

# FROM BROWN TO GREEN:

## *A Revitalization Strategy for the Downtown Rome Brownfield Opportunity Area*

### Implementation Strategy



## EXECUTIVE SUMMARY

City of Rome, New York  
Department of Community & Economic Development



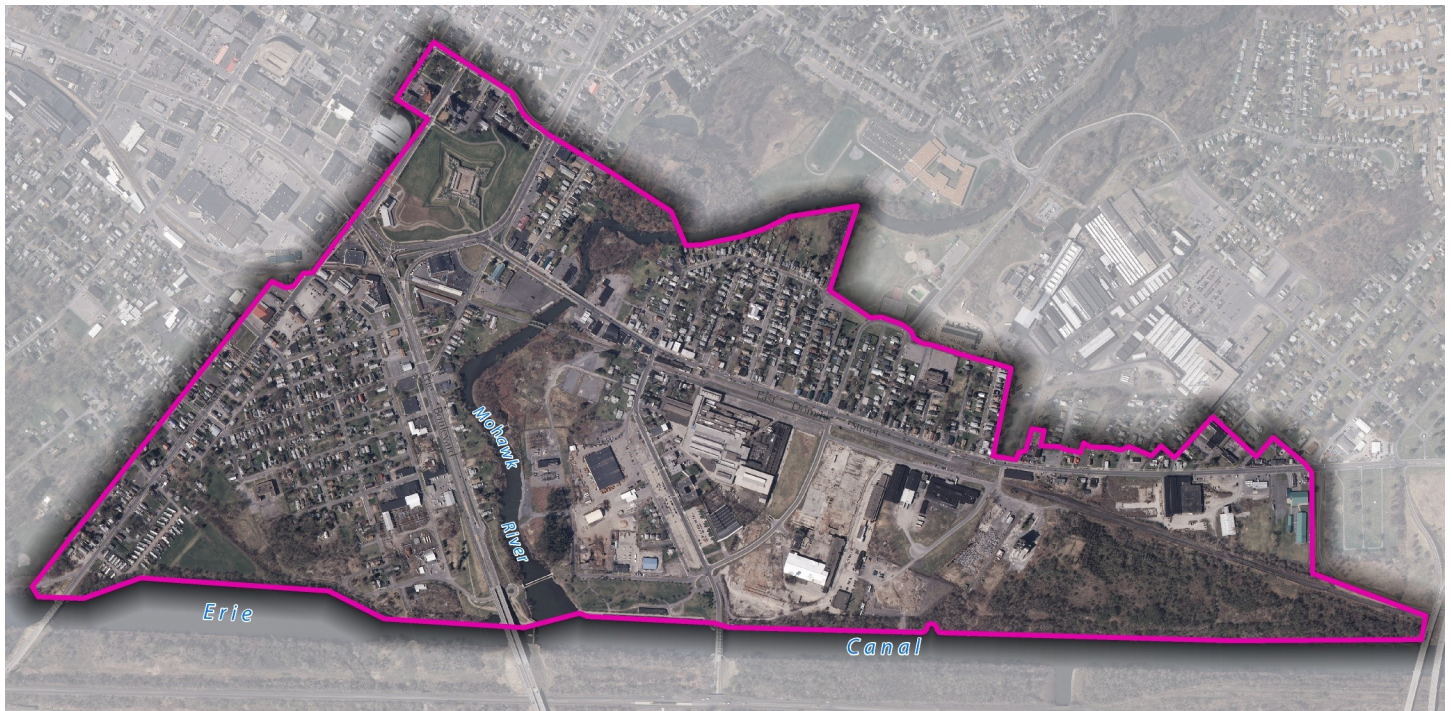
**FROM BROWN TO GREEN:**  
*A Revitalization Strategy for the Downtown Rome  
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## a snapshot

### 513 acres

- 24% community service
- 60% public services
- 78% in Investment Zone

### 991 parcels

- 516 residential
- 298 vacant
- 122 commercial
- 83 publicly-owned

### 92 brownfields

- 69 developed brownfields
- 23 vacant brownfields
- 272 underutilized properties

### 18 Strategic Sites

## *“From **Brown** to **Green**...”*

Known historically as the industrial and manufacturing center of Oneida County, Rome is embracing a future based on sustainable activity. The Downtown Rome Brownfield Opportunity Area is a critical step forward as Rome redefines itself as a city of viable industry, high quality neighborhoods, and accessible waterfronts.

Rome is rehabilitating old housing and building new energy efficient homes. Rome is preparing brownfields for ‘green’ redevelopment. Rome is investing in renewable energy projects. Rome is supporting the development of alternate transportation systems. Rome is capitalizing on its water resources for recreation and economic development. Rome is a destination for sustainable living, working, and playing in New York State.



# INTRODUCTION & OVERVIEW

## Project Background

The City of Rome has undertaken numerous projects and planning activities to spur revitalization. The Downtown Rome Brownfield Opportunity Area (referred to as “From Brown to Green: A Revitalization Strategy for the Downtown Rome BOA”) is the City’s culminating effort, combining planning, economic development and marketing to rebuild its former industrial and manufacturing core into a sustainable community with high quality neighborhoods, diverse job opportunities, and accessible recreation alternatives. The BOA provides a roadmap for redevelopment within this classic American City.

### WHAT IS THE BOA PROGRAM?

The BOA program is funded, administered, and overseen by the New York State Department of State (DOS) and Department of Environmental Conservation (DEC). The program is devised to assist communities in the establishment of a community-based revitalization plan and implementation strategy to achieve brownfield redevelopment. At the completion of the program, communities will be designated a Brownfield Opportunity Area, increasing their competitive position for access to funding and incentives under the DEC Brownfield Cleanup Program and the Empire State Development Corporation’s economic development programs, among many others.

#### 3 Step Program

##### STEP 1: Pre-Nomination study

- Preliminary analysis of community and potential brownfields
- Identification of a manageable study area
- Establishment of partnerships with key stakeholders
- Initial summarization of opportunities for renewal

##### STEP 2: Nomination study

- Comprehensive analysis of study area and brownfield sites
- Analysis of economic and market trends
- Recommendations for revitalization

##### STEP 3: Implementation strategy

- Detailed individual environmental site assessments
- Creation of detailed reuse and redevelopment strategies
- Marketing strategies for individual sites

The DOS and DEC recognize the expansive detrimental impacts brownfield sites have on their surrounding neighborhoods, and that brownfield impacts are not limited to individual sites or adjoining property. The marketability and viability of entire neighborhoods are impacted by the presence, or potential presence, of contaminated sites by negatively affecting the psychology of residents and potential investors. The negative psychological effects of brownfields can lead to disinvestment and blight radiating outward far beyond individual sites.

## Overview of Downtown Rome BOA

The City of Rome’s first Brownfield Opportunity Area (BOA) is a 513 acre site that includes a mixture of residential, industrial, commercial and retail land uses. The BOA includes some of the City’s primary cultural resources, 529 residential properties, 200 retail businesses and miles of undeveloped land along the Mohawk River and Erie Canal that provide significant opportunities for revitalization and reinvestment.

The center of the BOA is an industrial area known as the East Rome Business Park, which includes 200 acres of public and private parcels. The former General Cable Corporation occupied approximately 17 acres in the Business Park until the mid-1960’s. The closure of General Cable left behind a series of large and very visible vacant manufacturing buildings with connected basements and acres of underground storage tanks in contaminated soil.

Nearly \$6 million in Federal, State and local funding has been leveraged during a 40-plus year period of investigative and cleanup processes for this property, leading to demolition, remediation and access improvements at the heart of the East Rome Business Park. An additional \$1.5 million in DOS RESTORE-NY Program funding was secured and utilized in 2008 to rubble remaining structures and bring much of the General Cable site to a “shovel-ready” condition. This investment resulted in the sale of six acres to American Alloy Steel (AAS) and the construction of the Business Park’s newest building, a 60,000 square foot steel manufacturing facility.

The BOA project provides Rome with an opportunity to build on the successes of recent years, including the AAS new construction and recent waterfront and downtown development within the target area. With a goal to create jobs and improve the quality of life in Rome and the Oneida region, the BOA will help coordinate and accelerate smart and innovative business and residential growth, both public and private, within the City’s core. Through the BOA study, the City will identify development opportunities and financial resources to enable residents to *live, work and play* within the Study Area.

## PAST PLANNING EFFORTS

### Rome Main Streets Assessment (2002)

The National Main Street Center, a division of the National Trust for Historic Preservation, provided Rome an assessment of its downtown in 2001. The project resulted in the identification and classification of three 'Main Street' commercial corridors: James Street; East Dominick Street; and West Dominick Street. The East Dominick Street corridor and parts of the James Street corridor are included in the BOA.

### Kingsley Avenue and East Dominick Street Revitalization Plan (2003)

The East Rome Family Merchants Association, in coordination with the City and Fort Stanwix National Monument, completed a revitalization plan for East Rome incorporating the East Rome Business Park, East Dominick Street, Kingsley Avenue, and areas along the Mohawk River and Erie Canal waterfront. The Study focused on areas central to the BOA, and included a market analysis to identify potential market segments, as well as a proposed plan to attract tourists and niche businesses. The Kingsley Avenue Study indicated an overwhelming consensus from the community to provide a large-scale recreational component along the waterfront. Three redevelopment concepts were proposed within the BOA as a result of this study:

- a business park district
- a mixed-use urban village along East Dominick, and
- a waterfront entertainment district.

### City of Rome Comprehensive Plan (2005)

The Plan identified seven key goals for Rome:

- 1) Provide a stable, balanced and productive tax base.
- 2) Become the most business-friendly community in New York State.
- 3) Train and educate a modern workforce
- 4) Offer higher quality, market-appropriate housing choices
- 5) Develop 21<sup>st</sup> century infrastructure.
- 6) Support a healthy community and environment.
- 7) Build and protect rich urban amenities.

At the core of the Plan are three detailed Catalyst Projects, each of which are pertinent to the Rome BOA: A) a proposed sports complex within the BOA Study Area, similar to that described in the Kingsley Avenue Study; B) gateway development initiatives; and, C) a focused plan for downtown development.

### City of Rome Urban Design Plan (2006)

The Urban Design Plan was completed in response to recommendations from National Main Street Center Downtown Assessment and the Comprehensive Plan. Urban Design Plan recommendations are specific to all or portions of the BOA Study Area and will be considered in the planning process. The Design Plan includes a recreation component within the BOA area and focuses on physical and conceptual plans for improved visitors and resident access to Bellamy Harbor Park, the Mohawk River and the Erie Canal.

### Main Streets Design Guidelines (2006)

As part of the Urban Design Plan development process, a series of design guidelines was prepared for the three designated Main Streets corridors focusing on both residential and commercial structures. The guidelines are intended to restore streets as civic places; improve quality; preserve character; improve pedestrian safety; encourage economic development; and retain the character of historic structures. The Plan relates directly to the BOA, specifically to East Dominick and South James Streets, and will be considered further in the Implementation Strategy phase of the project.

### Rome-Utica Analysis of Impediments to Fair Housing Choice (2008)

The Analysis of Impediments report was completed as part of US Department of Housing and Urban Development requirements. The analysis aimed to identify issues which are facing residents of the City of Rome related to fair housing choices, difficulty receiving loans, housing discrimination and lack of safe housing conditions.

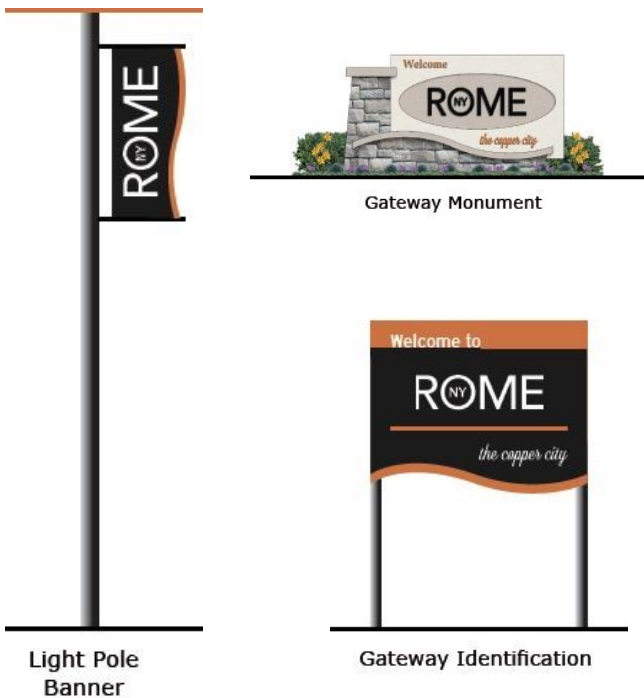


*The Rome Main Streets Design Guidelines offer a series of examples on best practices for the design of building facades along the primary thoroughfares within the City's downtown.*

## RECENT PLANNING EFFORTS

### Downtown and Waterfront Wayfinding Strategy (2017)

The Downtown and Waterfront Wayfinding Strategy and Design Plan fulfills a goal identified in the 2006 City of Rome Wayfinding Plan. Once implemented, the plan will improve navigation, overall aesthetics of the streetscape, and create dynamic and vibrant Downtown and Waterfront Districts. The plan will create a unified design strategy that outlines specific standards for signage based on location, type and intended user. The full plan can be found in Appendix A-1.



*Vehicular + Pedestrian Wayfinding Sign Palette Examples*

### Housing Inventory (2017)

The Housing Inventory describes the existing housing supply within the BOA study area and identifies opportunities for demolition, land assemblage, rehabilitation, new construction and programs to increase homeownership and improve housing quality. For the complete report, see Appendix A-2.

### Environmental Studies

#### *Environmental Site Assessments*

In 2016, Phase I Environmental Site Assessments (ESAs) were completed for a two strategic sites located within the BOA, the Former Rome Turney Site and the Former Canterbury Press Site. The purpose of a Phase I ESA is to

further investigate and document any Recognized Environmental Conditions (RECs). The Phase I ESAs were conducted as part of an evaluation for the sale of strategic sites. Full ESA reports for the former Rome Turney and Canterbury Press sites can be found in Appendix A-3 and A-4, respectively.

A Site Investigation was completed for the Former Rome Turney Site. The Site Investigation established the type and amount of contaminate identified on the site. Sub-surface soil bore holes and groundwater monitoring wells were installed and analyzed. The findings from the investigation are described in Appendix A-5. Additionally, a Hazardous Waste/Contaminated Materials (HW/CM) survey was completed for the Former Rome Turney Site. The full report can be found in Appendix A-6.

#### *Remedial Action Plan*

In 2015, a Remedial Action Plan (RAP) was completed for the former Rome Turney Site. The purpose of this plan is to outline methods and procedures for the remediation of petroleum source areas throughout the site. The remedial alternative selected to address the remediation objective is to source area petroleum soil removal with off-site disposal. For further details, see Appendix A-7.

#### *Environmental Protection Agency Cleanup Grant*

In 2016, the City of Rome was awarded a clean-up grant for the Former Rome-Turney Radiator Company Site (109 Canal Street) located within the BOA Study Area. The grant was used as a means of offsetting the costs associated with remediating a strategic redevelopment site within the BOA Study Area. Remediating the site would ultimately allow for the parcel to be repurposed, developed and put back on the City's tax roll. For the complete grant and all attachments, see Appendix A-8 and A-8a.

#### *Implementation Strategy Mitigation Tables*

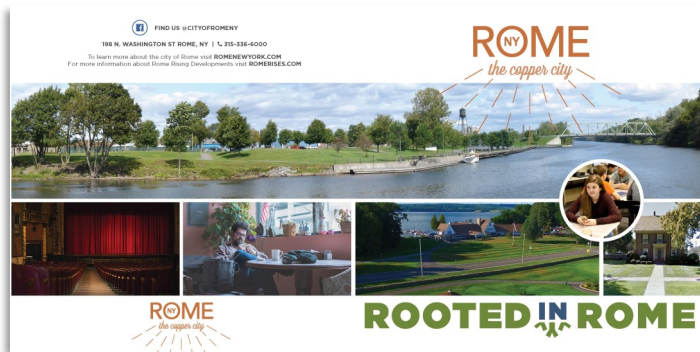
Following the implementation of the Downtown BOA Implementation Plan, specific construction projects may require measures to mitigate potential significant environmental impacts. For the complete report of mitigation measures for these potential impacts, see Appendix A-9.



# RECENT PLANNING EFFORTS

## Marketing Strategy and Collateral (2016)

The Rome Marketing Strategy was designed to promote the strategic sites identified as part of the Downtown Rome Implementation Strategy. Successful implementation of the plan will attract both large and small business to the area, attract target demographic groups to live in Rome and promote the City as a tourist destination. For the full Marketing Strategy plan see Appendix A-10. Subsequent brochures were developed to communicate new developments and opportunities to the community, target markets and other key stakeholders (see Appendix A-11).



## Economic Studies

Several Economic Studies were performed in the City of Rome including pro formas to determine the financial feasibility of a brewery/restaurant on the Rod Mill Site, as well as determine the financial feasibility of potential redevelopment opportunities for the Rome Turney site (see Appendix A-12 and A-13, respectively). Additionally, a Hotel Feasibility Analysis was completed to determine the revenue, operation costs and rate of return of investment for a hotel in downtown Rome. For the complete analysis, see Appendix A-14.

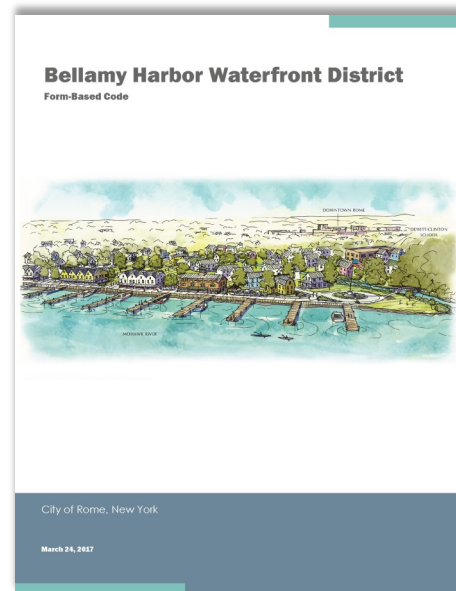
Other economic studies included a business attraction strategy to draw new businesses to the “Little Italy” corridor, as well as an assessment of Medical Office Buildings (MOB’s) in Rome. The East Dominick Street Business Attraction Strategy focused on formulating methods to create an attractive and marketable corridor, while also providing guidance on recruiting businesses in target categories. The full strategy plan can be found in Appendix A-15. The Medical Office Building Feasibility Analysis was used as a tool to determine if MOB’s are a potential opportunity for the BOA or the City of Rome. The analysis determined whether the City is currently underserved and could

potentially absorb a new clinic or other care facility, involving office components. For the complete analysis, see Appendix A-16.

## Bellamy Harbor Waterfront District Form-Based Code (2017)

The Bellamy Harbor Waterfront District Form-Based Code provides regulatory standards governing land use and building form within the Bellamy Harbor Waterfront District. The form-based code is a reflection of the community’s vision for Bellamy Harbor and implements the intent of the Comprehensive Plan and the City of Rome Brownfield Opportunity Area Plan.

The form-based code is intended for adoption as part of the City of Rome Zoning Ordinance. Upon adoption, it will supersede and replace existing Zoning provisions regarding zoning districts, allowable land uses, permit requirements, and site development standards. For the full Bellamy Harbor Waterfront District Form-based code, see Appendix A-17.



# VISION

*The Downtown Rome Brownfield Opportunity Area is a vibrant gateway and viable node within the City of Rome where people can **live, work, and play**. The BOA is a sustainable and active mixed use urban neighborhood that offers a strong employment base, a variety of residential options, and a full spectrum of support services which enhance the quality-of-life and daily experiences for both residents and*

## MAKING IT HAPPEN

### Live.

Providing safe, enjoyable and accessible neighborhoods is a primary goal of the Downtown Rome BOA revitalization strategy. The two well-defined neighborhood clusters within the BOA are effectively located adjacent to centers of employment, service, and recreation. Recommendations range from identifying opportunities for redevelopment or new construction, to enhancing connectivity and accessibility of goods, services, and recreational opportunities. The residential components of the study area form the backbone for continued revitalization efforts to achieve the Downtown Rome BOA vision.



### Work.

Neighborhood revitalization begins with a strong employment base and good-paying jobs that support industries, retail establishments, and households. The Downtown Rome BOA has several nodes of employment, with the largest being the Employment District subarea that forms the core of East Rome's commercial and industrial activity. Recommendations range from providing incentives that attract and retain small businesses, to continued economic development efforts to spur the redevelopment of industrial areas. The support and promotion of viable employment opportunities will be critical to renewal efforts within the Downtown Rome BOA.



### Play.

A 'complete' community requires more than residential and employment options; leisure opportunities are necessary to enhance the overall quality of life for residents, employees, and visitors. Recreation alternatives abound within the Downtown Rome BOA, including numerous waterfront, park and historic alternatives. Recommendations include encouraging multi-use trail development, providing new and improved parks, and strengthening the link between federal, state, and local tourism efforts. The continued advancement of recreational offerings within the Downtown Rome BOA will assist in promoting Rome as a destination for families, businesses and







## BOA BOUNDARY DESCRIPTION & JUSTIFICATION

The BOA is bounded on the south by the Erie Canal, on the west by West Street, on the north by East Court Street and Mohawk Street, and on the east by the Route 49 interchange. The primary organizing features of the Study Area include the Fort Stanwix National Monument, the Erie Canal, East Dominick Street, Erie Boulevard, and South James Street. These elements define the project's study districts and establish a framework of interconnected neighborhoods, streets and nodes.

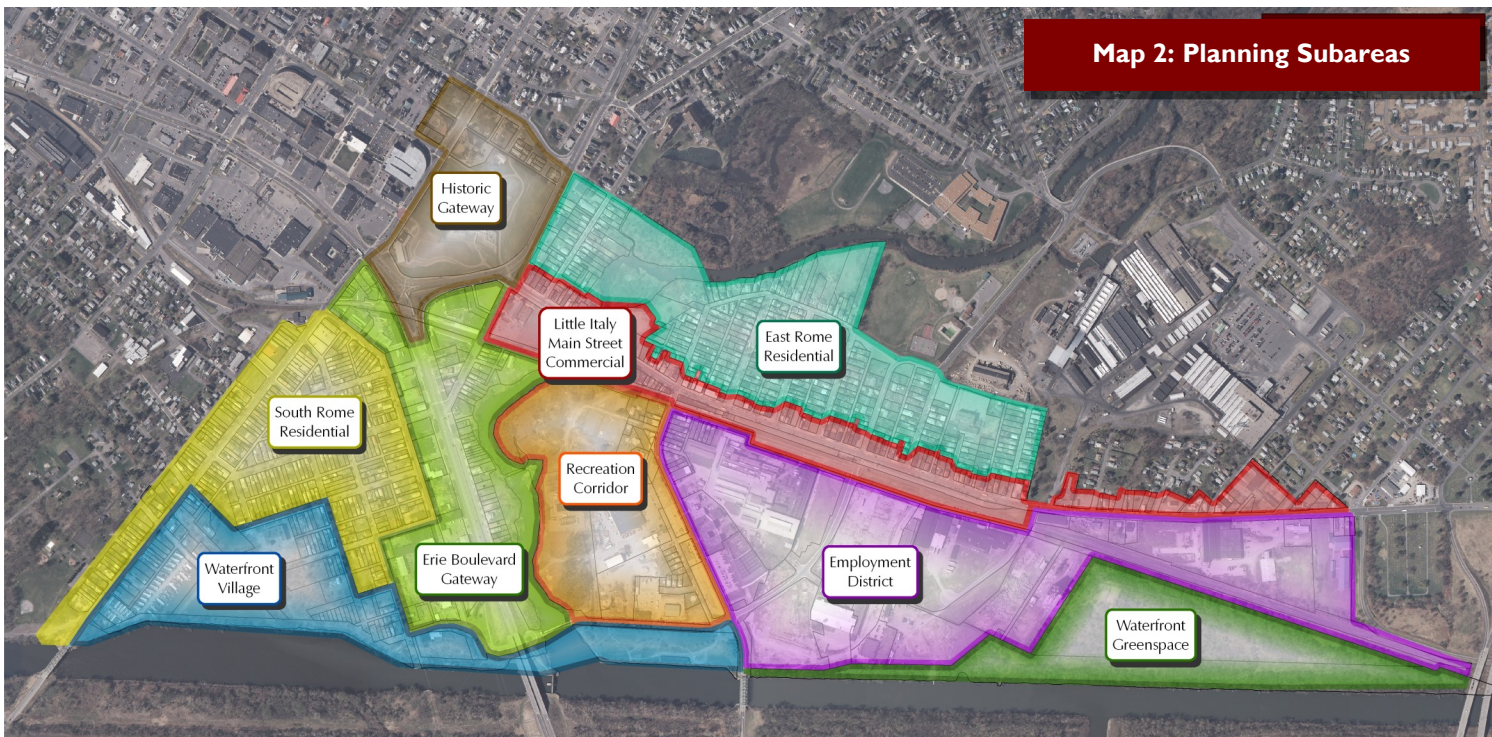
As shown in Map 1, the BOA is centered on an industrial area between East Dominick Street and the Erie Canal. The Study Area boundary leverages the canal as a primary community asset by maximizing potential canal frontage, terminating at logical boundaries at South James Street and the Route 49 interchange.

The South Rome and East Rome residential neighborhoods form the critical mass of residents necessary to provide a sustainable and full-functioning urban revitalization district, complete with employment centers, residential options, supporting services and recreational amenities.

The Fort Stanwix National Monument and the Marinus Willett Visitor's Center are important drivers of visitation and tourism within the City. Similar to the Erie Canal, these are recognized destination features within the BOA. The opportunity to link the Fort with the waterfront via a recreation corridor through the East Rome Business Park is a logical extension of the City's mantra, and are further supported by the Comprehensive Plan's goals to support a healthy community and build and protect rich urban amenities.

The adjacent commercial/retail corridors along East Dominick Street and South James Street are contiguous with the City's three primary Main Street corridors, the inclusion of which is critical to preserving continuity between the BOA and the City's past visioning and planning efforts.





## SUBAREA OVERVIEW & DISCUSSION

### Overview

The Rome BOA has been divided into nine subareas to assist with the completion of the inventory and analysis and to ensure that recommendations address neighborhood-specific issues and opportunities. The subareas were identified based on physical characteristics of both the built and natural environments, as well as the community's vision for future redevelopment. The boundaries of each of the planning subareas are depicted on the above map.

Separate reports have been generated that provide tailored and detailed information for each of the nine subareas. The reports include the following components specific to each subarea:

- an overview of existing conditions;
- a vision for future revitalization;
- description of strategic sites;
- an analysis of strengths and weaknesses;
- recommended future land use and zoning updates; and
- actions for implementation.

The separation of the BOA into subareas is a critical step towards developing and implementing targeted recommendations for renewal. Each of the nine subareas has a unique identity and role in revitalization. The East and South Rome Residential subareas provide the bulk of existing housing options within the study area, and represent the largest portion of the study area's daytime population. These residential districts are supported by the Erie Boulevard Gateway and Little Italy Main Street corridors, providing opportunities for employment, convenience retail and commercial services.

The Employment District provides significant opportunities to grow and expand businesses in the BOA, generating demand for goods and services that can partially be met within the existing commercial districts, and jobs that can be filled from residents within the BOA. The remaining districts provide opportunities for recreation and mixed-use development that can service area residents and tourists. Together, the BOA provides all the necessary functions of a complete community, with each component reliant on others for success.

The subarea visions on the following page provide a quick overview of their future role within the BOA.

# SUBAREA VISION STATEMENTS

## South Rome Residential

IMAGINE...South Rome Residential as a close-knit residential neighborhood offering diverse housing options in close proximity to neighborhood-scale establishments providing goods, services and open space.

## Waterfront Village

IMAGINE...Waterfront Village is a unique destination where the sights and sounds of the Erie Canal offer both residents and visitors an unrivaled waterfront lifestyle and experience.

## Erie Boulevard Gateway

IMAGINE...the Erie Boulevard Gateway serves as a principal entry welcoming residents and visitors from the south. The gateway provides services and employment opportunities within a safe, attractive and walkable environment - connecting the waterfront to the center city.

## Historic Gateway

IMAGINE...the rich legacy of Rome's historic core is preserved and on display to educate and entertain within a neighborhood of beautiful parks and greenspaces set amongst timeless architecture and a district shaped over the course of 250 years.

## East Rome Residential

IMAGINE...the East Rome residential neighborhood as one of the City's most desirable neighborhoods to live and raise a family thanks to its convenient proximity to jobs in the Employment District, culture and amenities in Little Italy, and easy access to amenities along the waterfront and in downtown.

## Little Italy Main Street Commercial

IMAGINE...the Little Italy Main Street Commercial subarea is a multicultural mixed use corridor that displays a full complement of retail, commercial, office and residential uses that link to the Employment District and Recreation Corridor, while functioning as East Rome's cultural and economic center.

## Recreation Corridor

IMAGINE...passive and active recreational opportunities along the Mohawk River at the center of the City that provide visitors, residents, and workers with a recreation-based retreat within walking distance of goods and services.

## Employment District

IMAGINE...that the Employment District offers a range of light industrial and commercial employment opportunities in a well-maintained and attractive business environment. The modern business park remains one of Rome's primary employment centers within close proximity to services and housing.

## Waterfront Greenspace

IMAGINE...the Waterfront Greenspace as a unique location in the downtown that provides a natural setting for passive recreation, environmental education, and opportunities for sustainable and renewable energy technologies to benefit the adjacent Employment District.



# COMMUNITY INVOLVEMENT

## Overview

The City of Rome Department of Community and Economic Development (CED) is overseeing the preparation and projects associated with the Downtown Rome BOA Implementation Strategy. They have actively engaged various stakeholder groups and members of the public, including BOA property owners and prospective developers, in conversations about the future of the study area.

A variety of consultation techniques have been used throughout the planning process to date, to inform project partners, local residents, and interested stakeholders and to gather their feedback regarding the planning effort. Examples of consultation methods that have been utilized include:

- Meetings between CED staff and property owners
- Meetings between CED staff and interested organizations, such as Chamber of Commerce
- In-person and conference calls between CED, consultant team, and DOS
- Presentations to interested groups / organizations
- Website with interactive comment page
- Project booth at local community event
- Stakeholder meetings with consultant team
- Public Meeting at Rome Air Force Research Laboratories

It is anticipated that public participation and involvement of additional local, regional, and state agencies will continue in subsequent project phases. The City would like to participate in a roundtable discussion with representatives from various state agencies to generate feedback on how they may be able to assist in the implementation phases of the project.

Community involvement efforts associated with the Study are summarized below. Further information can be found in Appendices A and B.

## Steering Committee Meetings

The City identified government, business and resident representatives to serve as the BOA Steering Committee which was tasked with gathering input, reviewing project deliverables and guiding the planning process. Steering Committee meeting summaries and presentations can be found in Appendix A-18 and A-19, respectively.

## Public Meetings

Various public meetings, workshops and events have been held since 2008, when the Downtown Rome BOA first kicked off. Meetings have ranged from introductory and visioning-oriented in the initial phases to receiving specific feedback on recommendations in the later phases. The most recent Public Open House, held at the Capitol Theatre on March 20, 2017, was attended by over 60 residents and stakeholders. Attendees had the opportunity to visit 7 informational and interactive stations to share their ideas and feedback about streetscapes, site specific redevelopment, design guidelines, public investments, wayfinding and the waterfront. Meeting materials as well as a meeting summary can be found in Appendix A-A-20 and Appendix A-21, respectively. Additionally, a presentation held at SUNY Polytechnic can be found in Appendix A-22.



Public meeting March 2017

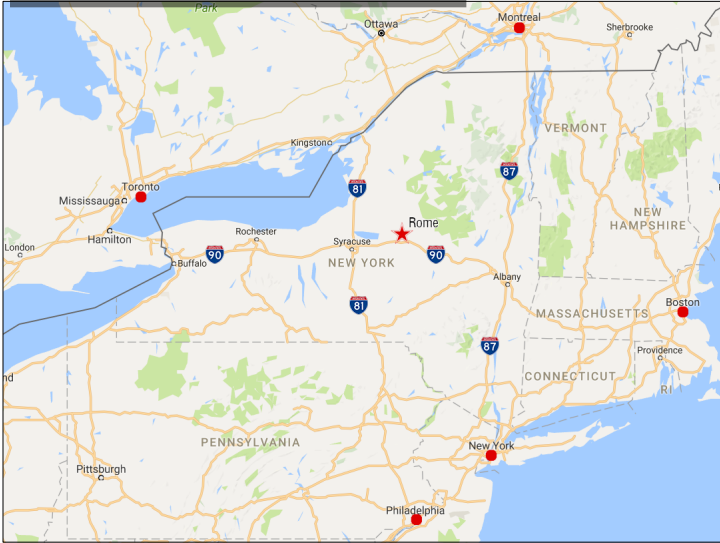
## Other Outreach Efforts

The City of Rome recognized early on that traditional public meetings may not be effective due to consistent low turnouts for such meetings. The City identified alternative means for soliciting input from the public.

- The City of Rome identified project “stakeholders” and held formal and informal meetings to gather input. Residents, business owners and property owners were invited at various project phases to provide background information and identify issues and opportunities, as well as their vision for the BOA area.
- A project website was developed and updated to include a comment page that allowed viewers to look at subareas, view subarea descriptions, identify potential brownfield sites, and provide comments on the BOA or specific subareas.

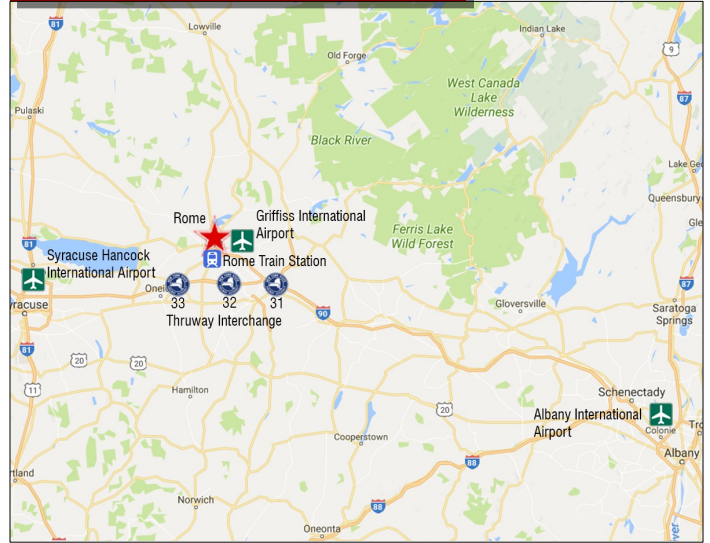


Map 3: Regional Context



Northeast Regional Context

Map 4: Regional Transportation



Regional Transportation Connections

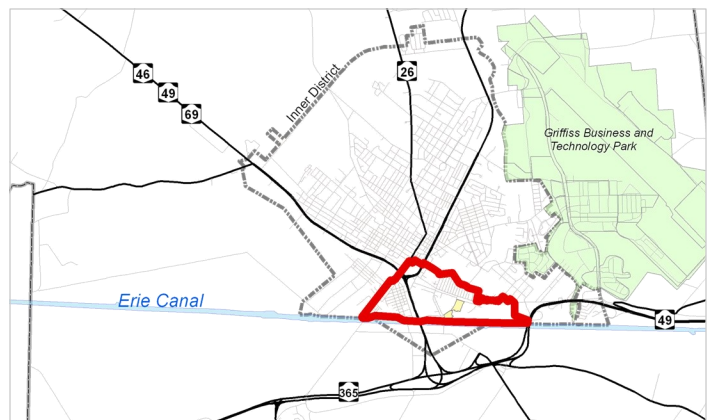
## COMMUNITY & REGIONAL SETTING

Rome’s history is defined by geographic features, including the Mohawk River, the Erie Canal and its location in the “center” of New York State (NYS). Known as the “Copper City,” Rome was home to numerous metal industries such as Revere Copper, Rome Cable and General Cable. From 1950-1995, Rome was the home of Griffiss Air Force Base which closed in 1995 causing Rome and the region to suffer notable economic and demographic declines. However, the departure of the Air Force provided the City an opportunity to rediscover and diversify itself, and identify a new course moving into the future.

Covering 72 square miles with 34,950 residents, Rome is one of two principal cities in the Utica-Rome New York Metropolitan Statistical Area (MSA). With three interchanges on the NYS Thruway System (I-90) and convenient access to Interstate 81, the City is ideally located within a day’s drive of 25 percent of the US-Canadian population (less than five hours to New York City, Philadelphia, Boston, Toronto and Montreal). The County Airport at Griffiss Business and Technology Park features a 12,000-foot runway and provides commercial air service to Rome. Passenger air service is available at the Syracuse Hancock International Airport (50 minutes) and Albany Airport (90 minutes). Amtrak provides passenger rail service from Rome to New York City, Niagara Falls, Boston, Chicago and Toronto via the City’s newly-renovated historic train station. CSX and Susquehanna rail freight service is available to area businesses in Rome’s downtown and at Griffiss Business and Technology Park.

More than 57 percent of Rome’s parcels are classified as single-family residences, making it the predominant land use in the City. The former United States Air Force base, now known as the Griffiss Business and Technology Park, is home to 50 businesses and 5,500 employees on 3,506 acres of land. Considerable capacity for new commercial and industrial development remains at the complex. The Park’s mix of uses includes light industry (e.g., research and development), health care, office space, the Rome Free Academy High School, and recreational amenities such as ball fields and a golf course.

The BOA is recognized and characterized by its industrial activity. Defining an appropriate mix of land uses and changing the common perception of the Downtown Rome BOA Study Area will be an important element and outcome of the planning process.



Rome, NY BOA Study Area

## SUMMARY OF EXISTING CONDITIONS

The summary of existing conditions is intended to provide a greater understanding of existing conditions, opportunities and reuse potentials specific to the BOA Study Area. Additional information related to current conditions and recent trends can be found in Appendix A-23.

### Land Use

Land use within the BOA is mixed, with public services, residential, industrial, and commercial uses accounting for the greatest amount of land. Vacant properties account for one-quarter of the total Study Area. Although vacant lots may be viewed as potentially negative, they also represent opportunities for redevelopment. The Study Area land uses are well-rounded, with a high quality mixture of employment, service and residential opportunities. There appears to be a deficiency in recreation and entertainment uses to satisfy the needs of the residential and business populations. There are six public parks occupying 25.5 acres of land within the Study Area. In conjunction with a positive mix of land uses, the concentration of residential uses in two distinct neighborhoods provides a critical mass necessary to support future commercial, industrial, or recreational development within the BOA.

### Zoning

Eight of the City's 13 zoning districts are present in the BOA Study Area, including 2 residential districts, 3 commercial districts, 2 industrial districts, and a preservation district. . The distribution of zoning districts across the BOA Study Area closely mirrors the pattern of existing land uses. Although current zoning permits a wide variety of development types, existing district regulations may prevent the full realization of the BOA vision.

For example, the proposed Recreation Corridor subarea is currently zoned as E-1 (Business and Industrial Park). This zoning classification does not permit residential land uses, and only permits commercial/retail land uses that are directly supportive of adjacent industrial development. Such limitations potentially limit options for the redevelopment of the subarea. Modifications to the existing zoning within the Rome BOA may be warranted to provide a greater level of flexibility in order to achieve the desired vision for the BOA and individual subareas.

The City of Rome is currently drafting a new zoning code.

### Ownership

Revitalization within the Rome BOA is likely to include the rehabilitation and redevelopment of individual parcels and larger-scale projects across multiple parcels. Subarea's such as the Employment District are characterized by sizeable parcels that can accommodate large single uses or numerous smaller uses. Other subareas are defined by small parcels that would require land assembly prior to an extensive redevelopment project; a situation requiring time and resource intensive coordination efforts with multiple land owners. Understanding land ownership patterns and their potential implications is an important step in formulating future development scenarios.

Approximately 70 percent (280.4 acres and 910 parcels) of the land area within the Rome BOA is currently held in private ownership. Of the 81 parcels held in public ownership, 69 parcels are owned by the City of Rome. Although the City is the largest public landowner, its property's represent only 13 percent (51.8 acres) of total BOA land area.

In some instances, publicly-owned land has increased potential for redevelopment as the costs and timeline associated with acquisition and assembly can be greatly reduced. Additionally, more than 60 percent of the Mohawk River and Erie Canal waterfront is publicly-owned, which could facilitate land assembly in these valued locations and provide potential locations for water-dependent or water-enhanced development and recreation opportunities.



*The iconic watertower from the former General Cable site is now owned by the City of Rome, with recommendations to paint and illuminate the structure.*

# SUMMARY OF EXISTING CONDITIONS

## Transportation

The BOA Study Area includes approximately 12.4 miles of local roads and 2.8 miles of State Routes. Traffic data is commonly utilized by the real estate development industry to determine appropriate locations for commercial and retail uses based on the amount of exposure a given site has to area travelers. Based on traffic count data provided by the NYS Department of Transportation, the average annual daily traffic for the state routes in 2006 was 17,882 vehicles. Traffic count data has not been collected for the local roads within the Study Area. In terms of public transportation, public bus service is provided to the City of Rome by Centro of Oneida, which operates six routes in the City. Centro Route 4 and Centro Route 7 service the Rome BOA Study Area, providing an easy and efficient means of transporting people to Study Area destinations and other important locations throughout the City (e.g., Griffiss Business & Technology Park).

The Erie Canal provides approximately two miles of waterfront property within the Rome BOA and is a valuable asset in terms of recreational opportunities, commercial potential, and cultural heritage. Promoting the Canal and providing greater opportunities for public access and use are key components of the BOA vision. Several proposed multi-use trails are located within the BOA, including the proposed NYS Canalway Trail and the Mohawk River Trail run, representing important linkages with adjacent neighborhoods and recreation destinations.

The Mohawk, Adirondack & Northern Railroad currently operates an industrial rail spur that services the Revere Copper facility and the current American Alloy Steel facility on East Dominick Street. Although passenger service has been discontinued along this portion of the corridor, the track does connect to the CSX Transportation, Inc. Chicago Line approximately two miles southwest of the Study Area.



*Existing railroad infrastructure running parallel to East Dominick Street and Railroad Street.*

## Infrastructure

To better understand development potential within the BOA, it is important to assess the existing available infrastructure, including water, sanitary sewer, and storm water management. The current water supply provides adequate service to residents and business, and is capable of providing adequate pressures to the study area without the need for booster pumps. The City of Rome operates a gravity sanitary sewer system which collects wastewater and delivers it to a treatment facility; there is currently over one million gallons per day of excess capacity to service future development in the City. Utilizing conservative rates determined by the NYSDEC, this equates to approximately 10 million square feet of additional retail and/or office space.

## Natural Resources

While there are some limitation to development in the BOA associated with existing natural resources they also present great opportunities. Appendix A-6 provides a detailed overview of natural resources within the BOA, including soils, wetlands, floodplains, and topography, and details any limitations to redevelopment associated with these resources. The Mohawk River, Erie Canal, and remaining open space resources within the BOA study area should be viewed as valuable assets to the revitalization of the study area, with opportunities for enhancement incorporated into future redevelopment scenarios.



# ECONOMIC & MARKET TRENDS ANALYSIS

The Economic and Market Trends Analysis looks at the general economic outlook for the region, demographics, and an analysis of trends in real estate, consumer spending, office use and industrial activity. The trade area was defined to provide a wide-range view of what is occurring within the region by looking at Oneida County as a whole. The BOA is a large area and has the potential to be redeveloped in numerous of ways and a variety of land uses. It was determined that the most successful redevelopment scenarios can be analyzed by utilizing Oneida County as the trade area. The findings at the County-level were translated and applied to the BOA study area, with specific trends identified on a more local basis. Quantitative findings were supplemented with anecdotal information provided through interviews and other source material.

The intent of this analysis is to provide a market-based perspective on the BOA and identify opportunities that warrant further study as part of the redevelopment and implementation plan. The complete version of the Economic and Market Trends Analysis can be found in Appendix A-24.

## Socio-Economic

- Historic population data shows that the BOA, the Local Trade Area and the City of Rome lost population in the last five years, 2010-2015, but Oneida County and the New York State grew in population.
- Growth in median household income in the City will outpace income growth in the county.
- Rome exceeds the BOA in the percentage of the population is 65 and over - which should bring attention to the specialty services that these cohorts currently need and will desire in the future.
- The Government sector accounts for the greatest proportion of Oneida County's economy although public employment is expected to decline slightly in the near future.
- Health Care and Social Assistance ranks second in terms of jobs followed by retail trade. The Health Care industry is projected to see significant growth while the retail sector is expected to decline over the next five years.

## Residential

- The Rome housing market can be categorized as stable, based on the constancy of home prices over the last decade, even in times of national economic fluctuation.
- Housing prices are relatively affordable for the state and for the region, contributing to the region's overall affordable standard of living. Although prices have remained stable, this also means that home values have not greatly appreciated over the last decade, limiting real estate growth.
- In 2015, 51% of housing was owner-occupied, another 39% was renter-occupied, and the remaining 10% was vacant in the City.
- Occupied units have remained flat, but the number of owner-occupied units is trending downwards, while rental units are on the rise.

## Retail

- Based on a Spending Potential Index (SPI), where the national average equals 100, the average SPI for Rome is 72 while the SPI for the Local Trade Area is 61. In no retail category did spending exceed the national average of 100 in the City or Local Trade Area.
- Retail categories that could be supported by the City based on average retail sales in Upstate NY
  - Electronics and Appliances (3)
  - Clothing Stores (2)
  - Full Service restaurants (2)
  - Home Furnishings (1)
  - Lawn and Garden Equipment (1)
  - Specialty Food Stores (1)
  - Shoe Stores (1)
  - Jewelry, Luggage and Leather Goods (1)
  - Used Merchandise (1)
  - Other Miscellaneous Store retailers (1)

# ECONOMIC & MARKET TRENDS ANALYSIS

## Office

- Overall, the office market outlook is weak with little or no growth in office-utilizing occupations projected over the next 10 years. Office inventory has remained flat over the past several years indicating that the existing supply of office space has been sufficient to meet demand. Based on current market trends, general office is not a recommended use to pursue.
- There may be a limited opportunity for higher quality and medical office space. Most of the office space on the market is low quality Class C space and there is virtually no Class A space on the market. This means that there may be demand for higher quality space, especially within the medical office sub-market, which is expected to see growth in the region. Outpatient care centers and offices of physicians will have the greatest demand for medical office space with a projected need of approximately 61,000 square feet over the next five years within the county.

## Industrial

- Industrial inventory vacancy rates for both Oneida County and Greater Rome were lowest in 2007 at 6.9% and 4.7%, respectively. They have fluctuated over the past 8 years and have now both settled at about 11%, a 3.6% overall increase in Oneida, and 6.7% overall increase in Greater Rome.
- Inventory for Oneida has increased by 792,889 square feet to a total of about 20 million square feet, and inventory for Greater Rome has stayed fairly constant at 5.1 million square feet
- The demand outlook in the region is strongest for Transit and Ground Passenger Transportation. The industry is expected to gain 130 jobs in the next 10 years.
- There are also potential opportunities within the following industries that are projected to grow
  - Electrical Equipment, Appliance, and Component Manufacturing
  - Food Manufacturing
  - Computer and Electronic Product Manufacturing, Wood Product Manufacturing and Apparel Manufacturing are three other manufacturing sectors that are also expected to grow.

For over a decade, the City of Rome has been actively designing, planning, and implementing projects that enhance the waterfront and downtown, leveraging existing assets along the Erie Canal, to continue building an attractive destination for visitors and residents. Since 2007, more than \$35 million in public and private investment has been made in the Downtown Rome BOA. Examples include the restoration of the Grand Hotel, the relocation of American Alloy Steel, enhancements to Bellamy Harbor Park, trail design and construction, streetscape enhancements and brownfield remediation along the Erie Canal.

**The City has made great strides with business attraction and retention that will have an influence on redevelopment within the Downtown Rome BOA.**

# BROWNFIELD, VACANT & UNDERUTILIZED SITES

## Overview

Based on a review of existing environmental databases, reports and property assessment data, 364 parcels encompassing approximately 229 acres were identified as potential brownfields, vacant sites, or both. These parcels comprise nearly two-thirds of the total land area within the Rome BOA boundary.

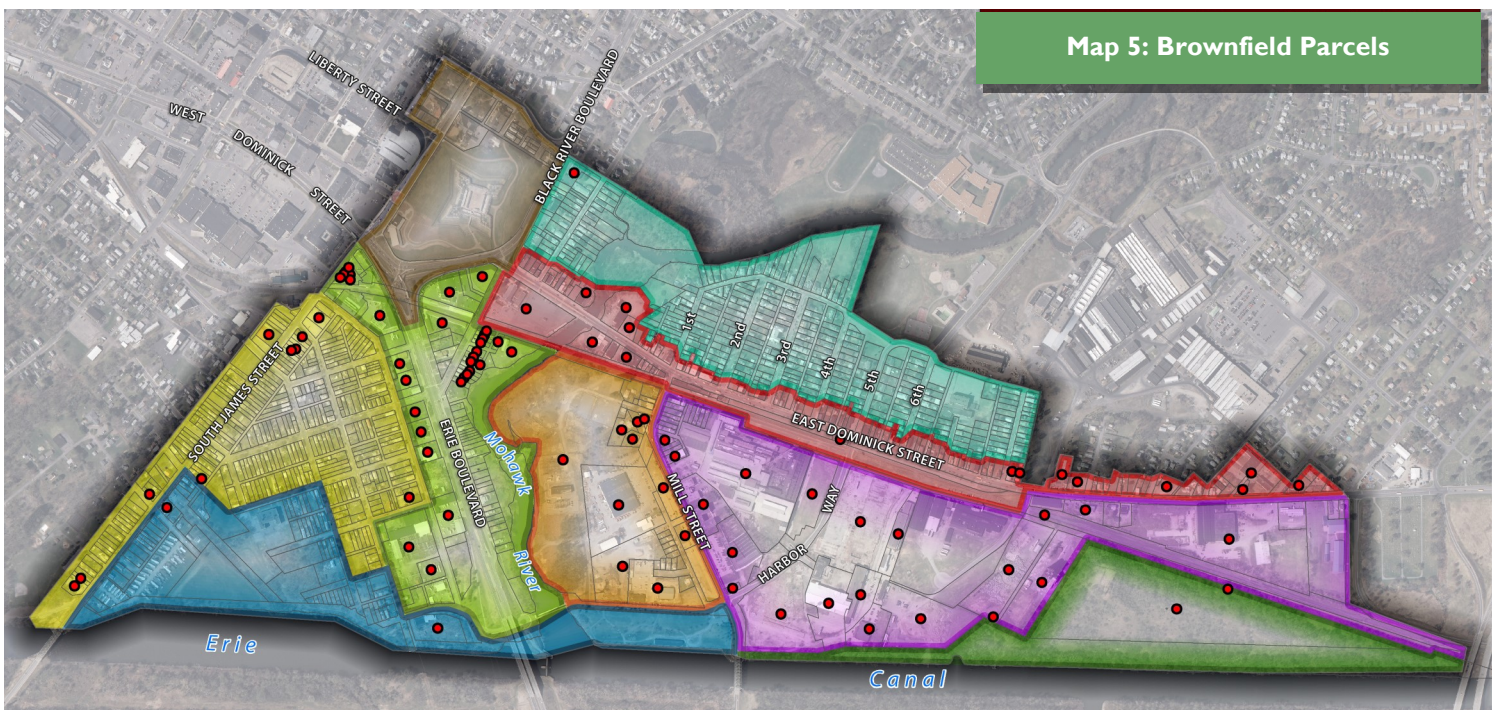
## Vacant Lands

As noted in the *Existing Land Use and Zoning* section found in Appendix A-23, NYSORPS classifies vacant lands as “property that is not in use, is in temporary use, or lacks permanent improvement.” As vacant sites can present substantial opportunities for redevelopment, it is important to note that any property located within the Rome BOA assigned to the *Vacant* category was included in this analysis to assist in the identification of strategic sites.

## Brownfields

- A total of 92 sites have been identified as potential brownfields occupying 181 acres (35% of BOA).
- Sixty-nine brownfield sites are in some form of active use, with the remaining classified as both potential brownfields and vacant sites (50 acres).
- There are currently 16 sites in some stage of remediation as part of the NYSDEC Environmental Restoration Program.
- Publicly-owned parcels account for 55 of the 364 categorized as potential brownfields and/or vacant parcels (15%).
- Only two publicly-owned parcels are vacant brownfield sites.

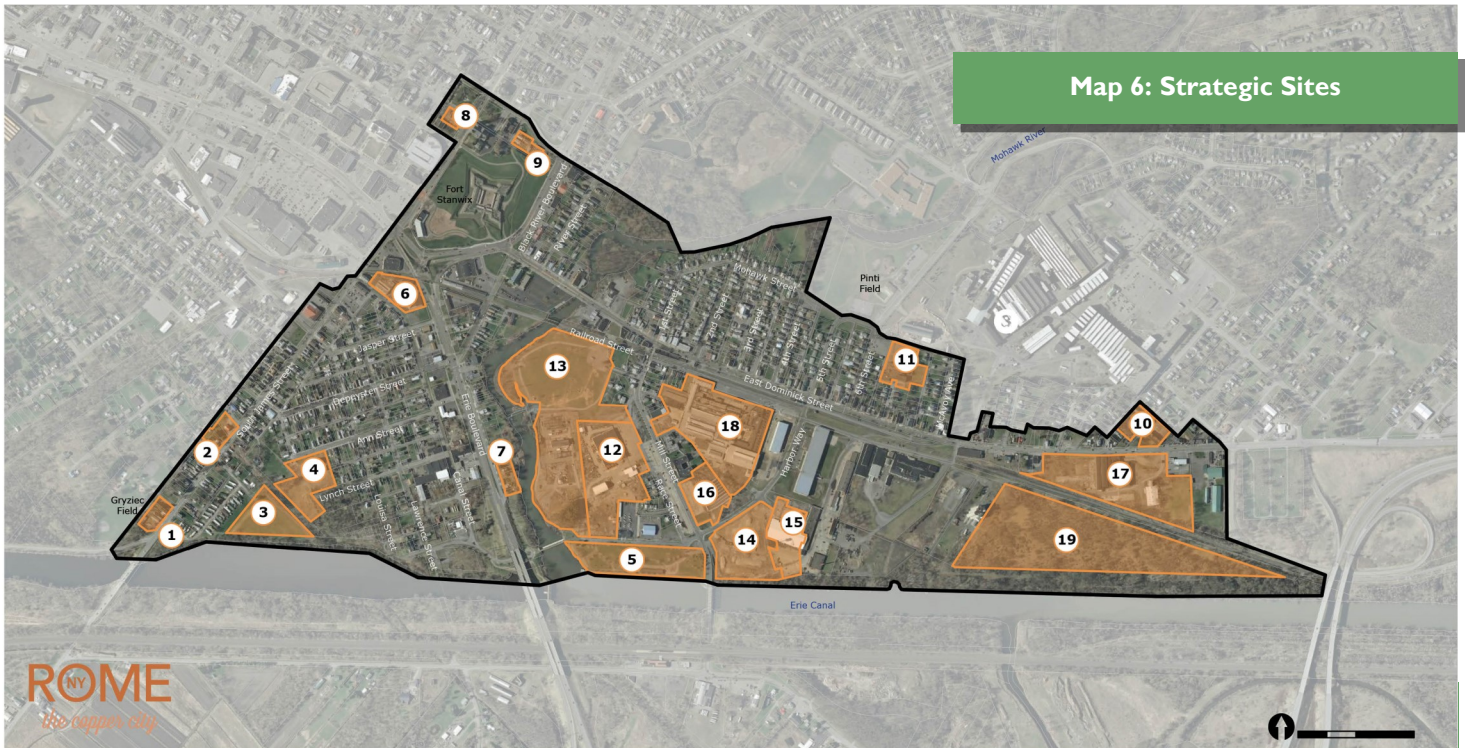
While most of the properties identified in the BOA as potential brownfields are commercial or industrial in nature, properties from which underground storage tanks (USTs) were removed have also been included, regardless of the property’s land use classification (e.g., residential uses).



Knowledge of the type and degree of contamination present on a site can be helpful to inform property owners of the potential financial costs and timeframes necessary for remediation, and provide insight into contaminant-specific government assistance funding that may exist.



## STRATEGIC SITES



## Overview and Methodology

A total of 19 Strategic Sites were identified within the Downtown Rome BOA based on the following information:

- feedback from community members, project partners and stakeholders;
- a review of recent planning documents and studies;
- an understanding of existing conditions;
- field assessments; and
- potential to catalyze further investment.

## Strategic Sites

1. South James Street Gateway
2. Underutilized Land
3. Waterfront Village
4. Dewitt Clinton School
5. Bellamy Harbor Park
6. Former Rome Turney
7. Whitesboro Street
8. Old City Hall
9. Spring Street
10. Nolan Corporation Building
11. Columbus Avenue School
12. City Yard
13. National Grid
14. Former Rod Mill
15. Copper City Square
16. Canterbury Press
17. 1212 E. Dominick Street
18. Former Rome Manufacturing
19. Vacant Parcel

# STRATEGIC SITES

## Strategic Sites by Subarea

The Strategic Sites listed below are discussed in detail within each subarea plan, including a summary of key considerations and factors that contributed to the identification of the parcel as a target strategic site.

Within the subarea plans, potential reuse strategies are explored for each Strategic Site, as are opportunities to leverage adjacent development activities. The Strategic Sites were selected due to their catalytic economic development potential within the City of Rome.

Redevelopment, investment and reactivation of these sites has the potential for dramatic spill-over effects that will be essential to the sustained revitalization of Downtown Rome. An Implementation Strategy has been developed that outlines critical steps and the timing associated with the revitalization of the subarea, and the role of each Strategic Site in the process. Each subarea plan contains a tailored Implementation Strategy, while an overall strategy for the BOA can be found at the end of the document.

#	Subarea	Site Name	Parcels	Acres
1	South Rome Residential	Gryziec Park and South James Street Enhancements	5	1
2	South Rome Residential	Underutilized Land	8	1.2
3	Waterfront Village	Waterfront Village	15	12
4	Waterfront Village	Former Dewitt Clinton School	1	3.7
5	Waterfront Village	Bellamy Harbor Park	1	6.6
6	Erie Blvd Gateway	Former Rome-Turney	2	2
7	Erie Blvd Gateway	Whitesboro Street	27	3.2
8	Historic Gateway	Old City Hall	2	0.6
9	Historic Gateway	Spring Street	10	0.6
10	Little Italy Commercial	Nolan Corporation Building	4	2.3
11	East Rome Residential	Columbus Avenue School	2	2.8
12	Recreation Corridor	City Yard - Race Street	2	10
13	Recreation Corridor	National Grid - Kingsley Avenue	1	22.2
14	Employment District	Former Rod Mill - Mill Street	1	6.5
15	Employment District	Copper City Square	1	3.5
16	Employment District	Former Canterbury Press	3	4.1
17	Employment District	1212 East Dominick Street	1	12.4
18	Employment District	Former Rome Manufacturing	1	12.6
19	Waterfront Greenspace	Vacant Parcel	1	24
<b>Totals</b>			<b>88</b>	<b>131.3</b>



# MASTER PLAN

A comprehensive Master Plan was formulated based on the visioning that was completed as part of the BOA process and supplements the proposed projects on strategic sites. The Master Plan is comprised of 29 projects that are intended to facilitate economic and community development throughout the Study Area. The following community goals will be fulfilled through Master Plan implementation:

## Celebrate the Neighborhood

- Strengthen residential neighborhoods through infill development and targeted reinvestment.
- Develop safe multi modal connections throughout the City.

## Promote Quality Connections and Placemaking

- Leverage the existing Mohawk River Trail by creating complementary developments, such as enhanced intersections and pedestrian amenities.
- Redesign key intersections to create gateway features that will create welcoming entry points.
- Develop and install a comprehensive wayfinding system.

## Enhance Connectivity and the Public Realm

- Integrate public access along the Mohawk River and consider active water-based uses.
- Maintain and develop pocket parks and open space throughout the study area.
- Slow traffic along Erie Boulevard and make the corridor more pedestrian friendly with streetscape and safety enhancements.

## Develop and Promote a Mix of Housing

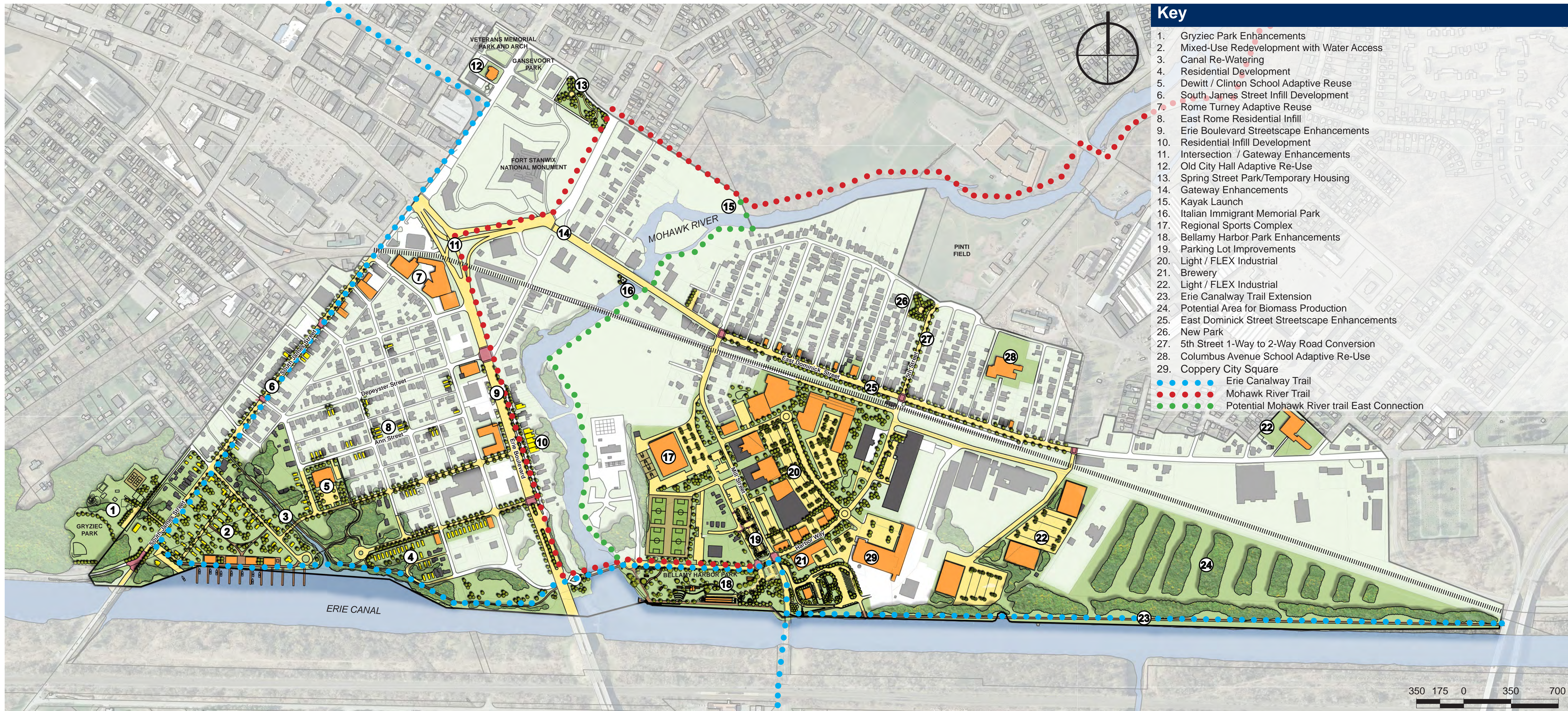
- Promote owner occupied housing.
- Develop infill housing opportunities.
- Cultivate and facilitate development of a more diverse housing stock.

## Waterfront Access

- Facilitate access for all users to the waterfront.
- Include public gathering spaces and opportunities for direct water access.









# MASTER PLAN

The enhancement projects depicted on the master plan are recommended for implementation to fulfill community goals and objectives for revitalization. These projects range from recreational enhancements to large, private development. The table provides a summary of recommended projects.

#	Project Name	Project Description
1	Gryziec Park Enhancements	Enhancements to the park to increase recreational opportunities and waterfront connections.
2	Waterfront Village	Development of a mixed-use complex that leverages its canal front location.
3	Canal Re-Watering	Creation of a canal next to Clinton's Ditch to enhance public spaces and recreational opportunities in the City.
4	Residential Development	Development of various housing options to attract new residents to the City.
5	Former Dewitt Clinton School Site	Development of multi-family housing to increase housing options within the Study Area.
6	South James Street Infill Development	Infill development and streetscape enhancements to create a welcoming City gateway.
7	Former Rome-Turney Redevelopment	Redevelopment of 109 Canal Street that can include a range of uses including retail and lodging.
8	East Rome Residential Infill	Infill development within South James neighborhood to improve housing stock and promote community development.
9	Erie Boulevard Streetscape Enhancements	Traffic calming and green infrastructure enhancements to increase aesthetic appeal and mobility on Erie Boulevard.
10	Riverside Residential	Development of multi-family housing along the Mohawk River and near downtown Rome.
11	Intersection and Gateway Enhancements	Improvements to increase aesthetics and safety at the James Street, Black River, Erie Boulevard intersection.
12	Old City Hall	Restoration of this historic structure into a mixed-use building.
13	Spring Street Park/Temporary Housing	Redevelopment of this space into a neighborhood park to facilitate temporary housing in proximity to Fort Stanwix.
14	Gateway Enhancements	Installation of signage, lighting, and landscaping to define entry points into the City.
15	Kayak Launch	Establishment of formal recreational access to the Mohawk River.
16	Italian Immigrant Memorial Park	Improvements on underutilized land along the Mohawk River to celebrate local City heritage.
17	Regional Sports Complex	Development of a regional sports complex on underutilized City land near the Erie Canal and Mohawk River.
18	Bellamy Harbor Park Enhancements	Park improvements to increase recreational access and opportunities for residents and visitors.
19	Mill Street Parking Lot Enhancements	Formalization of parking and green infrastructure improvements for Bellamy Harbor Park visitors.
20	Light/FLEX Industrial	Development of flex space and potential mixed-use buildings along Mill Street.
21	Brewery or Destination Restaurant/Commercial	Development to support surrounding recreational use and waterfront proximity.
22	Light/Flex Industrial	Ideal location for light industrial use or flex space on E. Dominick Street.
23	Erie Canalway Trail Extension	Extension of existing trail along the Erie Canal that will connect to Bellamy Harbor Park and the Mohawk River Trail.
24	Canal Front Greenspace	Establishment of public green space along the Erie Canal.
25	Streetscape Enhancements	Streetscape enhancement to increase character and safety on E. Dominick Street.
26	Pocket Park	Greenspace development for Little Italy residents.
27	5th Street One-Way to Two-Way Road Conversion	Improvements to enhance traffic flow and mobility on 5th Street.
28	Columbus Avenue Elementary School	Redevelopment of a vacant school to increase City housing options.
29	Copper City Square	Adaptive building reuse to include space for start-up businesses and educational programs in the City.

# IMPLEMENTATION STRATEGY

The Downtown Rome BOA study area contains all of the components of a fully functioning community: a core employment center connected to adjacent neighborhoods and commercial service corridors, as well as historic, cultural and recreational amenities.

Opportunities for reinvestment and renewal abound, as numerous vacant or underutilized properties exist that would allow for a range of complementary new development that leverages the unique advantages of the study area, including access to water, existing infrastructure, accessibility to local and regional road systems, local and state development incentives, active and engaged community members, a myriad of small businesses and fairly stable residential base.

The Downtown BOA study area has seen many successes in recent years, with almost \$40 million dollars of new investment in a full range of public and private sector projects.

Multiple catalyst sites, such as the Rod Mill property and the Rome Turney site, exist to leverage and promote continued investment by property owners and residents. The recommendations provided in this plan should be considered the continuation of positive momentum aimed at the revitalization of Rome's industrial and cultural core. Considered together, the recommendations formulate a comprehensive approach to renewal that includes not only existing brownfield sites, but considers the needs of residents and visitors, as well as market and economic realities.





## IMPLEMENTATION TABLES

#	Name	Phase	Anticipated Costs (planning level estimates, shown in 2017 dollars)	Potential Funding Resource	Time Frame (In Years)	Notes
1	Gryziec Park Enhancements	Schematic Design	10,000	City, OPRHP, LWRP	1-3	
		Final Design/Engineering	50,000	City, OPRHP, LWRP	1-3	
		Construction	TBD	City, OPRHP, LWRP	3-5	Final costs based on design elements
2	Waterfront Village	Schematic Design and Construction Documents	\$680,000	Private, City, LWRP	1-2	In progress, utilizing LWRP funding
		Construction	TBD	Private, City, LWRP, ESD	2-7	Public areas may be paid for by City / state funding resources Private entities may also be eligible for state funding
3	Canal Re-Watering	Feasibility / Schematic Design	40,000	Private, City, LWRP	1-2	In progress, utilizing LWRP funding
		Final Design/Engineering	TBD	Private, LWRP	1-2	TBD based on feasibility assessment
		Construction	TBD	Private, LWRP	2-5	
4	Residential Development	Schematic Design	TBD	Private	3-5	Multiple Locations
		Final Design/Engineering	TBD	Private	3-5	Multiple Locations
		Construction	TBD	Private	4+	Multiple locations
5	Former Dewitt Clinton School Site	Structural analysis	NA	Private	NA	Completed
		Demolition	NA	Private	NA	
		Design and Construction	NA	Private	1-2	
6	South James Street Infill Development	Schematic Design	20,000	Private, City	2-4	Multiple Locations
		Final Design/Engineering	TBD	Private	2-4	Multiple Locations
		Construction	TBD	Private	ongoing	Multiple Locations
7	Former Rome-Turney Adaptive Reuse	Demolition	500,000	City, Private	1	
		Remediation	TBD	City, Private	1-3	
		Design and Construction	TBD	Private	2-4	
8	East Rome Residential Infill	Construction	TBD	Private, CDBG, HOME	2-5	Multiple Locations
9	Erie Boulevard Streetscape Enhancements	Schematic Design	20,000	City, GIGP, CSC,	1-2	
		Final Design/Engineering	40,000	City, GIGP, CSC, TAP	1-2	
		Construction	TBD	City, GIGP, CSC, TAP	2-5	
10	Riverside Residential	Design and Construction	TBD	Private, CDBG, HOME	4+	

## IMPLEMENTATION TABLES

#	Name	Phase	Anticipated Costs (all costs shown in 2017 dollars)	Potential Funding Resource	Time Frame	Notes
11	Intersection and Gateway Enhancements	Traffic Study	25,000	City, GIGP, CSC, TAP	2-4	
		Schematic Design	TBD	City, GIGP, CSC, TAP	3-5	
		Final Design/Construction	TBD	City, GIGP, CSC, TAP	5+	Dependent on design
12	Old City Hall	Construction	NA	Private	1	On-going
13	Spring Street Park	Property Acquisition	Unknown	City	5+	
		Schematic Design	10,000	City	5+	
		Final Design/Engineering	15,000	City	5+	
		Construction	TBD	City	5+	Dependent on final design
14	Gateway Enhancements	Schematic Concepts and Treatment Identification	5,000	City	1	
		Construction	TBD	City	1-5	Dependent on design
15	Kayak Launch	Schematic Design	25,000	City, LWRP	3	River Access Plan and Designs
		Final Design/Construction	TBD	City, LWRP	4-5	Dependent on design
16	Italian Immigrant Memorial Park	Construction	TBD	City, Private, Not-for-profit	5+	
17	Regional Sports Complex	DPW Relocation Study	30,000	City	3	
		Financial Feasibility	5,000	Private, City	3-4	
		Phase 1 ESA	5,000	City	3	Will determine if Phase 2 is needed which will result in additional costs
		Preliminary Design	TBD	City, Private	4-5	Dependent on findings from predevelopment studies
		Final Design	TBD	City, Private	5-6	Dependent on final design
		Construction	TBD	City, Private	6+	Dependent on final design
18	Bellamy Harbor Park Enhancements	Final Design/Engineering	15,000	City, LWRP	1-3	Based on most recent master plan project descriptions
		Construction	TBD	City, LWRP	3+	Dependent on phasing of individual projects from Park Master Plan
19	Mill Street Parking Lot Improvements	Construction	450,000	City, LWRP	1	Funding in place
20	Light/FLEX Industrial	Design/Construction	TBD	Private	3+	Dependent on private sector
21	Brewery or Destination Restaurant/Commercial	Final Design/Construction	TBD	Private	2-4	Dependent on private sector

## IMPLEMENTATION TABLES

#	Name	Phase	Anticipated Costs (all costs shown in 2017 dollars)	Potential Funding Resource	Time Frame	Notes
22	Light/FLEX Industrial	Design/Construction	TBD	Private	5+	Dependent on private sector
23	Erie Canalway Trail Extension	Schematic Design and Alignment	10,000	City, RTP, CSA, LWRP	2-5	
		Final Design/Engineering	TBD	City, RTP, CSA, LWRP	3-5	
		Construction	TBD	City, RTP, CSA, LWRP	3-5	
24	Canal Front Greenspace	Site Acquisition	Unknown	City, Private, LWRP	4+	
		Phase 1 ESA	5,000	City	4+	Phase 1 will determine need for Phase 2 and additional costs associated with Phase 2 study
		Design	TBD	City, LWRP, Private	5+	Dependent on preferred end use plan and any environmental findings
25	East Dominick Streetscape Enhancements	Schematic Design	20,000	City	1-3	
		Final Design/Engineering	TBD	City	3-4	
		Construction	TBD	City	4+	
26	Pocket Park	Site Acquisition	TBD	City	3-5	
		Schematic Design	10,000	City, LWRP, OPRHP	4-5	
		Final Design/Engineering	15,000	City, LWRP, OPRHP	4-5	
		Construction	150,000	City, LWRP, OPRHP	6+	
27	5th Street 1-Way to 2-Way Road Conversion	Traffic Study	8,000	City	1-2	
		Implementation	NA	City	2+	City can change signage and implement changes if deemed appropriate
28	Columbus Avenue School Adaptive Re-use	Structural Review	20,000	City, Private	2-3	Condition dependent
		Phase 1 ESA, Hazardous Materials	13,000	City, Private	2-3	Environmental and building conditions
		Demolition	TBD	Private	5-7	May or may not be recommended based on structural and Phase 1 ESA
		Construction	TBD	Private	3-10	New or adaptive reuse
29	Copper City Square	Site Development	TBD	Private, City, LWRP, ESD	1-5	