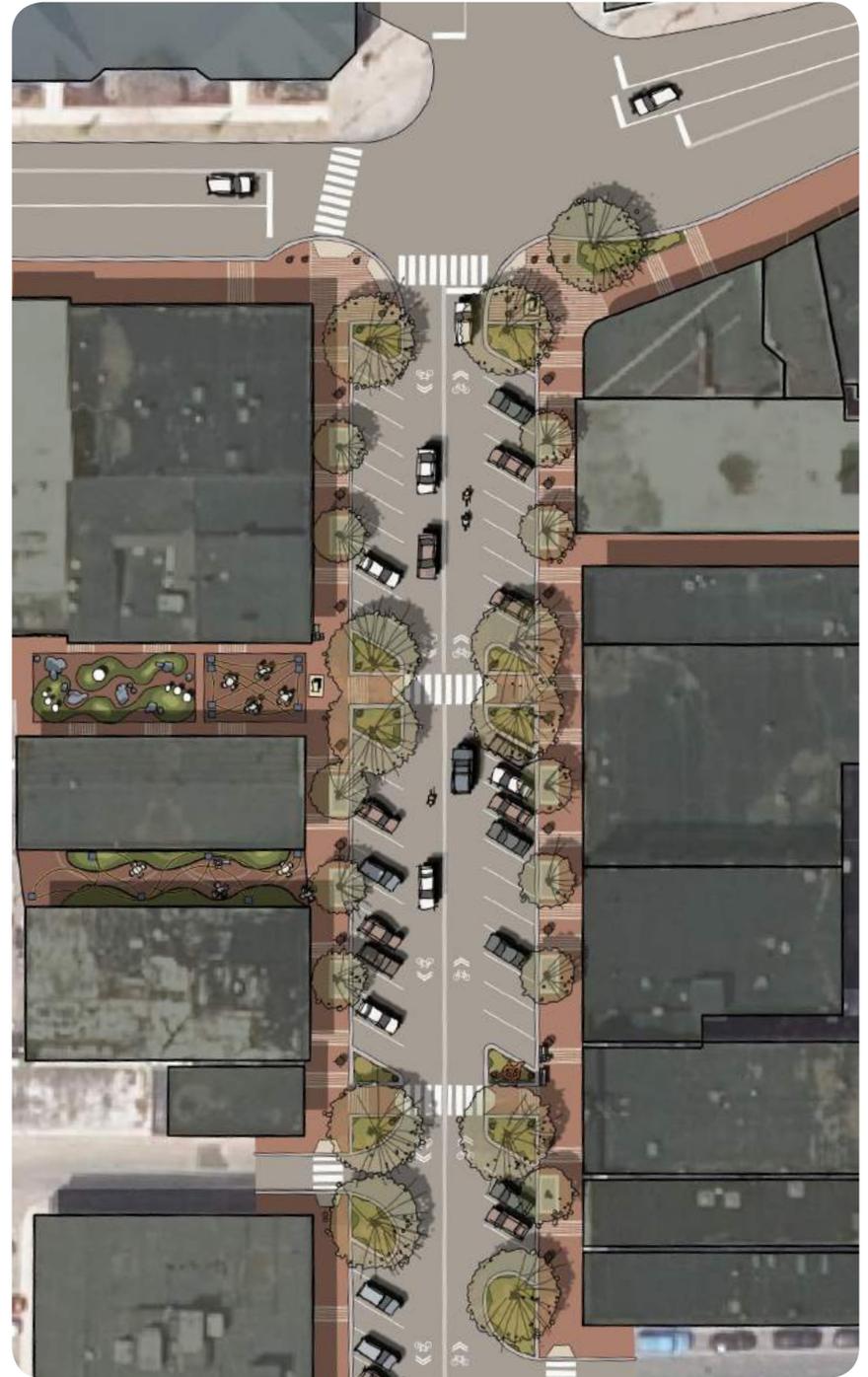
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# Section II: Downtown Vision, Goals and Strategies

New York State Downtown Revitalization Initiative  
Strategic Investment Plan



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## **Vision**

The Vision Statement adopted by the LPC is a variation of the goals listed in the city's DRI Round Two Application. This statement comprises all of the elements that the public has deemed important to aid in the rebirth of downtown Cortland and was validated by input gathered at public meetings.

To develop the historical downtown into a thriving economic and cultural center for Cortland County, building upon three key strategies:

- Expand the arts, music, sports and recreation based creative economy;
- Build a complete downtown neighborhood which includes housing for all demographics, retail shopping, job availability, access to everyday goods and services, and attractive public spaces; and
- Update infrastructure that integrates technology and sustainability to address 21st Century needs

## **Goals and Strategies**

The Cortland DRI Vision Statement was constructed in such a way that it clearly lays out the three main goals the LPC would like to achieve through the DRI process. The strategies listed under each goal were fully vetted by the public and deemed the most impactful ways to achieve each of the respective goals. These strategies were also utilized during the priority project selection process to aid the LPC in determining which projects would have the greatest impact on achieving the city's Vision.

### **Goal A: Expand the arts, music, sports and recreation based creative economy**

- Support and strengthen the local arts and culture community and attractions
- Increase collaboration between downtown and local institutions
- Increase opportunities to attract innovative or culturally based businesses and grow the local property tax base
- Consider opportunities for creating artist live/work spaces
- Foster cultural venues, public events, sports events and recreational opportunities

### **Goal B: Build a complete downtown neighborhood which includes housing for all demographics, retail shopping, job availability, access to everyday goods and services, and attractive public spaces**

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents
- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all
- Enact the two-way Main Street conversion to allow for better circulation in the downtown especially for those not familiar with the city, and enhance access to Main Street businesses
- Promote the adaptive reuse of under-utilized buildings in the downtown for mixed use development including market rate housing
- Establish programs to grow small business, and downtown retail
- Create an identity that will appeal to current and future generations

### **Goal C: Update infrastructure that integrates technology and sustainability to address 21st century needs**

- Encourage projects that reduce the city's environmental footprint
- Provide a connected, wireless downtown
- Encourage energy generation from renewable resources

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# Section III: Downtown Management and Implementation Strategy

**New York State Downtown Revitalization Initiative  
Strategic Investment Plan**



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Successful implementation of the proposed priority DRI projects will require a carefully coordinated approach between the city of Cortland, local project sponsors, multiple NYS agencies and various community organizations. Whether public or private, each project selected for funding will enter into a separate contract with an assigned NYS agency. The overall management of this implementation process is critical to the success of individual DRI projects, and the city's broader revitalization efforts.

One of the primary goals of the DRI program is to create synergy among the proposed projects – meaning that the State will ultimately select a collection of projects, which together, will provide the most impactful results. However, regardless of the final project collection, the planning related to project implementation will be one of the most critical factors in the success of Cortland's DRI. Ultimately, successful implementation will require an approach that addresses both short-term considerations (i.e., project sequencing, coordination, contracting etc.) and long-term considerations (i.e., long-range economic development policies, local and regional partnerships). While this section of Cortland's Strategic Investment Plan generally focuses on short-term implementation strategies related to the proposed priority projects, it also outlines the city's long-term approach towards economic growth.

Throughout the DRI process, one of the strongest aspects of Cortland's approach is the extent to which the city and LPC leveraged existing local and regional organizational structures. From the city's initial DRI Application to on-going project planning work, Cortland's DRI process is best characterized as a complex partnership between a wide range of entities. These existing partnerships will play a significant role in the successful implementation of priority projects. To this end, the city and LPC have discussed the delegation of project implementation strategies for both public and private projects – assuring that each of the proposed projects has an appropriate local management entity and clear path to implementation.

In general, the implementation of public projects is under the oversight of the city of Cortland. The city has extensive experience in the management and implementation of public projects. This experience is especially valuable for some of the larger, more complex public projects – such as the Clinton Avenue Gateway and Main Street Infrastructure and Streetscape. The Clinton Avenue Gateway project, in particular, involves the management and administration of previously-awarded grant funds from many different agencies – which must be coordinated with the requirements of the DRI process. The city's Administration and Finance Department is well-versed in managing these types of complex public projects.





Two public projects are not sponsored by the City of Cortland. The city's first Community Bike Share is sponsored by the Seven Valleys Health Coalition and Cortland Free Library and the SUNY Cortland Institute of Applied Geospatial and Drone Technology is sponsored by SUNY Cortland. Given the organizational capacity of these local institutions, it is anticipated that, if selected, each entity would oversee implementation and long-term management of the project.

Cortland will contract with a third-party administration entity to oversee the implementation and management of the proposed Building, Business, and Alternative Energy Loan/Grant Fund. Given this project's somewhat extended lifespan, the Building, Business, and Alternative Energy Loan/Grant Fund could play a vital role in Cortland's long-term revitalization goals – helping to bridge the gap between DRI-related projects and future, yet-to-be proposed projects.

Oversight for the implementation of private projects would be provided primarily through the Cortland County Business Development Corporation. This organization, which is based in the heart of downtown Cortland, frequently serves in this capacity – coordinating between private business/property owners, local stakeholders and regional and state entities.

Additionally, the city and LPC members identified the potential benefits of forming a new committee to assist with implementation and long-term management of the city's economic development strategies. Such a committee could provide several benefits, both for the DRI process and the city's long-term revitalization efforts. Committee members could serve as important liaisons between project sponsors and the general public. There may be significant "downtime" (e.g., contract making and bid process can be lengthy) following the announcement of final project selections and it will be crucial to keep the public informed and momentum moving forward.

The concept of a publicly-accessible online "dashboard" was discussed as one possible avenue for communications. While this type of tool is valuable to the local community – it would require a dedicated and informed liaison to relay DRI-related updates. This proposed committee would also take advantage of the wide-range of expertise already located in Cortland. The committee would leverage the specific experience of individuals with backgrounds in the implementation of both public and private projects. Such a committee could include construction management experience (to assist with contracts, bids, scheduling etc.), economic development experience (to assist with leveraging of outside funds, project synergy, sequencing etc.), sustainability experience (to ensure environmental issues and "green" opportunities are identified and addressed), and more targeted expertise (such as experience in managing arts and cultural projects). Lastly, such a committee would provide the framework for Cortland to continue its economic revitalization efforts after the DRI process concludes.

# Section IV: Public Involvement

**New York State Downtown Revitalization Initiative  
Strategic Investment Plan**



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The success of Cortland’s Downtown Revitalization Initiative (DRI) depends in large part on the input and feedback obtained from the Cortland community, which includes anyone who lives, works, or goes to college in the city. The Cortland DRI Team approached this task as a bottom-up, community-driven process that relies on engaging as many members of the Cortland community as possible, in person and online.

A Public Engagement Plan was developed to ensure that the DRI process would be transparent, welcoming, and innovative. The idea was to garner the largest achievable cross section of input and ideas from the community.

Overall, the DRI public engagement plan comprised four means of outreach:

1. Monthly Local Planning Committee (LPC) meetings
2. Three public outreach events during the DRI process
3. One-on-one and small group stakeholder interviews/focus groups early in the process
4. Coordination with local municipal officials

The main goals of the LPC and consultants were to inform and educate the Cortland community about the DRI Strategic Investment Plan (SIP) process and to obtain community feedback about vision, goals, strategies and projects.

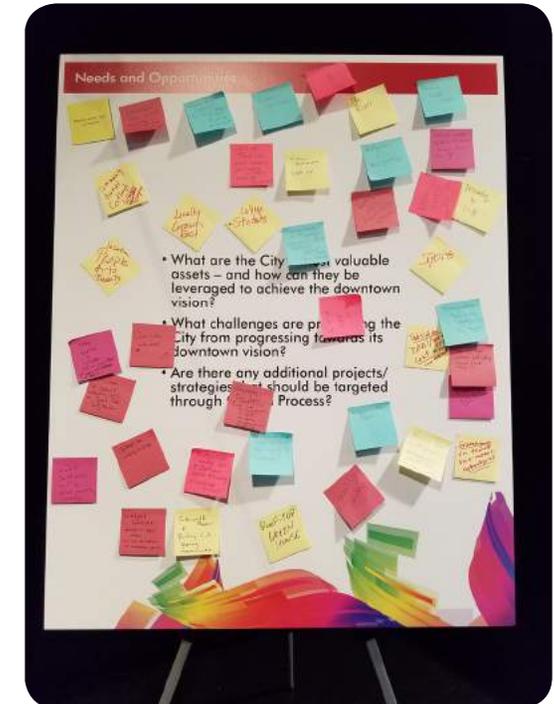
To supplement the State’s DRI website, a project website ([www.CortlandDRI.com](http://www.CortlandDRI.com)) was created to provide up-to-the-date information to the public about the DRI process, to provide all meeting materials for those who were not able to attend, and to inform the computer-using public. Recordings of all meetings are provided on the city of Cortland website (<http://cortland.org/>).

## **LPC and Public Meetings**

There were five LPC meetings held as part of the DRI process. Each LPC meeting was open to the public and all but the first were recorded and made publicly available for those unable to attend. Notice of every LPC and public meeting was posted on the State’s DRI website and the Project website, in local news outlets, and on the city of Cortland website with the meeting title, date, time, and location.

Local news outlets included the Cortland Standard, Cortland Voice, Homer Voice/ The Homer News, the Cortland Tribune, What’s Hot, Clad Network, Neverland News, Local Radio, and NOIZE. Additional publicity was provided through LPC mailing lists and listserves.

Offline meeting publicity included flyers posted at City Hall, the library, local supermarket, houses of worship, senior housing complexes, and the SUNY and community colleges. Local businesses were provided with additional smaller-sized handouts (bookmark size) to share with patrons.





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After input received from the first public meeting, it was determined that subsequent public meetings would be held in double sessions to allow for wider public participation. For Public meeting 2 and Public Meeting 3 meetings were held from 2:00-4:00 p.m. and from 7:00-9:00 p.m. Attendance at both sessions was strong.

Following each LPC Meeting and Public Meeting the materials presented were published on the Cortland DRI website so that anyone who had not attended the meeting could review the materials and provide their comments, as if they had attended the meeting.

## **Focus Groups and Interviews**

The consultant team conducted targeted outreach through focus groups and interviews with major stakeholders. The goal was to speak personally with a representative sample of stakeholders, such as local developers, local business owners and employees, county agencies, the Cortland Downtown Partnership, and city of Cortland personnel, senior citizens at the County Senior Center, among others.

The first set of interviews was held on the morning of the first LPC meeting and included a tour of downtown Cortland with various stakeholders. Communication with stakeholders continued throughout the DRI process via meetings, phone calls, and emails.

A meeting was held with approximately three dozen Main Street business owners to discuss several options the city was proposing for infrastructure improvements to Main Street to ensure that the city had community buy-in before putting forth its official proposal for consideration to be a priority project. This meeting allowed the business owners to discuss their concerns and support for various aspects of the project and resulted in a vote of unanimous support for the Main Street project.

The team also held a meeting at the Cortland Senior Center to ensure that the city's older population was included in the DRI process. Many of the attendees have been residents of Cortland for most of their lives and had great insight as to how the city has changed over the years and expressed what elements they would like to see incorporated into any future plans.

## **Coordination with Municipal Officials**

The DRI team held weekly conference calls with the consultants, city of Cortland officials, LPC co-chairs, and state agency officials to keep apprised of project progress, to coordinate events, and to request event advertisement on the municipal and state DRI websites. Additional avenues of communication included emails and phone calls, as needed.

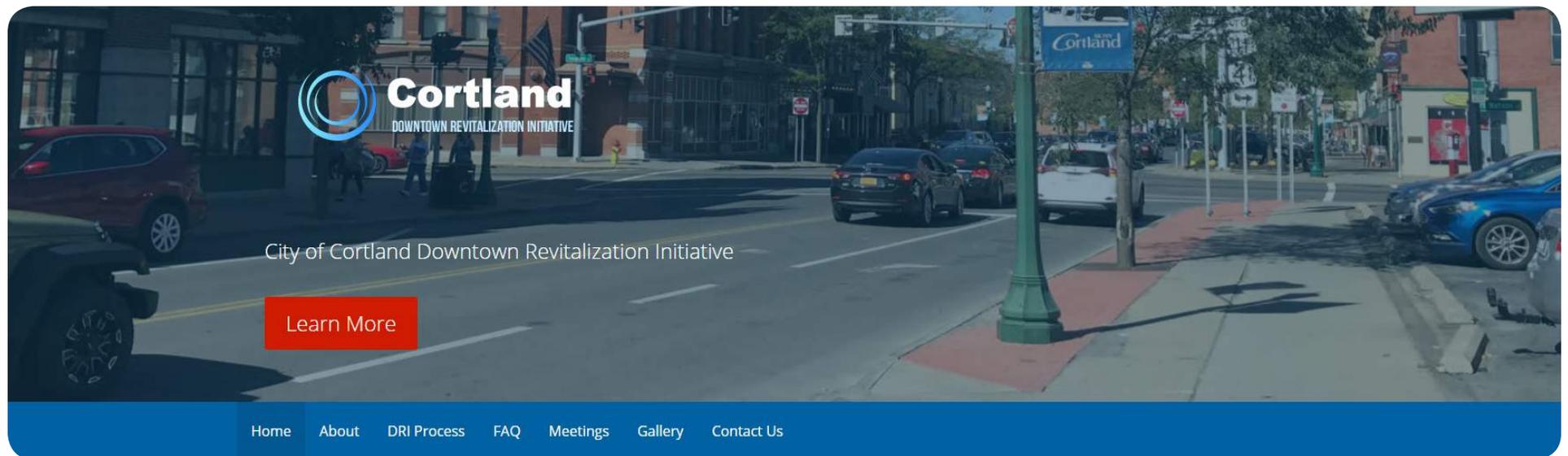


## Additional Public Outreach

The project team issued a survey in December 2017 that was posted on the Cortland and project websites, utilizing SurveyMonkey.com to reach the general public. LPC members also shared the survey link with SUNY Cortland, local high schools and their emails lists and list serves, and paper copies were available for those that attended the focus group meeting at the senior center. This survey consisted of 10 questions including topics such as demographics, types of businesses that would increase patronage of downtown, and overall opinions of downtown Cortland. A total of 622 respondents participated in the survey, representing a wide range of demographics. The results of the survey were shared with the LPC and used during the priority project selection process.

In addition to the survey, the project website provided online comment forms that allowed the public to provide input 24/7. All comments received were responded to in a timely manner.

The team and LPC members also staffed information booths at two city events – Small Business Saturday and Pictures with Santa at the Cortland Repertory Theatre. At the Small Business Saturday event, which celebrates frequenting local businesses, team members handed out flyers and bookmarks to the public and were available to answer questions from the public. Team members were able to use the presentation boards from prior Public Meetings at the Pictures with Santa event to replicate the information exchange from the previous open house.



**Screenshot of [www.CortlandDRI.com](http://www.CortlandDRI.com)**

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# **Section V: Projects Proposed for DRI**

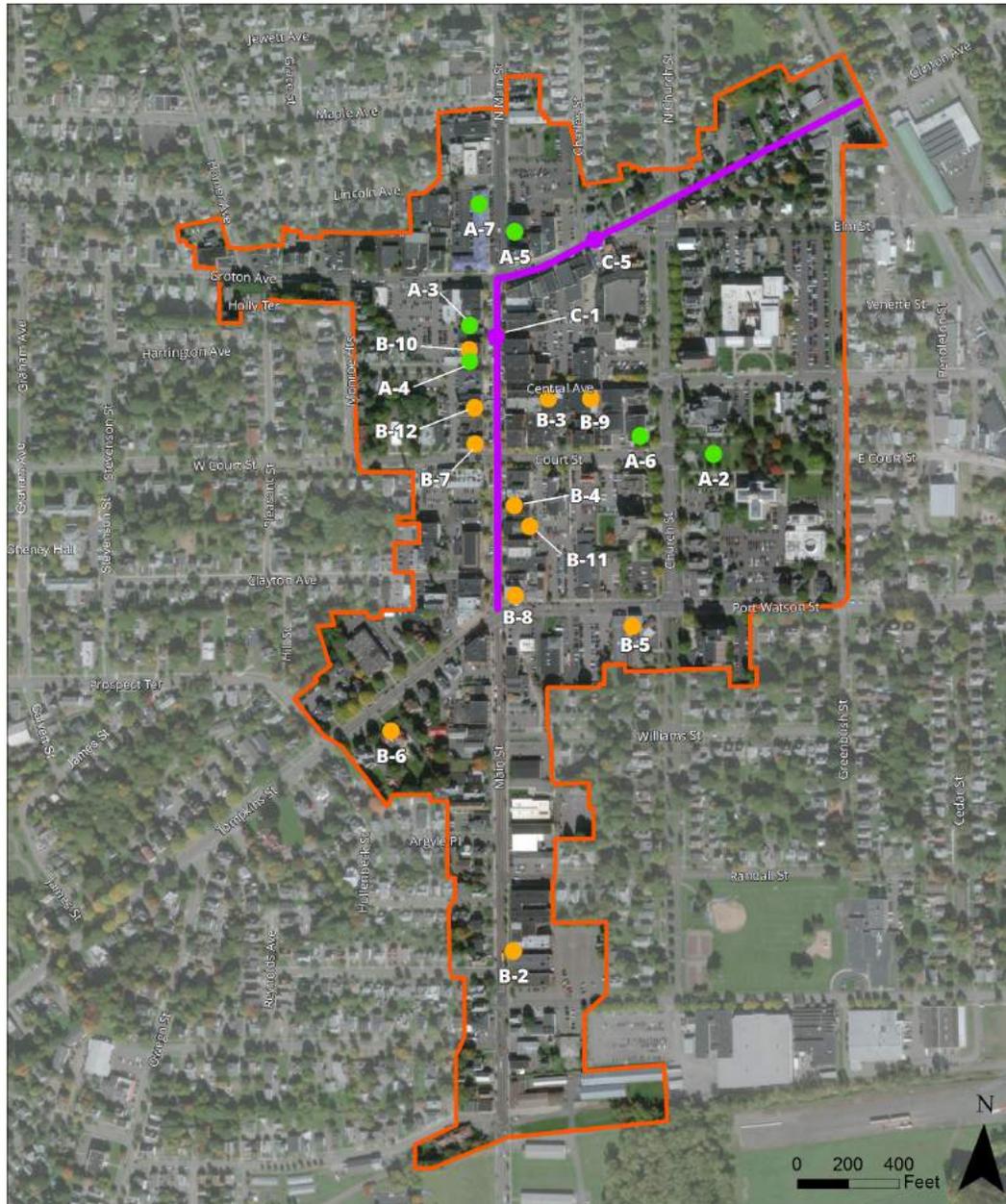
**New York State Downtown Revitalization Initiative  
Strategic Investment Plan**



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# Project Location Map



Map ID	Project Name	Goal
A-1	Crown City Artworks*	●
A-2	Courthouse Park Mobile Stage and Fountain	●
A-3	Downtown Pocket Park	●
A-4	The Orchard Multi-Use Entertainment Facility	●
A-5	Streetscape Improvements and Creation of a Pocket Park on N. Main Street	●
A-6	Community Bike Share	●
A-7	Vine Health and Fitness	●
B-1	Building, Business and Alternative Energy Grant/Loan Fund*	●
B-2	SUNY Cortland Institute of Applied Geospatial and Drone Technology	●
B-3	13-15 Central Avenue New Office Space	●
B-4	New Apartments at 73 Main Street	●
B-5	37-39 Port Watson Street Accessible Apartments	●
B-6	SUNY Alumni Carriage House	●
B-7	Façade at BRIX	●
B-8	Stabilize Harold (Keator) Block	●
B-9	New Apartments at 29 Central Avenue	●
B-10	Fiorentini Block Mixed Use	●
B-11	83-85 Main Street Mixed Use	●
B-12	Cortland Business Innovation Center	●
C-1	Main Street Infrastructure and Streetscape	●
C-2	Downtown Wi-Fi System and City-Owned Cable for Internet Access*	●
C-3	Marketing Materials for Vermicomposting*	●
C-4	Improve Downtown Trash and Recycling Operations*	●
C-5	Clinton Avenue Gateway	●

\*Citywide Project (not shown on map)

Cortland DRI Boundary

### DRI Goal

- Expand the arts, music, sports and recreation based creative economy
- Build a complete downtown neighborhood which includes housing for all demographics, retail shopping, job availability, access to everyday goods and services, and attractive public spaces
- Update infrastructure that integrates technology and sustainability to address 21st Century needs

## Guide to Project Profiles

<b>Project Number</b>	<b>Short Project Description</b>	<b>Page Number</b>
<b>A-1</b>	Crown City Artworks	37
<b>A-2</b>	Courthouse Park Mobile Stage and Fountain	41
<b>A-3</b>	Downtown Pocket Park	45
<b>A-4</b>	The Orchard Multi-Use Entertainment Facility	49
<b>A-5</b>	Streetscape Improvements and Creation of a Pocket Park on N. Main Street	53
<b>A-6</b>	Community Bike Share	57
<b>A-7</b>	Vine Health and Fitness	61
<b>B-1</b>	Building, Business, and Alternative Energy Loan/Grant Fund	67
<b>B-2</b>	SUNY Cortland Institute of Applied Geospatial and Drone Technology	71
<b>B-3</b>	13-15 Central Avenue New Office Space	75
<b>B-4</b>	New Apartments at 73 Main Street	79
<b>B-5</b>	37-39 Port Watson Street Accessible Apartments	81
<b>B-6</b>	SUNY Alumni Carriage House	83
<b>B-7</b>	Façade at BRIX	87
<b>B-8</b>	Stabilize Harold (Keator) Block	89
<b>B-9</b>	New Apartments at 29 Central Avenue	93
<b>B-10</b>	Fiorentini Block Mixed Use	97
<b>B-11</b>	83-85 Main Street Mixed Use	101
<b>B-12</b>	Cortland Business Innovation Center	105
<b>C-1</b>	Main Street Infrastructure and Streetscape	111
<b>C-2</b>	Downtown Wi-Fi System and City-Owned Cable for Internet Access	115
<b>C-3</b>	Marketing Materials for Vermicomposting	117
<b>C-4</b>	Improve Downtown Trash and Recycling Operations	121
<b>C-5</b>	Clinton Avenue Gateway	123

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**Goal A: Expand the arts, music, sports,  
and recreation based creative economy**

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# A-1 | Establish the Crown City Artworks Project

## DRI Funding Request/Total Project Cost

\$200,000/\$200,000

## Project Description

This project will install public art [e.g. sculpture, murals, curated exhibits] at select locations throughout the DRI boundary to enhance the appeal and attractiveness of these spaces. It will also draw attention to art as an integral component of downtown revitalization. This project will include open wall spaces, small gardens, bump outs, corners, and side streets as potential locations upon which to create unique spaces throughout the area. Components of this project will be closely coordinated with DRI infrastructure improvements. The final selection of suitable locations for public art will be dependent on other revitalization projects in the area.

## Project Location/Address

Multiple locations throughout the DRI boundary area

## Sponsor

City of Cortland

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all;
- Create an identity that will appeal to current and future generations;
- Support and strengthen the local arts and culture community and attractions; and
- Foster cultural venues, public events, sports events and recreational opportunities.

## Public Support

There is strong public support for the arts in Cortland. Cortland Repertory Theatre's downtown facility, which required a major capital campaign, is a great example of this support. The performing arts are well represented in the City of Cortland, but the visual and fine arts are severely under-represented. By bringing the visual arts "out of the studio and into the open," Cortland can become a cultural hub for all art forms in Central New York.

## Project Ownership

City of Cortland is named as primary sponsor for the following reasons: the anticipation that art will be installed on public property, the city's capacity to administer funds, and the importance of integrating this project with other infrastructure improvements, for which the city is ultimately responsible.



***Mural on the side of the  
Dark Horse Tavern***

### **Project Partners**

Project partners include downtown businesses and property owners, SUNY Cortland, Tompkins Cortland Community College and the arts community, including the Cultural Council of Cortland County. The proposed project envisions the establishment of a selection committee that will include representation from the business and arts communities, as well as key city departments. This committee will guide project development and implementation, including the selection of appropriate locations for public art and specifics regarding previously mentioned “artist calls.”

### **Capacity**

Cortland has the resources to coordinate this project and all related physical improvements. The strategic partners listed above will add to this capacity.

### **Project Budget**

\$200,000 to be spent on procurement and installation of public art

### **Funding Sources**

No additional funding sources are committed at this time. If more funds become available, the scope of the project may increase.

### **Feasibility and Cost Justification**

Studies conducted elsewhere on the economic impact of public art confirm economic benefits with returns on investment above other urban revitalization activities. This project will contribute to an anticipated 5-10% increase to the value of properties proximate to infrastructure improvements, based on national averages.

### **Regulatory Requirements**

- Historic Review of installations within district boundaries;
- Building Permits required for any associated lighting;
- Right-of-way (ROW) to be secured by Law Dept. for any installations on private property;
- Police/Fire to review any public safety issues;
- NYSDOT work permit may be required for any art installations adjacent to NYS ROW.

### **Timeframe for Implementation and Project Readiness**

To be coordinated with phasing of other related infrastructure improvements. Total project timeframe will be approximately 7 – 14 months.

- Selection Committee (2-3 months);
- Priority Target locations identified & budgets developed (1-3 months);
- Initial Artist Call conducted (3 months);
- Design (1-2 months);
- Construction (1-3 months);
- Proposals from property owners [e.g. murals] will be accepted on an ongoing basis.

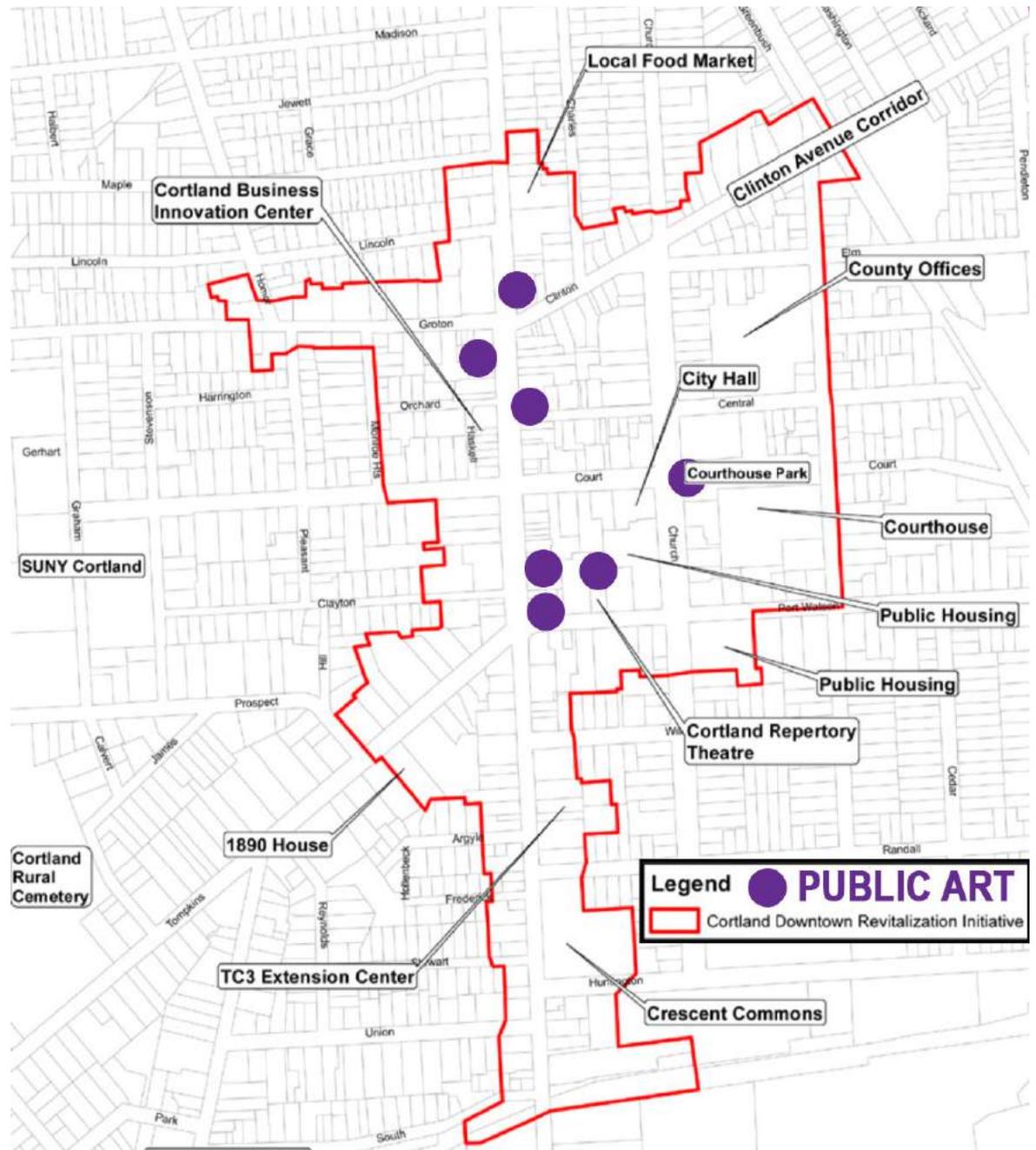


***Precedent image***

## Project Reporting

Project will be monitored regularly with progress reported quarterly as follows:

- Quarterly monitoring of progress against timeframe;
- Additional measures for gauging impact to include:
  - increased participation in other arts related activities;
  - increased tourism.



**Potential Locations for art installations**

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# A-2 | Renovate Courthouse Park Including a Mobile Stage for Performing Arts

## DRI Funding Request/Total Project Cost

\$443,750/\$443,750

## Project Description

Courthouse Park is located in the heart of the City's historical downtown. This project will include much-needed improvements to Courthouse Park by including a new performing arts stage with state of the art amenities and a new fountain at the park entrance. The mobile stage will replace an older obsolete mobile stage that cannot easily be deployed to other events within the DRI boundary. The new stage will be used at various events held throughout the DRI area when it is not in use at Courthouse Park.

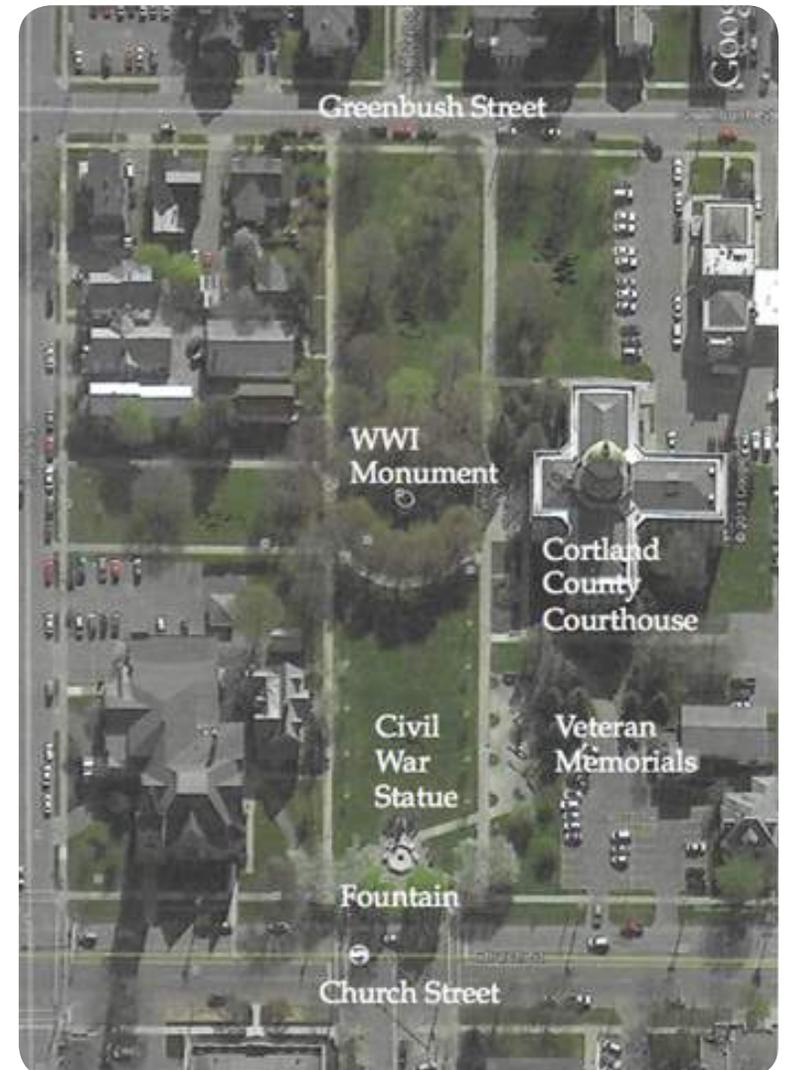
The stage will be stored at the NYS Armory Building indoor drill area located at 31 Wheeler Avenue during the winter months. There is an outdoor storage area that can be utilized, as well. Routine maintenance will be performed by the City of Cortland Motor Equipment Operator/Mechanic at the DPW or Park Maintenance. The city will also use a local heavy equipment repair shop for the required NYS inspection.

## Project Location/Address

Courthouse Park – 2.8 acres on the east side of Church Street at Court Street. Stage may be deployed to other locations within the DRI boundary.

## Sponsor

City of Cortland



*Aerial Photo of Court House Park*

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Create an identity that will appeal to current and future generations;
- Support and strengthen the local arts and culture community and attractions;
- Increase collaboration between downtown and local institutions; and
- Foster cultural venues, public events, sports events and recreational opportunities.

## Public Support

This project has the support of Mayor Tobin, the City of Cortland Youth Bureau Advisory Board, the City of Cortland Common Council members, the Recreation Commission, DPW, Local musicians, Pumpkin Fest Committee, the Downtown Partnership, local business owners, the Cultural Council of Cortland, the Spiegle Willcox Family, Cortland County Travel & Tourism, private donors, and the Dormitory Authority of the State of New York.

## Project Ownership

City of Cortland

## Project Partners

Donors, Special Event Organizing Boards, Downtown Partnership

## Capacity

The City of Cortland Youth Bureau has a successful history of park renovations and development in Cortland. Recent examples include:

- Wickwire Pool Renovations (\$1.2 Million), Dexter Park Renovations, Beaudry Park Community Building and Test Park Development (\$2 Million).

## Project Budget

\$443,750

- \$275,000 - Mobile Stage with auxiliary features
- \$80,000 - New Fountain with lighting
- \$44,375 – Soft costs (engineering, surveying, admin, legal, misc. costs)
- \$44,375 – Contingency

## Funding Sources

There are no additional funding sources for this phase of the Courthouse Park project.



**Proposed new mobile stage**

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### **Feasibility and Cost Justification**

A cost-benefit analysis for the CHP project is not feasible at this time, though it is expected that the project will contribute to an anticipated 5-10% increase in the value of properties proximate to infrastructure improvements, based on national averages.

### **Regulatory Requirements**

- Completed reviews and permits – Park, Recreation and Historic Preservation (No Adverse Impact finding); SEQR review Negative Declaration; Financial Review; and Legal Review;
- Will revisit after final design plans – SEQR and Historical reviews.

### **Timeframe for Implementation and Project Readiness**

To be coordinated with phasing of other related infrastructure improvements. Total project timeframe will be approximately 25 months.

- Contract with engineering firm – 6 months;
- Final Design Plans – 9 months;
- Common Council and permit approvals – 10 months;
- Mobile stage can be purchased and in use by early summer 2018.

### **Project Reporting**

The City Youth Bureau will report on facility usage including event attendance, maintenance and revenue collected.

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# A-3 | Create a Downtown Pocket Park

## DRI Funding Request/Total Project Cost

\$250,000/\$280,000

## Project Description

Located in downtown Cortland and surrounded by structures, the 2,200 SF park will provide an oasis from the bustle of downtown and a protected area for families and children to gather and relax. The park will include landscaping, seating, and can be used for a small event space, play areas for children, places to relax and meet friends, and take lunch breaks. With the addition of downtown Wi-Fi, the pocket park will also provide a space to hold meetings and work.

## Project Location/Address

Vacant lot between 10 Main Street (Community Restaurant) and 16 Main Street (Pawn Boss)

## Sponsor

City of Cortland

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all;
- Create an identity that will appeal to current and future generations;
- Support and strengthen the local arts and culture community and attractions; and
- Foster cultural venues, public events, sports events and recreational opportunities.
- 

## Public Support

The pocket park has the support of Mayor Tobin, the Cortland Youth Bureau, and the general public. Input during the DRI application process indicated a desire among the public to provide quality open spaces for families within the downtown area.

## Project Ownership

City of Cortland



*Rendering of proposed pocket park*

### Project Partners

City of Cortland Youth Bureau, DPW, and others as deemed necessary.

### Capacity

The City of Cortland Youth Bureau has a successful history of park renovations and development in Cortland. Recent examples include: Wickwire Pool Renovations (\$1.2 million), Dexter Park Improvements, Beaudry Park Community Building and Testa Park Development (\$2 million).

### Project Budget

\$280,000 – includes \$30,000 in-kind services. Figures presented are an estimated breakdown:

- Site prep (demolition, grading, etc.) - \$32,560
- Landscape - \$54,940
- Hardscape and drainage - \$87,500
- Site furnishings and lighting - \$43,750
- Soft costs (survey, design, etc.) - \$26,250
- Contingency (including unforeseen conditions) – \$35,000

### Funding Sources

DRI funding will be the primary funding source. In-kind services from the city of Cortland Park Maintenance, Water Department and DPW are expected to be between 10-15% of the project cost, depending on the ultimate design.

### Feasibility and Cost Justification

A research team from the University of Pennsylvania’s Perelman School of Medicine has found that neighborhoods where vacant lots have been converted into small parks are associated with reduced crime. The community investment will foster a sense of ownership, which, in turn, creates a strong incentive for residents to protect and preserve their park. Pocket park improvements are often quick and tangible actions for elected officials and citizens, which can work in concert with other issues such as reducing graffiti, traffic management and increase main street activities.



**Rendering of proposed pocket park**

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## Regulatory Requirements

The right-of-way must be secured by the City of Cortland Law Department. Building permits will be needed if lighting upgrades are needed. The Historic Review Commission, police, and fire safety representatives will be consulted.

## Timeframe for Implementation and Project Readiness

Total project timeframe will be approximately 32-34 months.

- Contract with engineering firm – 6 months;
- Engineer final design – 10 months;
- Common council and permit approvals – 12 months;
- Construction – 4-6 months.

## Project Reporting

The City of Cortland Youth Bureau (manages the city parks) will report on the project development and give quarterly updates to monitor progress against the timeline. Upon completion, Youth Bureau will report on facility usage and data relating to the park upgrades including attendance and maintenance records.



*Existing pocket park*

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# A-4 | Renovate a Historical Downtown Building for a Multi-Use Entertainment Facility

## DRI Funding Request/Total Project Cost

\$975,000/\$1,421,550

## Project Description

The project includes the renovation of a historical Main Street building to create The Orchard - a commercial space dedicated to family bowling lanes and a second-floor venue for live music performance featuring state-of-the-art digital audio/video recording and production facilities. The project will improve employment opportunities by creating 25 full-time jobs, renovate an existing structure for mixed-use, create an urban green space with the development of a second floor rooftop park, and renovate and preserve a historical structure. This project includes the exterior and interior renovation and build-out of 28 Main Street. The currently vacant building was most-recently the home of Mullen Office Outfitters.

## Project Location/Address

28 Main Street

## Sponsor

Chris Merkley

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing;
- Create an identity that will appeal to current and future generations;
- Support and strengthen the local arts and culture community and attractions;
- Increase opportunities to attract innovative and/or culturally based businesses and grow the local property tax base; and
- Foster cultural venues, public events, sports events and recreational opportunities.

## Public Support

Market research and engagement with the Cortland Downtown Partnership, city officials, downtown stakeholders, and social media forums indicates interest in this project is overwhelmingly positive and enthusiastic.



**Proposed exterior rendering**

### Jobs Created (does not include construction jobs)

This project will create 25 full-time jobs in culinary arts, maintenance, service, video production, and audio engineering.

### Ownership of Property

McNeil Development Company, LLC.

### Acquisition of Real Property

N/A

### Anticipated Revitalization Benefits

This project will transform the social landscape of downtown, promote a surge in the arts and entertainment community, and fill a void by creating a unique facility that will house several entertainment elements in the city that do not currently exist. In short, the benefits of the project will include the following: revitalization of a historical downtown building, meeting a major demand for arts, entertainment, and family fun in the historical downtown. It will also contribute to an influx in necessary job creation. Co-benefits of the project will include: increases in tax revenue to the city, attraction of transient monies to the marketplace, and partnering with neighboring businesses to continue to attract and retain local and regional talent while working closely with the downtown partnership to identify areas of opportunity for the business district.

### Future Use of Structure

This project will be a multi-use entertainment facility with the Sponsor as the tenant. The vision of the project includes the renovation of a historical building that houses a retro-style boutique bowling alley, a rooftop green space, and a live performance venue. The space will also include a kitchen and bar featuring gourmet menu items & cocktails. The live music space will also include state-of-the-art audio/video recording equipment to produce high-quality audio recordings, video productions of both live and studio performances and capability to host film screenings.

### Project Budget

- \$1,421,550 - \$446,550 committed from private investment.
- Building renovation - \$710,000 (includes \$65,000 contingency)
  - Interior build-out and equipment - \$711,550 (includes \$65,000 contingency)
    - No DRI funds will be used for purchasing equipment



**Existing photograph (top) and precedent images**

## Feasibility and Cost Justification

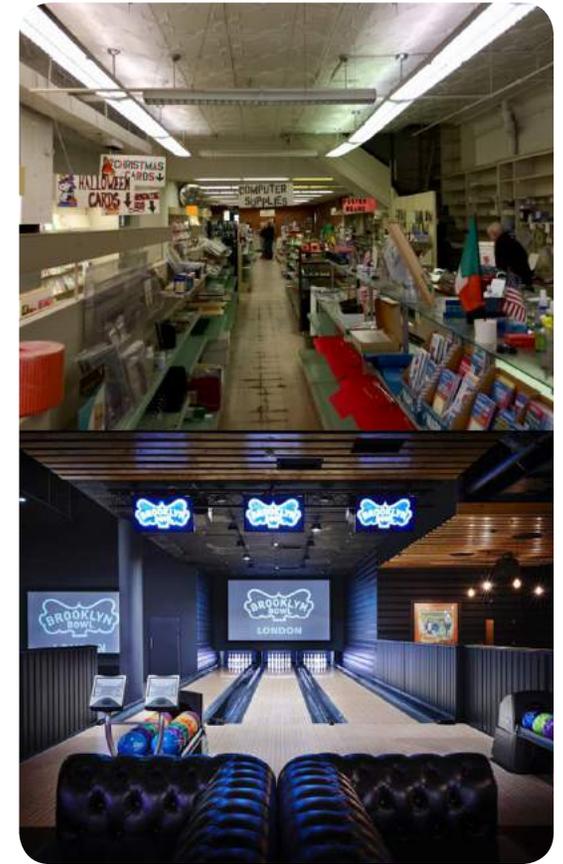
Projected annual sales for the first year of business are estimated at \$1,250,000, with an annual growth projection at 3 - 5% over the next four years. The projected annual sales were generated through a variety of studies and research including personal interviews with current downtown stakeholders, the sponsor's personal history as an area concert promoter, and a social media questionnaire that revealed additional findings. Reaching the projected annual sales will place The Orchard in the top 1% of the food and beverages establishments in the downtown area. The sponsor's research analysis is based on the multiple revenue streams available through the use of this facility, as well as a conservative projected sales estimate of \$1,250,000.

The projected annual sales will provide the city with an additional \$50,000 in yearly tax revenue to be reinvested into a variety of projects, including further revitalization of downtown. The investment for the renovation of the historic 28 Main Street building will guarantee a significant increase in the tax assessment of the property, providing the city with additional yearly tax revenue from the project.

The Orchard anticipates an initial creation of 25 new jobs. Within one year, employment is projected to reach at least 30 employees, including 15 full-time and 15 part-time positions. Local trends strongly indicate that downtown employees make up a significant percentage of the customer base at all of the local downtown establishments. Bringing 30 new employees into the marketplace will create a consistent and ongoing benefit to the surrounding businesses and natural competitors of The Orchard.

The ancillary economic benefits of a facility like The Orchard include, but are not limited to, new accounts with local and regional vendors, direct support of local artists and musicians, new insurance accounts with a local insurance company, construction contracts with local contractors, and the creation of ongoing relationships with repair and maintenance companies. Additional direct and indirect benefits will stem from the implementation of educational programs that create new opportunities for youth apprenticeships and internships in music performance, audio/video engineering and recording production for both local K-12 students, as well as students at higher educational institutions such as TC3 and SUNY Cortland.

Additionally, The Orchard will fill a major void in the cultural, arts, and entertainment offerings of the downtown district. The sponsor believes The Orchard will be a pivotal improvement for the cultural landscape and economic development of downtown, and will offer a legitimate attraction for area consumers living inside, outside, and around Cortland. There is no other facility quite like The Orchard anywhere in the Central NY region. Introducing a multifaceted space that provides inexpensive family entertainment, food and beverage, a rooftop green space for mixed use, and a venue for live music performance and audio/video production is certain to draw interest from not only the local residents, but also from neighboring communities. The combination of booking local, regional and national acts for the live music venue will be one of many reasons people will drive to Cortland, attend the concert, eat at local establishments, fuel at local gas stations, and stay in local hotels. When visitors use local hotels the likelihood of the city's businesses acquiring new customers increases exponentially. The sponsor believes the Cortland Beer Company and Cortland Repertory Theatre will also draw outside dollars, grow the local economic market substantially, and inspire future business endeavors aimed at making downtown Cortland a regional destination.



**Existing photograph (top) and precedent image**

## Regulatory Requirements

Regulatory requirements include the City Planning Board, Code Office building permit, architectural review for Cortland Downtown Historic approval, State Historic Preservation Office, State Liquor Authority permit/license, and Cortland County Environmental Health permit/license.

## Timeframe for Implementation and Project Readiness

Total project timeframe is approximately 12 months.

- Design plans – 2 months;
- Building Construction – 6 months;
- Interior Build-Out – 6 months (2 months concurrent with building construction);
- Employee training – 2 weeks;
- Ideally will open by April or May 2019.

## Project Reporting

Detailed records will be kept to provide documents for auditing business expenditures, construction and installation hours, and consultation fees. Detailed records of event attendance will be kept to provide insight into the impact of downtown revitalization.



**Existing building**

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# A-5 | Enhance Gateway to Main Street Through Streetscape Improvements and Creation of Pocket Park

**DRI Funding Request/Total Project Cost**  
\$71,750/\$115,350

## Project Description

North Main Street improvements include replacement of the sidewalk between the parking lot and the curb. The project will add a more aesthetically pleasing 5-foot sidewalk and a grass strip with trees between the sidewalk and the new curb, and also between the sidewalk and the parking lot along N. Main Street. Fencing or shrubs will also be installed at the parking lot. Clinton Avenue improvements include replacing existing deteriorated stampcrete with Flexipave. The 2,100 SF pocket park will have pervious brick pavers, trees and benches and will be well-lit. A large mural located on the north side of One North Main Street will bring an exciting creative element to the park. Removal of parking spaces at the site of the proposed pocket park is not expected to adversely affect parking availability in the area.

## Project Location/Address

1-33 North Main Street (620 feet of road frontage upgrades to North Main Street and Clinton Avenue)

## Sponsor

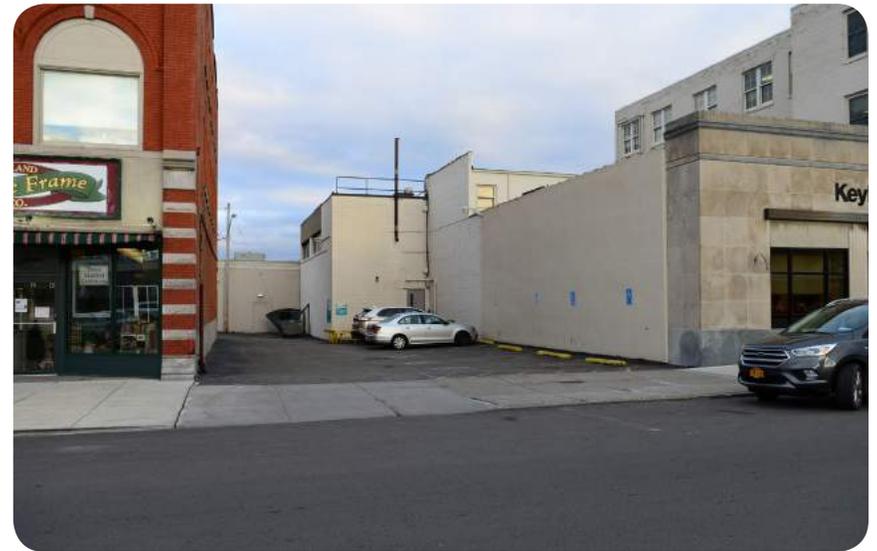
David Yaman

## Strategies

- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all.

## Public Support

Feedback has been very strongly in favor of this project, with solid support for visual amenities to the downtown area, especially at its gateways.



**Existing site**



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**Feasibility and Cost Justification**

This is an aesthetic improvement to a gateway with the development of a park for the comfort and enjoyment of the whole community. This project has trend-setting potential. It is hard to quantify aesthetic upgrades to community environments other than to emphasize that a strong upscale environment supports occupancy of buildings, both commercial and residential, and encourages a robust pedestrian presence.

**Regulatory Requirements**

Sponsor will need to obtain a work permit from the city of Cortland. All work will conform to ADA accessibility standards.

**Timeframe for Implementation and Project Readiness**

Construction – 1 month. Project has already been designed.

**Project Reporting**

The owner and the landscape architect (Keplinger Freeman Associates) will oversee and monitor the progress of the installation of the sidewalks, trees, pocket park, fencing, other plantings, curbs, and mural. The management staff for the owner will oversee and monitor the use of the park. The management team will also reach out to local tenants of the surrounding buildings to encourage the use of the park for individuals and for larger gatherings. In addition, an arrangement with The Center for the Arts of Homer has been made, to allow the Center to sponsor future entertainment for the public at the proposed park. Entertainment will focus on providing an intimate setting of 50 to 125 people for the benefit of musicians, visual artists, and performers. Scheduling will include monitoring and reporting attendance for each event.

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# A-6 | Create Cortland's First Community Bike Share in the Downtown

**DRI Funding Request/Total Project Cost**  
\$35,402/\$70,805

## Project Description

Seven Valleys Health Coalition (SVHC) is partnering with the Cortland Free Library (CFL) for the startup of the community's first Bike Share, located at the CFL in the downtown. There will be a total of 40 bikes provided to the public including 24 adult bicycles, 4 adult tricycles, 12 children's bicycles (6 each 24-inch and 20 inch), and 4 child trailers. Helmets and locks will also be provided to the public. This program will include additional bike rack installations at CFL and the not-yet-determined second location.

Members of the public will be able to go into the library to check out a bike (and helmet if desired or required depending on age) and will sign a waiver. After registration is complete, a borrower will receive a numbered key that corresponds to a bike lock that will unlock their bike. This lock may also be used while borrowing the bike.

SVHC and library staff will initially manage the Bike Share with in-kind labor and a pool of volunteers for at least the first year, keeping the program free to customers. SVHC will maintain future fiscal viability via sponsorships (ads on bicycle basket placards), grants, and donations.



*Precedent image of bikeshare*

## Project Location/Address

32 Church Street, at the corner of Church and Court Streets in the heart of downtown Cortland and a second location to be determined if the project is selected

## Sponsor

Seven Valleys Health Coalition

## Strategies

- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all;
- Create an identity that will appeal to current and future generations; and
- Encourage projects that reduce the City's environmental footprint.

## Public Support

This project is part of the implementation of the City's newly adopted Complete Streets policy and the City's Comprehensive Plan that was completed with significant public input. The City had already agreed to provide the liability insurance for the program prior to receiving DRI funding. A community bike share is strongly supported by the Cortland County Traffic Safety Board's Bike/Ped Subcommittee, Cortland County, SUNY Cortland, the City Library, Sustainable Cortland, Seven Valleys Health Coalition (SVHC), United Way, and individual community members.

The Cortland County Health Department already operates bicycle safety and helmet programs and they have pledged their support to this project. The plan for the Bike Share has also received positive verbal support from at least one local hotel owner, the Convention and Visitors' Bureau, and every community member with whom SVHC has discussed the plan.



**Precedent image of bikeshare**

## Jobs Created (does not include construction jobs)

As the program grows, it is likely to create two half-time positions for bike maintenance and program administration.

## Ownership of Property

The Cortland Free Library. The Library Board has determined it has the space to operate the Bike Share Program, with little or no interior renovations. It will not disturb library operations.

## Acquisition of Real Property

N/A

## Anticipated Revitalization Benefits

As noted, this will be Cortland's first Community Bike Share Program. It will be a welcome addition to the multimodal transportation system, which includes miles of sidewalk throughout the City of Cortland and a public transportation system, Cortland Transit. The City is currently completing a Bike/Ped Plan which will lay the foundation for preferred bike routes throughout the community. Cortland also has additional plans for new bike lanes and paths, which will be a perfect long-term accompaniment to this project.

Many residents rely on the Cortland area's limited public transportation system to get to work, medical appointments, and for recreational pursuits. Cortland's poverty rate hovers near 25% and loaning free, quality bikes and helmets will have the most significant impact to those with limited income and who are at risk for chronic disease. Since anyone will be able to use the bikes, the project contributes to overall quality of life and will also complement tourism by adding another method for visitors to discover the area. Other benefits include increased community interaction and learning to ride or renewed interest in bicycle riding without the upfront investment of funds to purchase a new bike. One of the largest benefits will be to improve the City's social capital and rating for bikeability, which is has become an increasing priority for successful city planning efforts throughout the U.S.

## Future Use of Structure

N/A

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## Project Budget

\$70,805 – SVHC will fund the remainder of the project through in-kind services (\$13,495), cash (\$2,500), and projected grant funding and private sponsors (\$19,407). The total project cost reflects start-up costs and three years of operation.

- Purchase bicycles, helmets, bike racks, signs, lock, chains - \$17,200
- Year-1 maintenance/bike shop - \$10,200
- Year-2 maintenance/bike shop - \$11,200
- Year-3 maintenance/bike shop - \$12,200
- Annual administrative fees - \$10,080 (\$3,360 per year)
- Annual media/advertising - \$6,300 (\$2,100 per year)
- Indirect expenses - \$3,625

## Feasibility and Cost Justification

An article from Fortune Magazine titled “Flying Cars, Bike Share, and Space Tourism: How You’ll Be Traveling in 2018” (November 20, 2017) predicts that bike sharing will grow across US cities. The article emphasizes that as changes to the traditional docked model of bike shares evolve, this may “encourage city leaders wary of bike-sharing to finally jump on board.” According to the NY Bicycle Coalition, “most studies show that multi-day bicycle tourists spend between \$100 and \$300 per day on food, lodging and other items.” Moreover, as AARP’s Livable Community’s website points out, bike sharing provides additional benefits to cities such as supplementing public transit, reducing travel-related carbon footprints, and increasing the physical activity of residents.

Although the proposed free bike share program is on a smaller scale than those in larger cities, not investing in expensive docking stations that go along with traditional bike shares allows cities to devote more money to bike infrastructure, which enables riders get access to cycling at a cheaper cost. The model being proposed in Cortland is similar to one that has experienced success in Bethlehem and Pottstown, Pennsylvania. Pottstown, with a population of around 22,000, is very similar in size to Cortland. It’s free bike share program started in 2008 with 30 bicycles, has since grown to four locations and is still running strong.

## Regulatory Requirements

The project sponsors will confer with the City of Cortland regarding the use of city streets for this project and any recommendations or concerns they may have. The City of Cortland has already agreed to extend its liability insurance coverage to this program.

## Timeframe for Implementation and Project Readiness

Total project timeline is approximately 4 months.

- Acquisition of equipment (bikes, bike racks, bike basket placards, etc.) will take approximately 3 months;
- Installation of racks and setting up all equipment and structure for borrowing from library – 1 month;
- A second location for bike sharing is anticipated, but a specific site has not been secured.
- The sponsor’s goal will be for the program to start at the library no later than May, 2018 depending on the start date of funding. The program will run from April - November annually.

## Project Reporting

Project reporting will include the number of bicycles and helmets purchased under the program, monthly reports on the number of users, verification of in-kind contribution, and a detailed report on the programs successes and challenges.

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# A-7 | Establish Vine Health and Fitness – A State of the Art Gym Located Downtown

**DRI Funding Request/Total Project Cost**  
\$350,000/\$702,720

## Project Description

Vine Health and Fitness will be a 5,000 SF wellness center with the newest state-of-the-art exercise equipment and amenities including: an 800 square foot group exercise room, spa-like men’s and women’s locker rooms with showers, two rooms for massage therapists to rent, and a new HVAC system in the main 2,500 square foot glass-lined equipment area. Cortland Regional Medical Center’s Outpatient Physical Therapy has signed a lease to rent the adjacent 2,000 square foot space and pay a monthly fee to Vine Health and Fitness to use the space and equipment for their physical therapy patients.

**Project Location/Address**  
20 North Main Street

**Sponsor**  
Janine Franco

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Increase collaboration between downtown and local institutions; and
- Foster cultural venues, public events, sports events and recreational opportunities

## Public Support

The sponsor has received overwhelmingly positive feedback for this project. Community members have expressed the need for a modern fitness facility with updated, state-of-the-art equipment. One commonly-shared comment is that “there is nothing like this in Cortland.” People have stated that they are excited to have a fitness center opening that has multiple clean showers and yearly lockers. Several local business owners have expressed interest in providing corporate memberships for their employees. The sponsor has also received positive feedback regarding the partnership with CRMC’s physical therapy department. Community members have stated that they have gone to physical therapy and have needed a fitness center to go to where they can continue their progress.



*Interior renderings*

### **Jobs Created (does not include construction jobs)**

Two during the first year, not including massage therapists.

### **Ownership of Property**

The sponsor's family owns this commercial building and has just completed a successful transformative \$500,000 exterior renovation.

### **Acquisition of Real Property**

N/A

### **Anticipated Revitalization Benefits**

Cortland is booming in the area of healthy living. As downtown living increases, Vine Health and Fitness is in a prime location to serve those looking for a fitness center within walking distance. Ample parking is located behind the building for those who choose to drive. A fitness center will provide not only physical benefits, but also social benefits to the community - it is a great place to meet people, whether exercising with equipment or in a group class.

DRI funding will also assist with the purchase of state-of-the-art exercise equipment. Millennials are demanding the most high-tech resources when seeking out services. This facility will provide a service for young professionals that does not currently exist in the area and may result in an increase in the number of people that choose to live and work in the downtown.

Vine Health and Fitness will benefit the downtown community by contributing to Cortland's upward trend in healthy living and by creating jobs and economic growth.

### **Future Use of Structure**

Gym/Wellness Center

### **Project Budget**

\$702,720 - Sponsor will self-fund the remaining \$352,720.

- Demolition - \$20,000
- General construction (sewer lines, insulation, flooring, build-out) - \$430,180
- Electronics (audio/visual, Wi-Fi, phone, computers) - \$15,500
- Security system - \$17,040
- Fitness equipment - \$200,000 (Not funded through DRI)
- Additional labor - \$20,000



***Precedent image of the proposed spa-like bathrooms***

### Feasibility and Cost Justification

Revenue will primarily be derived from the following gym membership fees, massage room rental fees, and class fees:

- Single membership (45% of memberships) - \$40/month or \$400/year if paid upfront
- Couple membership (45% of memberships) - \$60/month or \$600/year if paid upfront
- Family membership (10% of memberships)- \$75/month or \$750/year if paid upfront
- Corporate memberships – fees TBD
- Group classes – fees TBD
- Massage room rental - \$500/month (\$250/room/month)

The Sponsor has determined that there will be positive cash flow starting in year one and continuing thereafter.

### Regulatory Requirements

This project requires building permits and Change in Occupancy permits.

### Timeframe for Implementation and Project Readiness

Total project timeline will be approximately 9 months.

- Design - 3 months;
- Construction documents - 6 weeks;
- Bidding/ Permitting – 6 weeks;
- Construction - 3 month.

### Project Reporting

Sponsor will keep receipts and maintain budget forms during and after implementation of the project. Sponsor will also provide monthly facility use reports.



**Exterior rendering**

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**Goal B: Build a complete downtown neighborhood which includes housing for all demographics, retail shopping, job availability, access to everyday goods and services, and attractive public spaces**

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# B-1 | Create a Building, Business and Alternative Energy Loan/Grant Fund to Assist Building Owners and Business Startups

## DRI Funding Request/Total Project Cost

\$600,000/\$1,300,000

## Project Description

Funds may be provided through a revolving loan fund or grant fund as determined by the city's loan committee and administered by the city through a third-party consultant. The fund will assist with:

- Smaller-scale capital improvements and/or renovations in the DRI boundary that may include sign and façade improvements, building renovation, upper story housing, working capital, equipment, interior commercial and residential improvements, etc.;
- A portion of start-up costs for new businesses identified to a critical and vital downtown that may include inventory, marketing, rent assistance, and training; and
- Projects reducing the city's environmental footprint and/or encouraging energy generation from renewable sources (\$150,000 set aside specifically for these project types).

## Sponsor

City of Cortland

## Strategies

- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing;
- Establish programs to grow small business, and downtown retail;
- Increase collaboration between downtown and local institutions;
- Increase opportunities to attract innovative and/or culturally based businesses and grow the local property tax base;
- Encourage projects that reduce the City's environmental footprint; and
- Encourage energy generation from renewable resources.



**Precedent images of building and business activities**

## Public Support

The proposed project is a combination of some of the most popular ideas identified in the public outreach process and they support all three of the Cortland DRI'S goals. Throughout the scoping process residents gave feedback that startup costs are a major barrier to opening new businesses in Cortland. Owners of historical downtown buildings also shared that even a small amount of assistance goes a long way when preserving these important structures.

## Anticipated Revitalization Benefits

The building fund will allow property owners to complete renovations and upgrades that might not otherwise be possible. Assistance with paying for building improvements will help preserve historical structures and improve the city's aesthetics. Updated properties, in turn, will attract residents and patrons. The flexibility of packaging business startup incentives to meet identified sales voids and public interest along with high tech and green solutions will have meaningful impact on both the public and private sectors. Aiding new businesses with their first-year startup costs will give entrepreneurs the confidence to open their businesses in downtown Cortland, and projects focusing on alternative energy solutions can help drive down costs for property owners, freeing up more resources for building improvements. Additionally, there has been a long-term commitment to sustainability on behalf of the City that is espoused in planning documents and is evidenced by their designation as a Clean Energy Community by NYSERDA. Dollars directed to such projects can set Cortland apart as a leader in sustainable energy production.

## Project Budget

\$1,300,000

- Construction/installation - \$1,235,000
- Program Administration - \$65,000

Alternative energy projects will leverage existing NYSERDA funding (currently \$0.35 per watt) and a 30% federal tax credit and may be financed through the City's Property Accessed Clean Energy (PACE) financing program. It is expected that approximately \$700,000 in NYSERDA and federal incentives can be leveraged for the alternative energy portion of this project from \$150,000 of DRI funding. The remaining \$450,000 is slated to be used for building upgrades and business startup costs.

## Organizational Structure/Responsible Parties

The city of Cortland will be the responsible party for the grant/loan fund assisting projects as described above. The city's loan committee, with county Business Development Corporation CEO Garry L. VanGorder serving ex officio, will process grant/loan applications, determine eligibility, and award resources as deemed appropriate. The city will contract with a third-party entity to administer each grant/loan awarded. The Cortland Downtown Partnership may also serve as a partner



***Precedent image of rooftop solar installations***

in efforts to award qualifying loans and or grants.

### **Organizational Structure**

The city of Cortland will be the sponsor of this program with administrative duties assigned to its yet-to-be-determined third-party consultant. The city may decide to contract with the Central New York Regional Planning and Development Board for assistance with sustainability projects, given the agency's role as a leader in sustainable and clean energy projects across the region.

### **Organizational Budget**

The city's total operational budget is \$19.9 million.

### **Organization governing document (s)**

City Charter

### **Timeframe for Implementation and Project Readiness**

- Months 1-4: Negotiate and Execute Contracts;
- Months 4-7: Develop and Finalize program guidelines;
- Months 7-10: Market Program;
- Months 10-14: Accept and Review Applications;
- Months 13 - 18: Execute Funding Agreements with participants;
- Months 14-30: Construction/Installation/Startup.

### **Project Reporting**

The city will develop a filing and monitoring system to track all awards, grant contracts, and project disbursements. Individual property grant agreements will specify the deadline for completion of work. All work to be inspected by the city or its representatives prior to reimbursement. Documentation related to job creation, job retention, tenancy, lease rates, and more may be required of projects addressing commercial or residential needs. For renewable projects, the city will track the dollars invested and the KWh of sustainable power developed. Property owners will be required to provide power usage and cost data for five years following installation to determine the annual cost savings from the program.



***Precedent image of rooftop wind installations***

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# B-2 | Establish the SUNY Cortland Institute of Applied Geospatial and Drone Technology

## DRI Funding Request

\$100,000/\$150,000

## Project Description

This project will establish the Institute for Geospatial and Drone Technology in downtown Cortland. It will be a resource for entrepreneurs, startup companies, Central New York and the Cortland community, including local municipalities, emergency services, non-profit organizations, and schools.

DRI funds would be used to purchase drones, software, hardware, and an outdoor permanently installed drone testing facility (mesh and pole structure). The headquarters for the Institute will also require interior renovation on an existing structure to establish a conference room and offices for faculty, students, staff, and start-up businesses.

## Project Location/Address

Crescent Commons (165 Main Street)

## Sponsor

SUNY Cortland

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Establish programs to grow small business, and downtown retail; and
- Increase collaboration between downtown and local institutions.



*Precedent image of a drone testing facility*

## Public Support

This project will provide services to local municipalities, government organizations, emergency services, non-profits, and schools. SUNY Cortland has worked and is working with numerous organizations on geospatial projects and will like to expand and grow these relationships. SUNY Cortland's existing relationships with NUAIR, CenterStateCEO, and other SUNY schools will support startup companies in the geospatial and drone fields. This project is endorsed by the Northeast UAS Airspace Integration Research Alliance (NUAIR).

## Jobs Created (does not include construction jobs)

1 full-time job

## Ownership of Property

Sponsor will lease space from the owners of Crescent Commons.

## Acquisition of Real Property

N/A

## Anticipated Revitalization Benefits

This project will serve as the cornerstone for downtown Cortland's effort to become the leading center of excellence for the Central NY GIS and drone fields. It will partner with NUAIR and will work closely with CenterStateCEO and the Syracuse Tech Garden to mentor and foster development of new drone and other companies in the Geographic Information Systems (GIS) field. It will also partner with the Cortland Downtown Partnership Business Incubator (40 Main St) and the SUNY Cortland Entrepreneur program to provide technical expertise and capabilities (including hardware and software) to assist startup companies in this field.

In addition, the institute will provide numerous benefits to the Cortland community by providing assistance with GIS and drone related projects. Many local municipalities do not have access, training, time, or personnel to use these powerful tools and the Institute will provide this support. Benefits include data collection, establishing and organizing the data into a GIS system, maintaining the GIS system, and providing analysis of the data to see new patterns and draw new conclusions. This will allow for a more cost-effective study of community problems. Instead of every municipality and organization purchasing their own equipment or software licenses, the Institute could provide assistance, services, and the skilled personnel to complete specialized projects.

This project will also provide geospatial support to other DRI projects including the Clinton Avenue Gateway project.

## Future Use of Structure

Educational

## Project Budget

\$150,000 - SUNY Cortland will provide the remaining \$50,000.

- Drones - \$40,690
- Software - \$12,300
- Hardware - \$37,010
- Drone testing facility - \$10,000



**Precedent images of geospatial and drone education**

- Interior buildout - \$10,000
- Furniture - \$15,000 (not to be funded through DRI)
- Staff and rent expenses - \$25,000 (not to be funded through DRI)

### Feasibility and Cost Justification

This project will be closely tied into the growth of the drone industry in Central NY, and will support local municipalities with the GIS tools and technologies to support economic development. Drone technology has the potential to positively influence the economic health of the area and this Institute will attract the top talent in the geospatial field. The institute will provide education on the uses of drone technology and provide support across numerous fields, including infrastructure, agriculture, water quality, invasive species, etc. There are no companies in the area currently providing drone support and the Northeast UAS Airspace Integration Research Alliance (NUAIR) has expressed support for this project and the need for the expansion of drone technology in Central NY.

Geospatial technology is vital to supporting infrastructure maintenance and development, and it can provide the information to more rapidly and efficiently make decisions. SUNY Cortland has provided limited support to the Public Works Departments of the Village of Homer, City of Cortland, Village and Town of Dryden, Village of McGraw, and Town of Virgil and the institute will provide additional support. Moreover, this project will facilitate the potential development of private geospatial companies that could work alongside local municipalities in the future.



**Precedent image of geospatial and drone education**

### Regulatory Requirements

None

### Timeframe for Implementation and Project Readiness

- Commence building refurbishment [1-2 months];
- Purchase initial equipment and furniture [2 months];
- Purchase remaining equipment and furniture [7 months]

### Project Reporting

The project will be directly monitored by SUNY Cortland faculty. The number and scope of each project will be tracked, and an annual report will be developed that discusses the number and type of projects completed and in process. Staff will also report the number of startup businesses that the Institute assists. During the first year, quarterly summaries of progress and projects, including budgetary impacts will be created. The advisory board will also provide feedback and guidance.

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# B-3 | Renovate 13-15 Central Avenue to Create New Office Space

## DRI Funding Request/Total Project Cost

\$325,000/\$760,000

## Project Description

Develop 3,000 SF of office/retail on the first floor and 6,000 SF of office space on the upper floors. Currently the upper floors are unoccupied and in need of major renovation in order for them to be usable for any purpose. The first floor is presently occupied by a tattoo shop and a shoe repair shop. The sponsor is seeking to maintain these tenants in the currently location.

- Interior Renovation: to include a new elevator shaft, elevator, stairwell, toilet rooms, sprinkler system, interior finishes (flooring, ceiling, paint, etc.). Efforts will be made to preserve existing relevant historical finishes if discovered in the building.
- Exterior work: the ground floor store front is to be replaced with energy-efficient materials that are in keeping with the design requirements of the City of Cortland Architectural Review Committee. The existing store front is not original to the building. All other exterior masonry that is currently painted will be repaired and repainted. Windows will be restored or replaced
- Mechanicals: Each space will include the installation of new high efficiency heating, air conditioning, and ventilating systems.

## Project Location/Address

13-15 Central Avenue

## Sponsor

McNeil Development Company, LLC



**Existing building**

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Increase collaboration between downtown and local institutions; and
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing.

## Public Support

The public supports the revitalization of underutilized property for use by businesses that add to the downtown matrix of uses.

## Jobs Created (does not include construction jobs)

Office space can accommodate 27 employees.

## Ownership of Property

Sponsor-owned

## Acquisition of Real Property

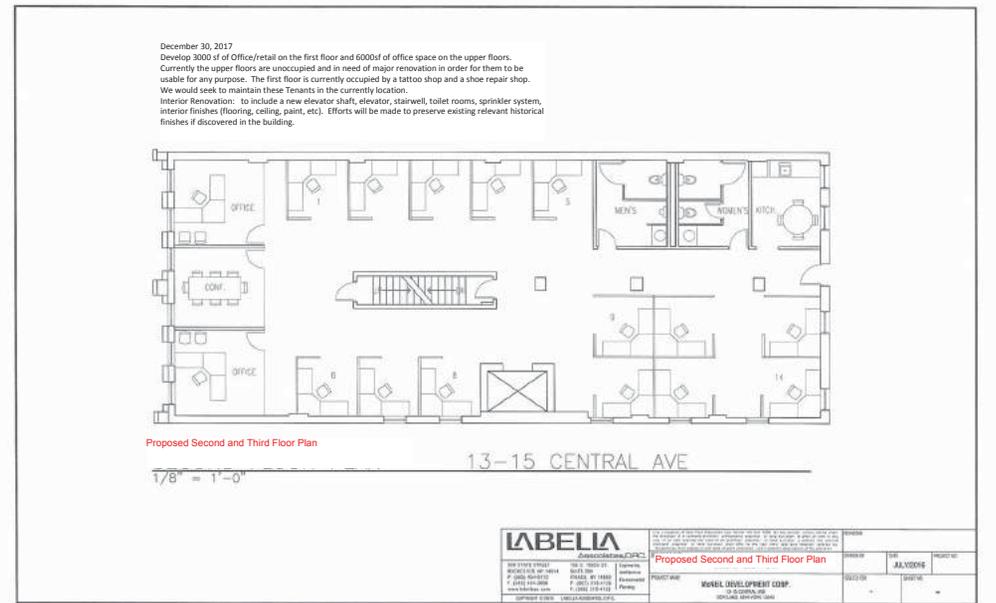
N/A

## Anticipated Revitalization Benefits

The project will take an underutilized historical building in the central business district and convert the upper floors into usable space. People working downtown can become customers of the surrounding businesses and restaurants. They can also become patrons of existing and future arts and entertainment initiatives, which will bolster the downtown community.

## Future Use of Structure

Mixed-use. The structure is to be used by the existing first floor retail tenants that operate a Tattoo shop and a shoe repair shop. The upper floors will accommodate 27 office employees working in the insurance or financial industries.



**Proposed floor plan**

## Project Budget

\$760,000 - Sponsor to provide remainder of funds with private equity (\$435,000).

- Design/Permitting - \$18,000
- Demolition - \$27,000
- Windows – \$32,000
- Elevator – \$76,000
- HVAC – \$92,400
- Electrical - \$43,600
- Plumbing - \$68,300
- General Construction (masonry, carpentry, drywall, flooring, etc.) – \$402,700

## Feasibility and Cost Justification

A financial cost-benefit analysis indicates that the project is not feasible without DRI funds. The DRI funding will help offset debt service and without DRI funds the project would hemorrhage approximately \$34,800 a year.

## Regulatory Requirements

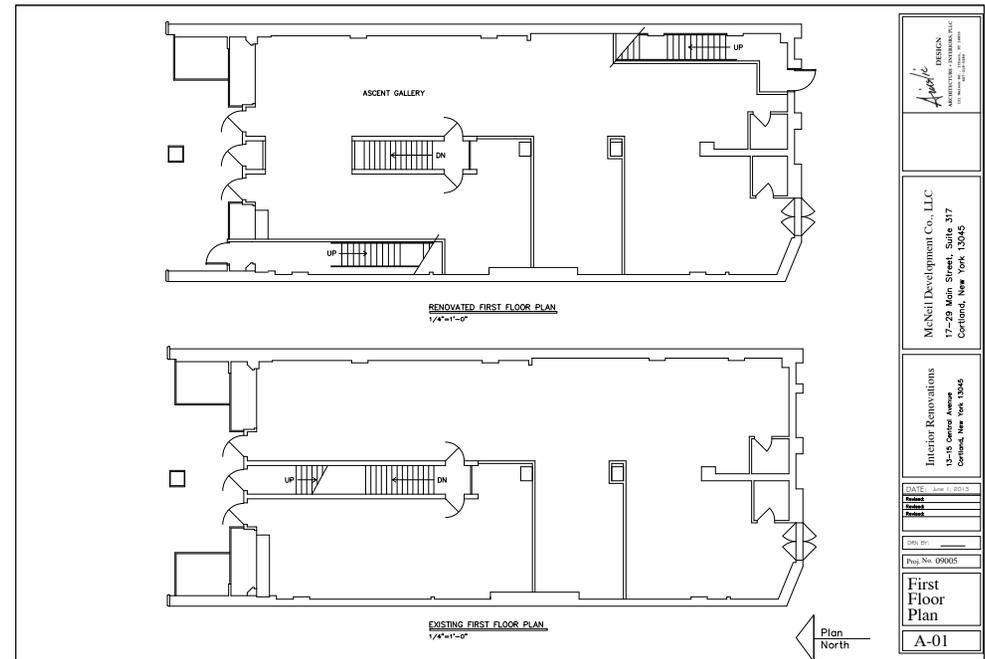
Planning Board, Architectural Review Committee, building permit

## Timeframe for Implementation and Project Readiness

- Design Documents – 3 months;
- Approvals/Permitting – 1-2 months;
- Construction – 6-10 months.

## Project Reporting

The project costs and implementation will be monitored internally throughout the development and construction processes with the goal to keep the project on budget and on schedule. Future evaluation will include analysis of the economic impact through expenditures of the occupants in the downtown business district, participation in downtown public activities, and impact on pedestrian traffic.



**Proposed floor plans**

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# B-4 | Create New Apartments at 73 Main Street

## DRI Funding Request/Total Project Cost

\$220,000/\$540,000

## Project Description

McNeil Development proposes to redevelop 4000 SF of Office/retail on floors 1 and 2, and (1) 2-bedroom and (1) 1-bedroom housing units on floor 3. The first and second floors are currently being used as office space by a tenant that will be vacating the space in 2018. The third floor is unusable in its current condition.

- Interior Renovation: sprinkler system, partitions, interior finishes (flooring, ceiling, paint, etc.), kitchens, and living space. Efforts will be made to preserve existing relevant historical finishes if discovered in the building.
- Mechanicals: Each space will include the installation of new high efficiency heating, air conditioning, and ventilating systems.

## Project Location/Address

73 Main Street

## Sponsor

McNeil Development Company, LLC

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents; and
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing.

## Public Support

The public supports the revitalization of underutilized property for use by businesses that add to the downtown matrix of uses.

## Jobs Created (does not include construction jobs)

None

## Ownership of Property

Sponsor-owned.



**Existing building**

## Acquisition of Real Property

N/A

## Anticipated Revitalization Benefits

The project will take an underutilized historical building in the central business district and convert the upper floors into usable space. People working and living downtown can become customers of the surrounding businesses and restaurants. They can also become patrons of existing and future arts and entertainment initiatives, which will bolster the downtown community.

## Future Use of Structure

Mixed-use. First floor to be used as retail or office, tenant to be determined. The second floor will be office space, with the tenant to be determined. The six apartment units will be made available to the general public.

## Project Budget

\$540,000 - Sponsor to provide remainder of funds with private equity (\$320,000).

- Design/Permitting - \$18,000
- Demolition - \$53,000
- Windows – \$15,800
- HVAC – \$71,300
- Electrical - \$53,800
- Plumbing - \$57,400
- General Construction (masonry, carpentry, drywall, flooring, etc.) – \$270,700

## Feasibility and Cost Justification

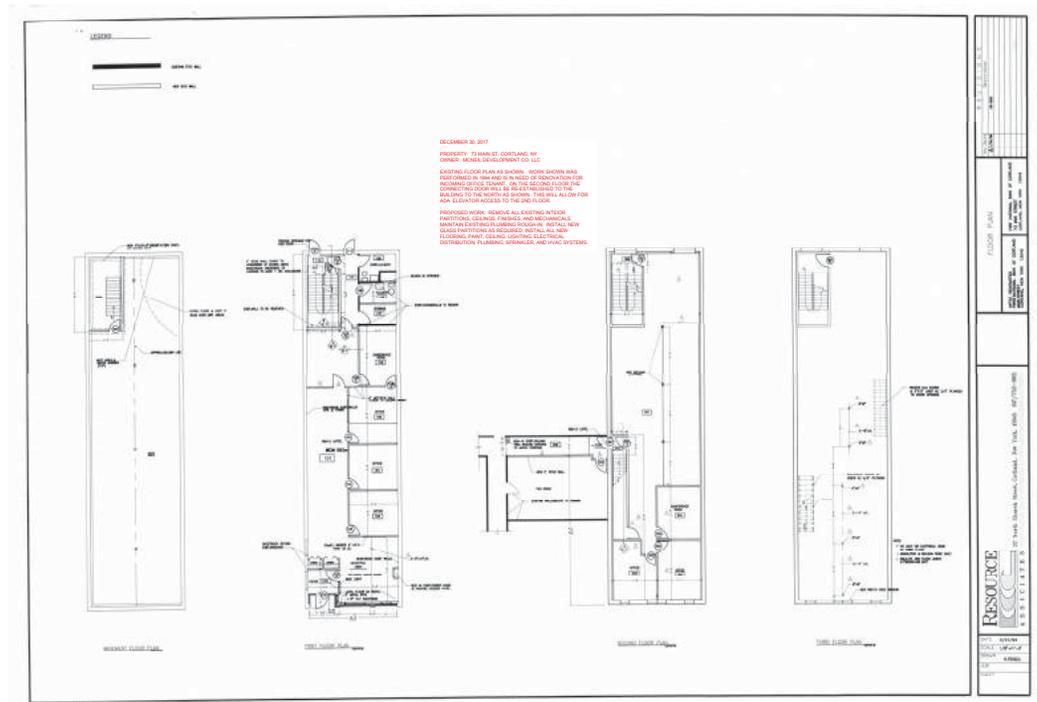
A financial cost-benefit analysis indicates that the project would hemorrhage if there are no DRI funds to offset the debt service.

## Regulatory Requirements

Planning Board, building permit

## Timeframe for Implementation and Project Readiness

- Design Documents – 3 months;
- Approvals/Permitting – 1-2 months;
- Construction – 8-10 months.



**Proposed floor plans**

## Project Reporting

The project costs and implementation will be monitored internally throughout the development and construction processes. The sponsor's goal is to keep the project on budget and on schedule. Future evaluation will include analysis of the economic impact through expenditures of the occupants in the downtown business district, participation in downtown public activities, and impact on pedestrian traffic.

# B-5 | Renovate 37-39 Port Watson Street Mixed Use Building and Create New Apartments

## DRI Funding Request/Total Project Cost

\$300,000/\$750,000

## Project Description

This project will create four residential units in the rear of property, with the bottom two units fully ADA compliant. The project will also rebuild the façade of the building located at 37-39 Port Watson and improve the side alley to be an attractive well-lit walkway with plantings. The façade renovation will be designed to keep with the period of the structure and surrounding area.

## Project Location/Address

37-39 Port Watson Street

## Sponsor

Paul Gallow

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents; and
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing.

## Public Support

The sponsor discussed the need for ADA-compliant and handicap-accessible housing options in the City of Cortland with the Cortland Housing Authority and Access to Independence. At this time there is little to no ADA compliant housing in the area. Not only will handicap accessible housing be created with this project, but the interiors will be designed to ADA specifications.



**Existing building**

**Jobs Created (does not include construction jobs)**

None.

**Ownership of Property**

Sponsor-owned

**Acquisition of Real Property**

N/A

**Anticipated Revitalization Benefits**

The project will result in a durable long-term, good looking building that will sustain its usefulness for many more years, and possibly attract a new tenant downstairs and professional renters upstairs.

**Future Use of Structure**

Mixed-use

**Project Budget**

\$750,000

The remainder of funding is to be provided by the project sponsor.

**Feasibility and Cost Justification**

Studies show that there is a lack of handicapped accessible housing in Central New York. Landlords have said the lack of return on investment for handicapped accessible apartments discourages them from creating these types of rental units. With the help of the DRI funds, the Sponsor can build handicapped accessible rental units while improving his return on investment.

**Regulatory Requirements**

- Site plan approval, zoning variance for building in back, and building permit
- NYSDOT work permit may be required for any work performed within the side alley due to its proximity to State Route 13 (Church Street)

**Timeframe for Implementation and Project Readiness**

- Design/Engineering Plans – 2 months;
- Permits – 2 months;
- Construction – 4 months.

**Project Reporting**

Project costs will be monitored throughout the building process. Sponsor will provide information on leasing and wait lists for the accessible apartments.



**Exterior rendering of building**

# B-6 | Preserve and Restore SUNY Alumni Carriage House

**DRI Funding Request/Total Project Cost**  
\$100,000/\$300,000

## **Project Description**

The Lynne Parks '68 SUNY Cortland Alumni House, including the adjacent Carriage House, is one of the city's most iconic locations. Built by Charles Wickwire in 1912, this historic venue hosts hundreds of Alumni Association and College-sponsored events throughout the year, as well as weddings, holiday parties, business meetings and community gatherings. This project will renovate the SUNY Alumni Carriage House and create lodging space for visitors to the area. Renovations include creating a multi-purpose room on the first floor to be used as a college and community meeting space and installing new restrooms and a kitchenette. Second floor renovations include renovating and remodeling an existing apartment. Roof repairs are also proposed as part of this project.

## **Project Location/Address**

29 Tompkins Street

## **Sponsor**

SUNY Cortland Alumni Association

## **Strategies**

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing;
- Support and strengthen the local arts and culture community and attractions;
- Increase collaboration between downtown and local institutions; and
- Foster cultural venues, public events, sports events and recreational opportunities.



**Existing building**

**Public Support**

Letters of support were provided from the following community entities: Access to Independence, William Carpenter – Alderman of the 5th Ward of the City of Cortland, Cortland County Chamber of Commerce, Cortland Memorial Foundation, Hampton Inn, Innkeepers Association, YWCA Cortland, Isaf-Merkur Studio, Cortland County Convention and Visitor’s Bureau, Philly C’s DJ Service, and the Cortland Flower Shop.

**Jobs Created (does not include construction jobs)**

None

**Ownership of Property**

Sponsor-owned

**Acquisition of Real Property**

N/A

**Anticipated Revitalization Benefits**

Will provide lodging for visitors to the area and a venue to cook for large affairs at the Alumni House that will benefit local businesses such as florists, DJs, linen rentals, etc., while preserving a well-known historical structure.

**Future Use of Structure**

The updated structure will house meeting space, restrooms, lodging, and a kitchenette.



**Proposed floor plans**

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## **Project Budget**

\$300,000 - Sponsor will provide remaining \$200,000 through affiliate donations.

- Roof repairs - \$69,404
- General building upgrades and repairs - \$210,296
- Engineering costs - \$20,300

## **Feasibility and Cost Justification**

The Lynne Parks '68 SUNY Cortland Alumni House has shown its commitment to growth of the local economy by investing nearly \$108,000 in local catering companies and restaurants, local linen services, landscaping and snow removal local services, and local small businesses such as photographers, DJ services, tent rentals and more.

The above totals are only reflective of invoices paid directly by the Parks Alumni House. The numbers do not reflect the significant level of business brought to the city by event hosts who arrange their own caterers, florists, photographers, etc., nor the increase in business created by the guests the facility hosts through its lodging services. The Carriage House renovation will bring an anticipated increase in business of 15-20% to the community.

## **Regulatory Requirements**

Building permits

## **Timeframe for Implementation and Project Readiness**

April-May 2018: Submit RFP for contractor services;

May – June 2018: Evaluate RFPs and select contractor;

July – Dec 2018: Initiate phases of work\*:

- Phase I: Roof repair;
- Phase II: 1st Floor remodel;
- Phase III: 2nd Floor remodel;

\*Subject to change based on DRI funding schedule.

## **Project Reporting**

The renovation/remodel work will be overseen by the Alumni House Buildings and Grounds Superintendent who is an employee of the Alumni Association. Currently, the Park Alumni House provides business and occupancy reports to the City of Cortland. As such, any increase in guests, visitors and events held at the Parks Alumni House will be recorded under this model.

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# B-7 | Renovate the Façade at BRIX

**DRI Funding Request/Total Project Cost**  
\$50,000/\$159,800

## **Project Description**

This project will allow for the installation of floor-to-ceiling glass doors at BRIX, a popular downtown restaurant, to provide a connection between the interior and exterior seating areas. The new design would open up the existing brick wall and give the business an atmosphere that will increase business during a normal slower time and will enable BRIX to hire additional employees.

**Project Location/Address**  
58-60 Main Street

**Sponsor**  
Chris Calabro

## **Strategies**

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents; and
- Create an identity that will appeal to current and future generations.

## **Public Support**

The project is well supported by the public since BRIX is an established business. The project will enhance all of downtown with the façade improvement and the enjoyment of a new unique space that does not currently exist in Cortland. Current customers have had an overwhelmingly positive reaction to the proposed project. A post on social media describing the project was also received with overwhelming support. Market trends continue to show that these types of enhancements made at established businesses are visually appealing to consumers and foster curiosity that may result in potential new customers.

**Jobs Created (does not include construction jobs)**  
2 full-time, 6 part-time

## **Ownership of Property**

Sponsor-owned (member of 91-101 Main LLC).

The sponsor has an extensive successful resume of projects including 91-93 Main Street and 99-101 Main Street - both complete façade projects and interior build outs. The sponsor has also overseen several housing redevelopment projects at 64 Tompkins Street, 22 Owego Street, and 127 Tompkins Street, as well as Port Watson Commons, a 72 residential unit property. Most recently, the sponsor built a new building for Summit Bank and AT&T in Cortlandville.



**Existing building**

## Acquisition of Real Property

N/A

## Anticipated Revitalization Benefits

The proposed improvements will enhance the esthetics of a corner building located in the heart of downtown Cortland. These improvements will attract more customers to the downtown and will help the business grow and create the need for new employees.

## Future Use of Structure

Existing restaurant tenant will remain.

## Project Budget

\$159,800 - Sponsor will provide remaining \$109,800.

- Architect/Engineering/Permitting - \$17,500
- Demolition - \$15,000
- Structural - \$16,800
- Doors, windows, and roof modifications - \$38,500
- Entrance and exterior construction - \$12,000
- General interior construction (flooring, electrical, HVAC, etc.) - \$41,500
- Misc. - \$18,500

## Feasibility and Cost Justification

The proposed design enhancement to BRIX conforms to the current trend of indoor-outdoor dining in contemporary food and beverage establishments located in major cities all over the world. This proposal aligns with these trends, while preserving the beautiful historical district where it is located. The proposed design will certainly be an attraction that will bring in more business and attract more visitors downtown. The byproduct of the increase in sales at this establishment and others will be job creation and increased tax revenue.

## Regulatory Requirements

Building permits and local Board approval (planning and historical)



*Rendering of façade improvements*

## Timeframe for Implementation and Project Readiness

- Design/Architectural/Structural (5 weeks);
- Planning and Historical Board Approvals (6 weeks);
- Building Permit Approval (2 weeks);
- Materials Doors/Hardware (6-8 weeks);
- Commence construction on June 1, 2018 (4 weeks).

## Project Reporting

Sponsor will provide comparable sales at Brix to calculate the impact of improvements.

# B-8 | Redevelop and Stabilize Harold (Keator) Block Mixed Use Building

## DRI Funding Request/Total Project Cost

\$297,100/\$424,429

## Project Description

The project is a 12,500 SF mixed use building consisting of residential apartments (2nd, 3rd, and 4th floors totaling 7,500 SF) and a 2,500 SF commercial storefront (1st floor with access to 2,500 SF basement). There are six (6) existing residential units that will be converted into nine (9) high-quality 2-bedroom units and targeted specifically to young professionals.

The structure is in dire need of renovation, including the replacement of all of the windows which will provide significant energy efficiency in both the commercial and residential spaces. The sponsor also plans to shore up any imperfections in the structure as well as replace the retail window facade with energy efficient replacements. Without the structural repairs, none of the apartment conversions will be possible. The sponsor is committed to preserving the historical nature of the building.

## Project Location/Address

107-111 Main Street

## Sponsor

Steve Wineburg

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents; and
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing.

## Public Support

The sponsor has public support for this project, as individuals and corporations have been actively looking for middle to upscale apartments in the downtown area. Currently most housing in the City of Cortland is either student housing or low income housing.



**Existing building**

### **Jobs Created (does not include construction jobs)**

Potential jobs created on a long-term basis will include 1-3 building managers and 4-6 potential employees in the commercial space over time.

### **Ownership of Property**

Sponsor-owned. The Sponsor intends to transfer the property to an LLC wholly owned by the Sponsor upon project approval.

The sponsor has significant commercial real estate experience as an investor and lessor in many investment properties. Sponsor owns this property (107-111 Main Street) which has 6 units plus 1 commercial retail store front, as well as a year-round residential rental property on Little York Lake (1837 Mountainview Drive, Homer, NY 13077) which has consisted of 3 buildings and 6 apartments since 2001.

### **Acquisition of Real Property**

N/A

### **Anticipated Revitalization Benefits**

This project is critical to the revitalization of the downtown district. This building location is visible to traffic both entering and leaving the downtown area and should be viewed as a cornerstone of any downtown initiative. This project is intended to renovate, update and secure the structure of one of the oldest non-changed buildings in downtown Cortland. The building is on one of the busiest corners in the county and the busiest corner in the district. This project will afford immediate economic benefits to the community from the construction financing and by up to 18 new young professional residents that will eat, shop, and spend disposable income. This property is a showplace property for downtown, and its overall appearance is a reflection of the economic and environmental health of the community.



***Precedent image of upscale apartment***

### **Future Use of Structure**

Mixed-use: First floor-continued use by lessee Bernards as commercial tenant; second, third, and fourth floor will house 9 residential luxury apartments.

### **Project Budget**

\$424,429 – Sponsor will provide the remaining funds through pre-approved financing at NBT bank (\$127,329)

- General Conditions - \$15,790
- Demolition - \$41,460
- General construction (masonry, concrete, wood, plastic, furnishings) - \$176,845
- Roof - \$48,000
- Window restoration - \$49,500
- Contractor overhead/profit - \$26,527
- 20% Contingency - \$66,317

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### **Feasibility and Cost Justification**

Estimated annual rental income for the nine luxury apartments will be \$108,000. The DRI funding will significantly reduce debt service and in turn will bring the return on investment to a reasonable number of years.

### **Regulatory Requirements**

Historic Preservation Committee, code enforcement, building permits, and SHPO approval

### **Timeframe for Implementation and Project Readiness**

- Design/Engineering Plans – 4 months;
- Permits – 4 months;
- Construction – 2 years, phased.

### **Project Reporting**

A professional project manager will be retained with full reporting anticipated to the DRI committee during construction. Reporting will include new employee hires as occurring, number of new tenants added as occurring, income strata of tenants reported with same, to occur on a quarterly basis.



*Existing building*

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# B-9 | Create New Apartments at 29 Central Avenue

## DRI Funding Request/Total Project Cost

\$85,000/\$300,000

## Project Description

The sponsor proposes to redevelop 2,000 SF of office/retail on the first floor and (4) 2-bedroom and (2) 1-bedroom housing units on the upper floors. The entire building is currently unoccupied. The 1st and 2nd floors were most recently used as office space. The 3rd floor is unusable in its current condition.

- Interior Renovation: to include a new, stairwell, bathrooms, sprinkler system, interior finishes (flooring, ceiling, paint, etc.), kitchens, and living space. Efforts will be made to preserve existing relevant historical finishes if discovered in the building.
- Mechanicals: Each space will include the installation of new high efficiency heating, air conditioning, and ventilating systems.

## Project Location/Address

29 Central Avenue

## Sponsor

McNeil Development Company, LLC

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents; and
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing.

## Public Support

The public supports the revitalization of underutilized property for use by businesses that add to the downtown matrix of uses.

## Jobs Created (does not include construction jobs)

1st floor space can accommodate 10 employees.



**Existing Building**

**Ownership of Property**

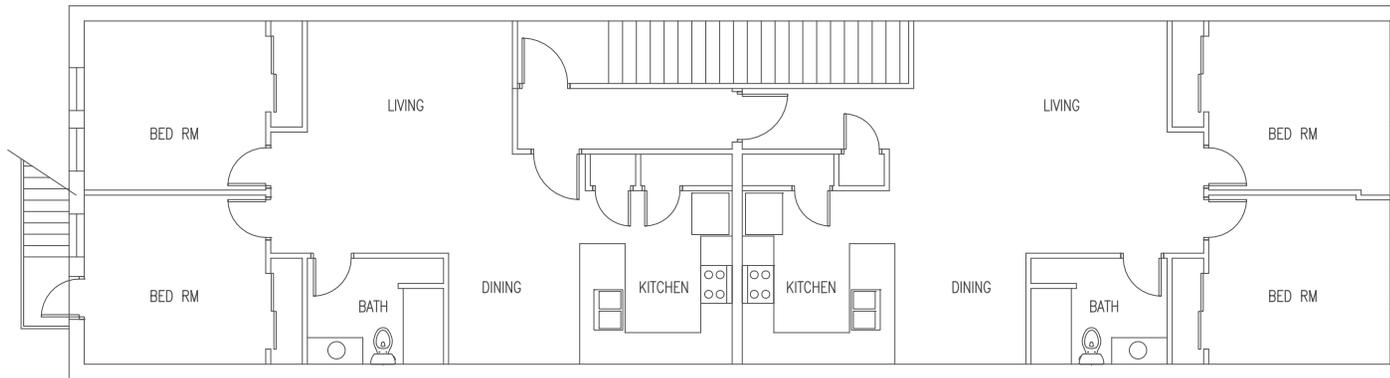
Sponsor-owned

**Acquisition of Real Property**

N/A

**Anticipated Revitalization Benefits**

The project will convert a vacant historic building in the central business district into usable space. People working and living downtown may become customers of the surrounding businesses and restaurants. They may also become patrons of existing and future arts and entertainment initiatives, which will bolster the downtown community.



THIRD FLOOR PLAN 29 CENTRAL AVE  
 1/8" = 1'-0"

<b>LABELLA</b> Associates, D.P.C. 300 STATE STREET ROCHESTER, NY 14614 P: (585) 454-6110 F: (585) 454-3066 www.labelleapc.com 105 N. TIOGA ST., SUITE 200 ITHACA, NY 14850 P: (607) 319-4136 F: (585) 319-4153 Engineering Architecture Environmental Planning COPYRIGHT © 2016 LABELLA ASSOCIATES, D.P.C.	It is a violation of New York Education Law Article 145 Sec. 7205, for any person, unless acting under the direction of a licensed architect, professional engineer, or land surveyor, to draw or sign in any way, if an item bearing the seal of an architect, engineer, or land surveyor is altered; the altering architect, engineer, or land surveyor shall refer to the item, their seal and number, "altered by" followed by their signature and date of such alteration, and a specific description of the alteration.			REVISIONS:
	DRAWING NAME: THIRD FLOOR PLAN	DRAWN BY:	DATE: 1.3.2018	PROJECT NO:
PROJECT NAME: McNEIL DEVELOPMENT CORP. 19-15 CENTRAL AVE. CORTLAND, NEW YORK 13045	ISSUED FOR:	SHEET NO.:	-	

**Proposed floor plans**

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### **Future Use of Structure**

This structure will be mixed-use. First floor will be retail/office space, with the tenant to be determined. The 6 apartment units will be made available to the general public.

### **Project Budget**

\$300,000 - Sponsor to provide remainder of funds with private equity (\$215,000).

- Design/Permitting - \$9,200
- Demolition - \$23,400
- Windows – \$4,200
- HVAC – \$25,200
- Electrical - \$28,300
- Plumbing - \$29,100
- General Construction (masonry, carpentry, drywall, flooring, etc.) – \$180,600

### **Feasibility and Cost Justification**

A financial cost-benefit analysis indicates that the project is not feasible without DRI funds. The DRI funding will help offset debt service and without DRI funds the project would lose approximately \$21,800 a year.

### **Regulatory Requirements**

Planning Board, Architectural Review Committee, building permit

### **Timeframe for Implementation and Project Readiness**

- Design Documents – 3 months;
- Approvals/Permitting – 1-2 months;
- Construction – 8 months.

### **Project Reporting**

The project costs and implementation will be monitored internally throughout the development and construction processes with the goal to keep the project on budget and on schedule. Future evaluation will include an analysis of the economic impact through expenditures of the occupants in the downtown business district, participation in downtown public activities, and impact on pedestrian traffic.

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# B-10 | Renovate Fiorentini Block for Mixed Use Retail and Residential Development

## DRI Funding Request/Total Project Cost

\$80,000/\$310,000

## Project Description

To comply with the Cortland City fire code, the project will include the installation of a new water line from the street into the building, and the subsequent installation of sprinklers throughout the building. Once the sprinklers are installed, the sponsor can begin to construct apartments on the vacant second and third floors. The sponsor will also replace all windows on the second and third floors, as they are old single-pane windows and in very bad shape. This project also includes restoring the historical facade on the top of the building facing the street, which is in need of a major renovation.

## Project Location/Address

22-26 Main Street

## Sponsor

Michael Niswender and Barry Warren

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents; and
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing.

## Public Support

There is a high level of support for more market-rate housing in downtown Cortland.



**Existing building**

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**Jobs Created (does not include construction jobs)**

None.

**Ownership of Property**

Sponsor-owned.

**Acquisition of Real Property**

N/A

**Anticipated Revitalization Benefits**

Improving water supply for existing sprinklers will allow for the creation of new market-rate apartments. This project will result in a financial boost to the local economy by providing more housing in downtown Cortland.

**Future Use of Structure**

Mixed-use: intended use is commercial for the ground floor and residential for the second and third floors

**Project Budget**

\$310,000 - Remaining fund will be provided by pre-approved financing from NBT Bank (\$230,000).

- Increase Water Line Size to Building -\$ 25,000;
- Sprinkler Upgrade - \$ 25,000;
- Window Upgrade \$ 30,000;
- Repair of Decorative Façade on Top of Building - \$30,000;
- Addition of Apartments on Second and Third Floors \$ 200,000.

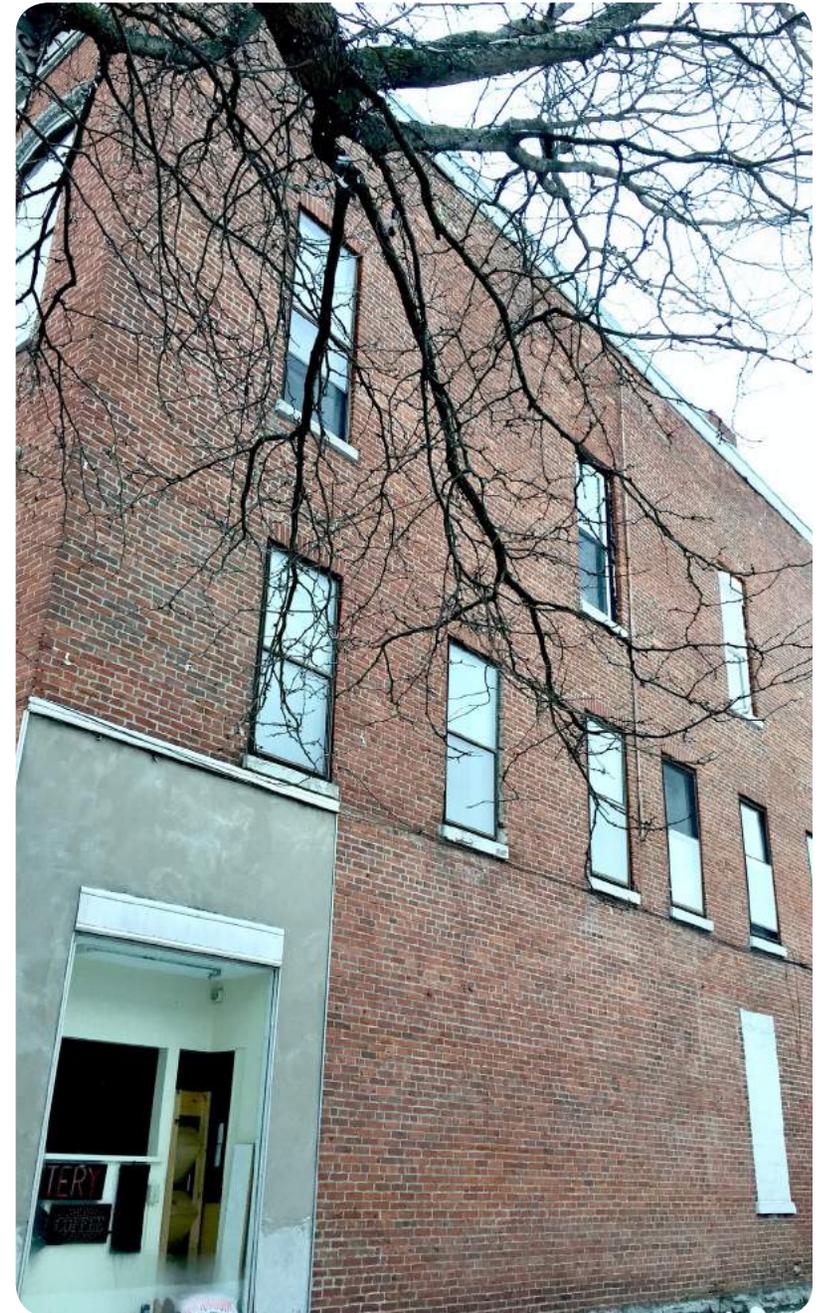
**Feasibility and Cost Justification**

Once the sprinkler upgrades to the building are completed, the sponsor expects the Cortland City Code Department to approve additional apartments to be built in the building. This will result in providing more in-demand housing in downtown Cortland.

**Regulatory Requirements**

The sponsor was recently granted approval at a meeting of the Historic Society to replace the windows with a more efficient type that will look more like the building's original windows.

Additional requirements include building permits, fire marshal approval, and code enforcement.



**Existing building**

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**Timeframe for Implementation and Project Readiness**

- Engineering plans and approvals – 4 months;
- Schedule time and ordering of materials for work to be done – 6 months;
- Apartment construction – 12 months.

**Project Reporting**

A build schedule will be formulated as soon as the grant is awarded. A spreadsheet will be updated on a regular basis to track project scheduling and costs. As this project is privately owned, the sponsor will be sending regular reports to the assigned state agency so they can keep track of the progress. The project will create a positive impact to downtown Cortland by enhancing the historical look to Main Street and providing additional residents to support downtown businesses.

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# B-11 | Renovate 83-85 Main Street for Mixed Use Development

## DRI Funding Request/Total Project Cost

\$500,000/\$1,987,454

## Project Description

This project is a mixed-use redevelopment project of a chronically vacant, deteriorating historical building that is a critical anchor to the south end of Main Street. Built in 1891, the upper floors of this building have been vacant since the early 1940s and are in dire need of significant structural repair.

This project will create upscale, luxury, market-rate, loft style apartments on the 2nd, 3rd, and 4th floors of the building, creating a total of nine (9) new apartments. This project will also include structural and aesthetic façade improvements. Upgrades to the first floor are not included in the scope of this proposed project.

## Project Location/Address

83-85 Main Street

## Sponsor

Steve Franco and Jamie Yaman

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents; and
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing.

## Public Support

There has been an abundance of positive feedback from business leaders and community members since this project became public. This building has been chronically vacant with deteriorating conditions on the 3rd and 4th floors and many did not seem to realize how beautiful this building actually is because the



*Rendering of façade improvements*

facade is currently without any color.

The community has indicated that the rehabilitation of this building, which is one of the largest and most historically significant buildings in downtown, will create a critical, vibrant piece to this section of Main Street that is largely vacant. The proposed apartments are appealing to young professionals and seniors looking to downsize. Contractors and other developers that have looked at this building in the past have expressed that the sponsors are capable of addressing the complexity of this rehabilitation project.

**Jobs Created (does not include construction jobs)**

None

**Ownership of Property**

Steve Franco and Jamie Yaman are currently under contract to purchase this property and are expected to close shortly. Both sponsors have a track record of successful development projects in the Cortland community, most notably Steve Franco’s \$500,000 renovation of the “Blue Roof” building on Main Street that was completed in 2017.

**Acquisition of Real Property**

N/A

**Anticipated Revitalization Benefits**

This building is a critical anchor to the south end of Main Street. Built in 1891, the upper floors of this building have been vacant since the early 1940s and are in very poor condition. This project will bring approximately 16 year-round residents to this building occupying the 2nd, 3rd and 4th floors, filling the need for market-rate housing in the downtown. These residents, who may likely work in the downtown district, will utilize other downtown services and bring life to a building that has been cold and dark for generations. These renovations will preserve a historically significant building on Main Street that may otherwise deteriorate past the point of no return.

**Future Use of Structure**

Mixed use - The first floor will be occupied by a commercial tenant, and the upper 3 floors are expected to be occupied by young professionals, families, or retirees living in the luxury market-rate apartments.

**Project Budget**

\$1,987,454 – Sponsors will provide the remaining funds through pre-approved financing at NBT bank (\$1,487,454).

- General Conditions - \$82,296
- Demolition - \$104,328
- Electrical - \$155,000
- HVAC - \$115,000



**Precedent image of luxury apartments**

- Plumbing - \$100,000
- Fire Suppression - \$55,000
- General construction (masonry, concrete, wood, plastic, furnishings)  
- \$1,375,830
- 15% Contingency - \$259,233

### Feasibility and Cost Justification

The cost of this project is due to the significant structural work that is needed on the upper floors of this building in order for them to be inhabited. Major structural issues include broken and cut floor joists, deficient support columns, deteriorated roof trusses, joists and beams, and miscellaneous deficiencies in the building envelope. The DRI funds will help reduce the sizable debt service that will be incurred in the efforts to restore this building to its original stable condition.

### Regulatory Requirements

Building permits, Change in Occupancy permit

### Timeframe for Implementation and Project Readiness

- Design – 3 months;
- Construction Documents – 3 months;
- Bidding/Permitting – 1 month;
- Construction – 7-8 months.

### Project Reporting

As part of construction administration services, the architect will make regular project jobsite visits to monitor the project's progress and adherence with the construction documents. These visits will include job meetings with the contractor, pertinent sub-contractors and an owner's representative. Lease and waitlist information will be provided to analyze the need for additional housing in the downtown.



***Precedent image of luxury apartments***

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# B-12 | Complete the Creation of the Cortland Business Innovation Center

**DRI Funding Request/Total Project Cost**  
\$484,000/\$2,200,000

## Project Description

The project will serve Cortland County's nearly 49,000 residents and increase visitation from the I-81 corridor. This currently vacant facility will provide a physical space for the ideation and commercialization of concepts into viable businesses. There will be retail spaces for four businesses on the first floor, eight co-working and startup offices on the second floor, and one entrepreneur in residency on the third floor. Programming will assist and enhance the proposed DRI Business and Building Grant Project and the City's Micro-enterprise Grant program success rates. The local economic development team will help ensure that businesses are created that reflect the culture of the community with an emphasis on the creative economy and opportunities to address sales voids. DRI funds will be used for the final phase of the project (unfinanced portion) to complete the building's first and second floor interior buildout along with the façade improvements.

**Project Location/Address**  
40 Main Street

**Sponsor**  
Cortland Downtown Partnership

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Promote the adaptive reuse of underutilized buildings in the downtown for mixed use development including market rate housing;
- Establish programs to grow small businesses and downtown retail;
- Create an identity that will appeal to current and future generations;
- Increase collaboration between downtown and local institutions; and
- Increase opportunities to attract innovative and/or culturally based businesses and grow the local property tax base.

## Public Support

The project is supported by New York State priorities for job creation under the Business Incubator "Hot Spot" model and "StartUp NY" program. There is also strong interest from the business and local community with the project's potential to address identified sales voids, fill available storefronts with viable retail businesses,



**Existing building**

and enhance vacant or underutilized upper floors with creative spaces and/or live-work spaces. Community outreach efforts, including those during the DRI process, have yielded support for investment to support the deployment of start-up businesses. The project has been under development since 2011 with public support dating back to 2008.

### Jobs Created (does not include construction jobs)

25

### Ownership of Property

Sponsor-owned.

The project partners identified above are committed to a sustainable approach to improve the process for local business startups. The key partners represent a public private partnership that includes professionals working in the local business and government communities. The capacity of the group will allow the project to reach out to provide programming throughout the county's downtown areas with emphasis on the Cortland DRI's catchment area as a regional hub for commerce and culture.



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CORTLAND, NEW YORK

### Acquisition of Real Property

N/A

### Renderings of proposed improvements

### Anticipated Revitalization Benefits

The project will have tremendous benefits for the downtown over the course of the short, middle and long term. The mixed-use building at 40 Main Street will create jobs to strengthen the cultural and commercial nature of downtown through the Cortland Business Innovation Center (CBIC) and promote downtown residency by adding a high-end living space. The CBIC will serve as downtown's hub for commerce and culture connecting the Cortland Downtown Partnership and supporting local organizations, institutions and businesses with aspiring entrepreneurs. Programming at the building will be targeted primarily toward downtown economic development, but the project will also generate positive impacts for the economic, social, and environmental well-being of the entire county.

### Future Use of Structure

- 1st floor- Commercial space, designed for retail incubation;
- 2nd floor- Commercial space, designed for a hybrid model of co-working and incubation space of creative businesses;
- 3rd floor- Residential space designed for an entrepreneur in residence to support the 24/7 nature of the building's programming.

### Project Budget

\$2,200,000

\$1,716,000 funds already committed or invested - \$500,000 Restore grant matched with \$1,200,000 in funding

The already financed phase of the project will begin in January 2018 and needs to be completed by May 2018 to meet NYMS deadlines. The scope of the financed work includes all efforts associated with bringing online the third floor of the building.

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DRI funds will be used for the final phase of the project (unfinanced portion) to complete the building's first and second floors along with the façade improvements. Without DRI commitment the last phase of construction will not start and the building will not be able to be completed.

A cost estimate letter provided by Bellows Construction Specialties on December 28, 2017 indicates that there is \$1,018,541 in remaining construction costs in the building that includes demolition, asbestos abatement, concrete, masonry, masonry restoration, steel, rough and finish carpentry, cabinets & casework, roofing, historical window repair, painting, doors & hardware, gypsum wallboard, flooring, glass & glazing, and specialties. This work should be sufficient to obtain a certificate of occupancy. This cost estimate includes some work that has already been financed and the portion of the project to which DRI funding would be applied.

### **Feasibility and Cost Justification**

The Cortland Downtown Partnership is a membership driven 501(c) 3 organization that was incorporated on January 20th 2006 and is charged to enhance and promote the commercial and cultural offerings of Historic Downtown Cortland. An increased emphasis on retail creation is supported by the city's 2016 Market Analysis. Findings have shown that significant economic opportunities exist through identified retail sales voids, as well as through the redevelopment of currently vacant or underutilized upper-floors, which will improve the creative economy.

### **Regulatory Requirements**

All local reviews, approvals and permits have been completed.

### **Timeframe for Implementation and Project Readiness**

All reviews, approvals, permits and designs have been completed. The total construction duration for this phase of the project is estimated to be six months.

### **Project Reporting**

All grant award requirements will be handled by the Cortland Downtown Partnership working closely with municipal and local economic development team partners.

Quantitative and Qualitative data will be collected internally to measure performance and will be shared as required via the state's reporting criteria.

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**Goal C: Update infrastructure that integrates technology and sustainability to address 21st Century needs**

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# C-1 | Reimagine Main Street Infrastructure and Streetscape

## DRI Funding Request/Total Project Cost

\$5,089,248/\$5,089,248

## Project Description

Cortland has had a one-way Main Street for the past 50 years. As part of its overall strategy to rethink and reimagine City transportation networks, the City commissioned a detailed study on the feasibility and impacts of redesigning the Main Street transportation network. This study was completed in early 2017 and focused on the traffic and economic impacts of changing traffic patterns. After meeting with local business owners to discuss various options for converting Main Street, the option presented herein was unanimously selected as the preferred option. This redesign integrates a two-way Main Street with back-in angle parking, pedestrian improvements including bump-outs and mid-block crosswalks, and other streetscape improvements. The overarching goal of the project is to increase traffic safety and accessibility to the downtown in order to support the vast array of commercial offerings along Main Street, while at the same time promoting walking as an alternate transportation option and further beautifying the downtown.



*Rendering of Main Street Infrastructure Improvements*

## Project Location/Address

Main Street between Clinton Avenue and Port Watson Street

## Sponsor

City of Cortland

## Strategies

- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all;
- Enact the two-way Main Street conversion to allow for better circulation in the downtown especially for those not familiar with the City, and enhance access to Main Street businesses;
- Create an identity that will appeal to current and future generations; and
- Provide a connected, wireless downtown.

## Public Support

There is overwhelming public support for infrastructure improvements that create a safe and accessible walkable environment in the downtown. A meeting with a significant number of downtown business and property owners produced unanimous support of a two-way street Main Street conversion with enhanced pedestrian amenities. This project has the support of the Cortland County Business Development Corporation, Chamber of Commerce, Tourism, the Cortland Downtown Partnership, and NYSDOT. Additionally, this project had the highest public support of all of the Priority Projects presented at the third Public Open House, as evidenced by the results of the distributed public input sheets.

## Project Ownership

City of Cortland

## Project Partners

The proposed improvements are within the jurisdiction of government and will be financed by public funds. As such, they do not require formal approval by individual property owners. However, the City recognizes that to be successful a two-way Main Street needs public support – especially and most importantly from owners of businesses and buildings in the target area. Therefore, the City looks at these stakeholders as partners in this venture, which is why educating them and soliciting their support has been a priority. The City Council is also seen as a key partner as it represents the public at large. In addition to the general support of businesses, organizations representing them have also expressed support for this venture. Examples include the Cortland Building Development Center, Chamber of Commerce, Tourism and the Downtown Partnership as well as NYSDOT.

## Capacity

The City has the necessary jurisdiction to implement and maintain this project.



**Rendering of Main Street Infrastructure Improvements**

## Project Budget

\$5,089,248

### Budget Breakdown:

- Survey/Design - \$848,208;
- Water Supply/Drainage/Sanitary - \$358,000;
- Curb to Curb (road and bump-outs) - \$464,000;
- Road Striping/Markings - \$5,000;
- Intersections (signals/alignment) - \$550,000;
- Streetscape (behind curb- paving, trees, etc.) - \$1,782,000;
- General (erosion control, MPT, etc.) - \$375,000;
- Contingency - \$706,840.

## Funding Sources

This project will be fully funded through the DRI with the possibility of obtaining additional state funds at a later date (amount unknown at this time).

## Feasibility and Cost Justification

Cities across the country are successfully reverting to two-way Main Streets with positive results. This project will help the City accomplish the goals cited above and stimulate economic development. Combined with proposed improvements to infrastructure, this project is anticipated to have a major positive impact on the overall revitalization effort.

This project has evolved through the DRI process into a more defined and expanded scope of work. During the scoping of the Main Street infrastructure and streetscape project it was brought to light that the infrastructure located underneath Main Street was past its useful life and in imminent need of replacement. It was determined that this replacement work should be included in the scope of the Main Street conversion and streetscape work to eliminate the need to rip up the newly constructed roadway in the future. This work is essential to supporting the current private sector development investments and future private sector development investments along Main Street. The project budget breakdown includes all elements that were deemed important to the city including accessible walkways, bumpouts to reduce crossing distance across Main Street, and enhanced landscaping. This estimate also includes design costs and contingency, which were not considered in the original application.

## Regulatory Requirements

City Council approval

## Timeframe for Implementation and Project Readiness

Timeframe for implementation of this project may vary dramatically due to the outsourcing of the design work and some parts of the construction.

- City Council approval - 2 months;
- Requesting proposals from Engineering Firms and selecting a vendor - 2 months;
- Design - 3 months;
- Construction - 8 months.



**Historical (top) and current (bottom) images of Main Street**

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**Project Reporting**

Progress monitoring will be ongoing. Benefits can be measured by increased traffic economic activity and sales tax revenue.

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# C-2 | Establish a State of the Art Downtown WI-FI System and City-Owned Cable for Internet Access

## DRI Funding Request/Total Project Cost

\$386,000/\$386,000

## Project Description

This project comprises a build-out of backbone and “last mile” data delivery infrastructure. Infrastructure will include installation of fiber optic data lines, possibly with a combination of coaxial customer service drops to facilitate re-usage of large cable modem install base. The network will serve internet access at very high speed to both residential and commercial customers, while also supporting a public Wi-Fi network. Service costs will cover network maintenance, administration, and offset costs for expansion opportunities. The completed project will provide internet access with a speed high enough to attract major users of data services.



## Project Location/Address

Initial rollout has two possible scopes. The first scope, addressing maximum potential customer density, will be along Main Street from Groton/Clinton Ave to Tompkins/Port Watson Street. The second phase will encompass a larger area (not a part of this project) and will expand to the east and west of Main St. to increase the user base.

## Sponsor

City of Cortland

## Strategies

- Invest in downtown destinations for residents, workers, and visitors, and to attract new businesses and residents;
- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all; and
- Provide a connected, wireless downtown.

## Public Support

Feedback from the community to the Cable Commission indicates a desire and need for competition in the area of internet service. Concerns of residents and property owners regarding the future of broadband access also necessitate the City becoming more active in service provision.

## Project Ownership

City of Cortland, or a designated governance organization.

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**Project Partners**

Assisting the City of Cortland: SUNY Cortland UPD IT, Chair of City’s Cable Commission (Eamon O’Shea), Finger Lakes Technology Group, Thoma Development (Rich Cunningham). Partners will also include current internet service providers (ISPs) interested in service provision on Main Street. Every building within the DRI boundary area is a potential customer.

**Capacity**

The city has managed several large Public Works projects including a \$500,000 restoration of the Port Watson Public Parking lot and phase 1 of the reconstruction of the City’s Waste Water Treatment Plant at a cost \$12.5 million dollars.

**Project Budget**

\$386,000

- \$40,000/mile (4 miles, \$160,000);
- Termination point work, \$20,000;
- Wireless headend, \$80,000;
- Portal, \$12,000;
- Outdoor Access Points, \$44,000;
- Access Point installation: \$50,000 (\$2,000 each);
- Overhead/contingency, \$20,000.

**Funding Sources**

This phase of the project will be fully funded through the DRI. Potential future funding sources for future phases include – the FCC, Appalachian Regional Commission, and private investors/building owners.

**Feasibility and Cost Justification**

Currently, ISPs typically combine projects in a piecemeal manner and work to provide service one structure at a time. Installing a trunk line that every building on Main Street could access will be a more efficient and effective method of providing broadband access. Having secure, high speed, cost efficient internet access will be attractive to businesses, residents, and visitors.

**Regulatory Requirements**

None

**Timeframe for Implementation and Project Readiness**

The initial phase will take place during the proposed infrastructure work on Main Street.

**Project Reporting**

Construction, testing and rollout benchmarks will be designated during the design phase. The City will actively work with current ISPs and property owners to establish a more efficient connection between customers and providers.

# C-3 | Develop Marketing Materials for Collection and Vermicomposting of Food Service Establishment (FSE) Waste

**DRI Funding Request/Total Project Cost**  
\$8,400/\$8,400

## Project Description

This initiative leverages the City's existing pilot-scale vermicomposting project to include collection and composting of downtown Food Service Establishment (FSE) food waste. Vermicomposting differs from traditional windrow composting through its process, which occurs in trenches by the action of worms and requires no regular windrow turning. This results in much lower energy and labor requirements.

This project includes the development of unified messaging materials for participating FSEs, which will help bolster downtown Cortland's identity as eco-conscious and will help encourage more FSE's to participate in the vermicomposting program. Messaging materials include window decals, flyers, and branded waste collection bins.

## Project Location/Address

This project will extend throughout DRI area. The City has identified 26 FSEs and 1 neighborhood grocery market within the DRI zone that could be potential participants. Not all of these FSEs are likely to be viable candidates, but it is expected that 15 or more will be interested.

## Sponsor

City of Cortland

## Strategies

- Create an identity that will appeal to current and future generations;
- Increase collaboration between downtown and local institutions; and
- Encourage projects that reduce the City's environmental footprint.



**Mockup of window decals touting participation in Cortland's vermicomposting program**

## Public Support

The City of Cortland's Climate Action Plan (CAP) includes the goal of increasing the beneficial reuse of materials that will otherwise be landfilled. The CAP was developed over a considerable amount of time with the assistance of the Central NY Regional Planning and Development Board. The CAP then became the subject of public hearings and was finally approved by the Common Council. Additionally, the Environmental Advisory Committee was approached by the proprietor of a downtown restaurant expressing interest in this exact type of program.

## Project Ownership

City of Cortland

## Project Partners

Larsen Engineers, Organix Green, downtown FSEs, SUNY Cortland

## Capacity

Organix Green Industries has been operating a Vermicycling Facility in the Town of Seneca Castle, NY for over 10 years. This has included food waste and lawn and yard debris. Larsen Engineers has provided consulting planning and engineering to Organix and other municipalities. Larsen has also undertaken Waste Stream Studies for the City of Auburn, colleges and industry. SUNY Cortland's Institute for Civic Engagement has extensive experience in matching up students with worthwhile learning experiences in roles that benefit the local community.

## Project Budget

\$8,400

- Project Development/design (Larsen Engineers) - \$4,500
- Waste Collection Bins - \$3,400
- Production of unified message materials - \$500

## Funding Sources

The project will be fully funded through the DRI.

## Feasibility and Cost Justification

This project will result in reduced waste disposal costs for food establishments and position downtown eateries as environmentally positive. This project will also improve "town/gown" relations through utilization of students in applied learning roles during development of the project.

This project aligns with the City's and County's goals of reducing the amount of organic wastes entering the county landfill and promoting sustainability among downtown businesses and their patrons. Potential impact includes slight reduction in disposal costs and potential increase in patronage in response to publicity regarding sustainability.



**Mockup of window decals touting participation in Cortland's vermicomposting program**

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## Regulatory Requirements

None

## Timeframe for Implementation and Project Readiness

- Weeks 1-2: Planning, Waste Stream Analysis, Business Education;
- Weeks 3-4: Program Design and Equipment Selection and Procurement;
- Weeks 5-6: Education and Training;
- Week 8: Kickoff with Chamber Luncheon.

## Project Reporting

Larsen Engineers, a designated food material hauler, and Organix will track volume of food scraps and paper collected from each food and grocery establishment. Questionnaires will be sent to FSEs regarding their perception of the program. SUNY students will perform street polling of downtown patrons to gauge their knowledge of and favorability toward the program.



**Mockups of window decals touting participation in Cortland's vermicomposting program**

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# C-4 | Improve Downtown Trash and Recycling Collection

## DRI Funding Request/Total Project Cost

\$50,000/\$50,000

## Project Description

Currently, residents place their trash and recycling on the curb of Main Street sidewalks on the appropriate scheduled pick-up day, though businesses and restaurants are urged to use the dumpster corral located in the Groton Avenue parking lot. This project will eliminate residents, businesses and restaurants placing their trash and recycling on the sidewalks of Main Street, creating a more sanitary and aesthetically pleasing environment. To do this, a compacting dumpster unit will be installed at the Groton Avenue lot for all residents, businesses and restaurants to use. Installation of this unit will include building a cement pad with a 3-phase electric source and an enclosure. This project will also provide additional recycling containers along Main Street and a large recycling dumpster in the Groton Avenue lot for recycling from businesses.

The project could potentially serve all residents and businesses located on Main Street, and will also benefit patrons who visit Main Street by ensuring more navigable and accessible sidewalks.

## Project Location/Address

The city will install the compacting dumpster unit at the location of the current garbage corral (Groton Ave parking lot).

## Sponsor

City of Cortland

## Strategies

- Create an identity that will appeal to current and future generations;
- Increase collaboration between downtown and local institutions; and
- Encourage projects that reduce the City's environmental footprint.

## Public Support

This project has the support of Mayor Brian Tobin, the City's Department of Public Works, the Cortland Downtown Partnership (which has a vested interest in removing trash and recycling from downtown sidewalks), and Bert Adams Disposal (the City's current waste hauler).



**Recycling bins currently deployed by the City of Cortland**

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This project aligns with the ideals of the Central New York REDC, as a more streamlined approach to disposing of trash and recycling will promote a cleaner and more efficient streetscape.

**Project Ownership**

City of Cortland

**Project Partners**

Bert Adams Disposal, Cortland Downtown Partnership

**Capacity**

The City of Cortland Department of Public Works is always striving to make the City a cleaner and more efficient place to live. Recent examples include: placing six (6) recycling receptacles on Main Street and the total renovation to the Franklin Street Composting Site.

**Project Budget**

\$50,000

- \$25,000 - Compactor Unit;
- \$25,000 - Concrete pad, enclosure, and electrical needs.

**Funding Sources**

The project will be fully funded through the DRI.

**Feasibility and Cost Justification**

The cost benefit associated with the project is unknown at this time. No analysis has been completed and the management and monitoring of the unit has been discussed but not yet decided on at this time.

**Regulatory Requirements**

Requirements include financial review and approval by City of Cortland Common Council and legal review by Corporation Counsel.

**Timeframe for Implementation and Project Readiness**

- Design pads, fencing and electric feeds – 1 month;
- Construction – 1 month.

**Project Reporting**

City of Cortland DPW could provide data related to how much waste is typically generated in the downtown area and the costs associated with the tonnage being disposed of at the landfill by the current garbage and recycling collector.

# C-5 | Enhance Clinton Avenue Gateway

## DRI Funding Request/Total Project Cost

\$1,000,000/\$12,000,000

## Project Description

This project can be briefly summarized as a complete streets-approach to improving upon the existing infrastructure. Elements of this project include on and off-street green stormwater management practices such as rain gardens, infiltration bump outs, and planting strips; defining the Gateway into the downtown; and encouraging alternative modes of transportation by implementing safer and better defined pedestrian and bike infrastructure.

The primary goals established by the community from the Clinton Gateway initiative that apply to the portion located within the DRI boundary were:

- Enhance a sense of community identity and 'branding';
- Address bicycle and pedestrian comfort and safety;
- Enhance economic development by directing visitors to the central business district;
- Emphasize connections to the downtown district and SUNY Cortland;
- Encourage investment in improvements to private properties;
- Promote the city as aspirational and forward-looking;
- Provide innovative and architecturally interesting design solutions that reference Cortland's unique character.

The City intends to complete the following work with DRI funds within the delineated boundary:

- Replacement of the iron pipe water main between Main Street and the intersection of Main, Church, Greenbush & Elm Streets;
- Replacement of the Sanitary Sewer Main between Main Street and the intersection of Main, Clinton, Greenbush & Elm Streets. An engineering assessment funded by an EFC Technical Assistance Grant (CFA #37145) concluded that the sanitary system within the DRI boundary "appears to be at the end of its useful life."
- Rebuilding sewer manholes serving the Clinton Ave sewer main within the DRI Boundary. The engineering assessment of October 31, 2014 found that all manholes in the DRI boundary area were constructed as part of the original construction (1927) of the Clinton Avenue sewer main.
- Pedestrian and bicycle improvements are also included in this project.

## Project Location/Address

Clinton Avenue between Main Street and the intersection of Main, Church, Greenbush & Elm Streets

## Sponsor

City of Cortland



## Strategies

- Create strong gateways, wayfinding and complete streets to strengthen connections between destinations and amenities and to make the downtown inviting and accessible to all.

## Public Support

The concept of redeveloping Clinton Avenue began in 2009 as part of the revisions and updating to the City's Comprehensive Plan. In 2012 the City and Seven Valley's Heath Coalition partnered in funding a \$30,000 conceptual design initiative. In August of 2012 a steering committee was established to solicit proposals from qualified firms to undertake a thorough process which sought to engage the community in the conceptual design. A final public open house meeting was held in February 2013 to present the plans to the public and receive additional feedback. The community overwhelmingly supported the Clinton Avenue project.

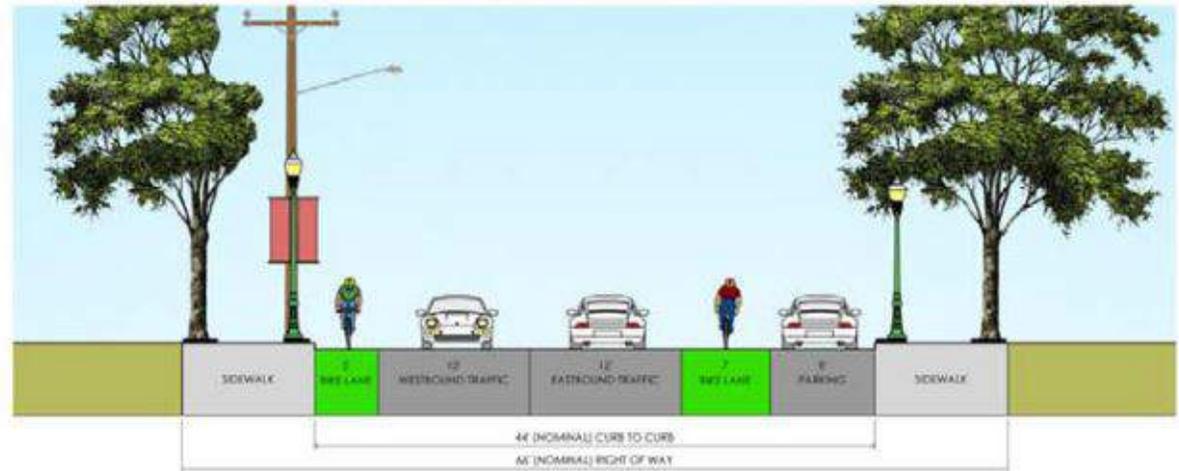
## Project Ownership

City of Cortland

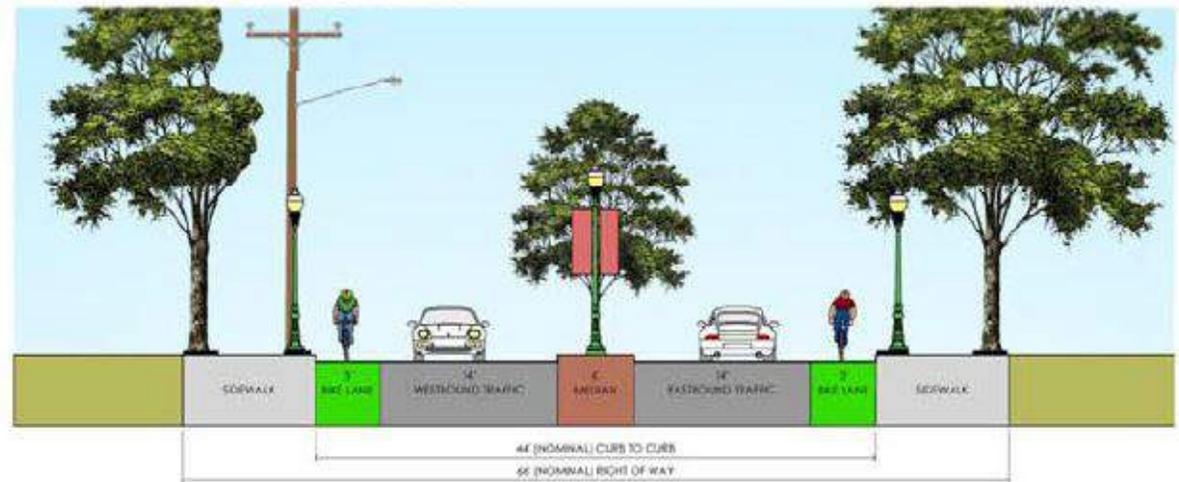
## Project Partners

The NYS DEC awarded \$2,000,000 through the 2017 CFA process (CFA# 73697) for construction of a Pedestrian/Bicycle pathway connection between SUNY-Cortland campus and Yaman Park. This pathway transects Clinton Avenue within the DRI boundary. Clinton Avenue is a NYS Roadway and therefore subject to NYSDOT approvals.

TYPICAL MID-BLOCK SECTION A-A



TYPICAL MID-BLOCK SECTION B-B



*Schematic renderings of Clinton Avenue improvements*

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## Capacity

- In the mid 1980's the City rehabilitated the streetscape of Main Street between Clinton Avenue and Port Watson Street;
- The City's Department of Public Works engages in an annual program to replace water, sewer and storm water infrastructure as funding permits. In 2003 the City funded the \$1 million Sewer Rehabilitation and Replacement Storm Water Drainage Improvement initiative;
- In 2016 the City's Department of Public Works undertook and successfully completed the restoration of the Port Watson Public Parking lot to enhance the quality of parking in support of activities at the new downtown center of the Cortland Repertory Theatre at a cost exceeding \$500,000;
- The City has recently completed phase 1 of the reconstruction of the City's Waste Water Treatment Plant at a cost \$12.5 million dollars and is currently engaged in phase 2 at an addition cost of \$4.1 million dollars.

## Project Budget

\$12,000,000

## Funding Sources

Nearly \$11,000,000 in funding has been secured.

	Grant	Loan	Match	Total
DOT - TEP	\$680,000.00		\$136,000.00	\$816,000.00
EFC - GIGP	\$837,374.00		\$191,779.00	\$1,029,153.00
EFC - CWSRF	\$995,725.00	\$2,987,175.00		\$3,982,900.00
HCR - CDGB	\$750,000.00			\$750,000.00
DOS - LWRP	\$500,000.00		\$500,000.00	\$1,000,000.00
EFC - ICG	\$875,000.00			\$875,000.00
DEC - CSC	\$2,000,000.00			\$2,000,000.00
TOTAL	\$6,638,099.00	\$2,987,175.00	\$827,779.00	\$10,453,053.00

The city has legislation pending before the State General Assembly (S-5861-B & A-7852-B) to permit the City to raise funding for capital projects through the imposition of a local occupancy tax. If this legislation passes, the project budget and scope may expand.

## Feasibility and Cost Justification

- The water, sanitary and storm water infrastructure beneath Clinton Avenue within the DRI boundary was constructed prior to 1927 and except for limited replacement remains as originally constructed. Now well beyond their intended lives, the systems existing within the DRI boundary have either failed or are failing. The system's current conditions and declining capacities will not support the extensive rehabilitation and usage of the downtown core envisioned in the DRI Investment Plan.
- Reconstruction and rehabilitation of the Clinton Avenue utility infrastructure and surface streetscape and construction of the pedestrian and bicycle pathway transacting the DRI boundary will significantly improve the environmental health and safety of the entire DRI boundary area and projects located within. Improvements to Clinton Avenue within the footprint of the DRI boundary will assist with creating a complete street on the full length of Clinton Avenue that reduces traffic speeds and accidents, improves storm water quality and management techniques, provides an enhanced pedestrian realm that encourages more

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pedestrian movement, and promotes bicycle usage as an alternative transportation mode.

### **Regulatory Requirements**

Construction permits will be required of NYS DOT, and NYS DEC based upon final approved engineering plans.

### **Timeframe for Implementation and Project Readiness**

Two-year construction timeline commencing in Spring 2019. Conceptual design of the entire project has been completed. Preliminary Engineering and design drawings on the sewer, water and stormwater infrastructure elements have been submitted to the NYS DOT and Environmental Facility Corp. for review and comment.

### **Project Reporting**

The City will issue an RFP for Construction Management Services.

## Project Summary Table

Project Number	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
<b>C-5</b>	Enhance Clinton Avenue Gateway	Work in the DRI area includes sanitary sewer main replacement, water main replacement, rebuilding sewer manholes, and pedestrian and bicycle improvements.	City of Cortland	\$12,000,000	\$1,000,000	DRI, Other State Funds Secured	January 2019	March 2021	0
<b>C-1</b>	Reimagine Main Street Infrastructure and Streetscape	Increase traffic safety and accessibility to the downtown in order to support the vast array of commercial offerings along Main Street, while at the same time promoting walking as an alternate transportation option and further beautifying the downtown. Includes water, drainage, and sanitary infrastructure improvements.	City of Cortland	\$5,089,248	\$5,089,248	DRI	January 2019	June 2020	0
<b>B-12</b>	Complete Creation of the Cortland Business Innovation Center	Retail spaces for four businesses on the first floor, eight co-working and startup offices on the second floor and one entrepreneur in residency on the third floor.	Cortland Downtown Partnership	\$2,200,000	\$484,000	DRI, Restore Grant and other funds already obtained	January 2019	June 2019	25

Project Number	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
<b>B-11</b>	Renovate 83-85 Main Street for Mixed Use Development	Historical rehab including mitigation of structural issues and creation of nine new apartments.	Steve Franco and Jamie Yaman	\$1,987,454	\$500,000	DRI, Private Equity	January 2019	March 2020	0
<b>A-4</b>	Renovate a Historical Downtown Building for a Multi-Use Entertainment Facility	Multi-use entertainment facility with bowling lanes, live performance space, audio/visual recording studio, rooftop park.	Chris Merkley	\$1,421,550	\$975,000	DRI, Private Equity	January 2019	February 2020	25
<b>B-1</b>	Create a Building, Business, and Alternative Energy Loan/Grant Fund to Assist Building Owners and Business Startups in the City of Cortland	Building and business loan/grant fund to assist building owners and business startups. The fund may also support alternative energy installations.	City of Cortland	\$1,300,000	\$600,000	DRI, NYSEERDA and federal solar rebates	January 2019	Ongoing	0
<b>B-3</b>	Renovate 13-15 Central Avenue to Create New Office Space	Creation of 9,000 SF office space.	McNeil Development Company, LLC	\$760,000	\$325,000	DRI, Private Equity	January 2019	March 2020	27
<b>B-5</b>	Renovate 37-39 Port Watson Street Mixed Use Building and Create New Apartments	Create four new apartments, including two that are fully accessible, façade improvements.	Paul Gallow	\$750,000	\$300,000	DRI, Private Equity	January 2019	August 2019	0
<b>A-7</b>	Establish Vine Health and Fitness – A State of the Art Gym Located Downtown	A 5,000 square foot wellness center with state-of-the-art exercise equipment and amenities.	Janine Franco	\$702,720	\$350,000	DRI, Private Equity	January 2019	July 2019	2

Project Number	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
<b>B-4</b>	Create new Apartments at 73 Main Street	Create two new apartments and redevelop 4,000 SF retail/ office space.	McNeil Development Company, LLC	\$540,000	\$220,000	DRI, Private Equity	January 2019	February 2020	0
<b>A-2</b>	Renovate Courthouse Park Including a Mobile Stage for Performing Art	Aesthetic improvements to Courthouse Park including a new performing arts stage with state-of-the-art amenities and a new fountain at the park entrance.	City of Cortland	\$443,750	\$443,750	DRI	October 2018	June 2019	0
<b>B-8</b>	Redevelop and Stabilize Harold (Keator) Block Mixed Use Building	Create three new apartments and stabilize the structure. Building is on National Register.	Steve Wineburg	\$424,429	\$297,100	DRI, Private Equity	January 2019	March 2021	5-9 FT
<b>C-2</b>	Establish a State of the Art Downtown Wi-Fi System and City-Owned Cable for Internet Access	Buildout of backbone and "last mile" data delivery infrastructure. The network would serve internet access at very high speed to both residential and commercial customers, while also supporting a public Wi-Fi network.	City of Cortland	\$386,000	\$386,000	DRI	January 2019	June 2020	0
<b>B-10</b>	Renovate Fiorentini Block for Mixed Use Retail and Residential Development	Project will include a new water line to be installed from the street to provide sprinklers throughout the entire building so that new apartments can be built on the upper floors.	Michael Niswender and Barry Warren	\$310,000	\$80,000	DRI, Private Equity	January 2019	October 2020	0

Project Number	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
<b>B-9</b>	Create new Apartments at 29 Central Avenue	Create six new apartments and renovate 2,000 SF office/retail space.	McNeil Development Company, LLC	\$300,000	\$85,000	DRI, Private Equity	January 2019	February 2020	10
<b>B-6</b>	Preserve and Restore SUNY Alumni Carriage House	This project will preserve and repurpose a structure that is vital to the historical restoration of our community.	SUNY Cortland Alumni Association	\$300,000	\$100,000	DRI, SUNY Alumni Funds	January 2019	August 2019	0
<b>A-3</b>	Create a Downtown Pocket Park	New downtown pocket park on vacant property with landscaping, seating, and art installations.	City of Cortland	\$280,000	\$250,000	DRI	January 2019	July 2020	0
<b>A-1</b>	Establish the Crown City Artworks Project	Public art installations throughout the DRI area to enhance the appeal and attractiveness of these spaces and draw attention to art as an integral component of downtown revitalization.	City of Cortland	\$200,000	\$200,000	DRI	January 2019	March 2020	0
<b>B-7</b>	Renovate the Façade at BRIX	Installation of floor-to-ceiling glass doors at BRIX to provide a connection between the interior and exterior seating areas.	Chris Calabro	\$159,800	\$50,000	DRI, Private Equity	January 2019	June 2019	2 FT, 6 PT

Project Number	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
<b>B-2</b>	Establish the SUNY Cortland Institute of Applied Geospatial and Drone Technology	The Institute for Geospatial and Drone Technology will be a resource for entrepreneurs, startup companies, Central New York and the Cortland community.	SUNY Cortland	\$150,000	\$100,000	DRI, SUNY Cortland Funds	January 2019	October 2019	1
<b>A-5</b>	Enhance Gateway to Main Street Through Streetscape Improvements and Creation of a Pocket Park	Streetscape improvements on North Main Street and Clinton Avenue and creation of pocket park with mural.	David Yaman	\$115,350	\$71,750	DRI, Private Equity	April 2019	May 2019	0
<b>A-6</b>	Create Cortland's First Community Bike Share in the Downtown	Free community bike share program run from the City Library.	Seven Valleys Health Coalition	\$70,805	\$35,402	DRI, SVHC Funds	January 2019	May 2019	2 PT
<b>C-4</b>	Improve Downtown Trash and Recycling Operations	A compacting dumpster unit would be installed at the Groton Avenue parking lot for all residents, businesses and restaurants on Main Street to use.	City of Cortland	\$50,000	\$50,000	DRI	January 2019	March 2019	0
<b>C-3</b>	Develop Marketing Materials for Collection and Vermicomposting of Food Service Establishment (FSE) Waste	Development of unified messaging materials for participating FSEs will help bolster downtown Cortland's identity as an eco-conscious city.	City of Cortland	\$8,400	\$8,400	DRI	January 2019	March 2019	0