

POTSDAM

NEW YORK

North Country Regional Economic Development Council
Downtown Revitalization Initiative

Strategic Investment Plan

September 2020



**Downtown
Revitalization
Initiative**

VILLAGE OF POTSDAM

DOWNTOWN REVITALIZATION INITIATIVE

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TABLE OF CONTENTS

Foreword

Executive Summary i

SECTION I: DOWNTOWN PROFILE AND ASSESSMENT

Introduction..... 2

DRI Boundary 5

Local Planning..... 6

Critical Issues and Challenges..... 10

Advantages and Opportunities..... 11

Physical Characteristics 12

Transportation Systems..... 25

Anchor Institutions..... 27

Environmental Resources..... 29

Demographics and Socioeconomic Characteristics 31

Housing 34

Market Analysis 36

SECTION II: COMMUNITY VISION, GOALS AND STRATEGIES

Vision..... 46

Goals and Strategies..... 47

SECTION III: DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY

Downtown Management and Implementation Strategy 50

SECTION IV: PUBLIC INVOLVEMENT

Introduction..... 55

Local Planning Committee (LPC) 56

Public Open Houses 59

Information Pop-Up Stations 63

Stakeholder Group Discussions 63

Online Community Values Survey..... 65

Youth Outreach..... 65

Digital Outreach 67

SECTION V: PROJECTS PROPOSED FOR DRI FUNDING

Overview	69
Projects Summary Map.....	70
Projects Summary Table	71
Project Profiles.....	73

LIST OF FIGURES

Figure i-1. Project Area.....	iv
Figure I-1. Regional Context.....	3
Figure I-2. Downtown Walkability	4
Figure I-3. DRI Study Area.....	5
Figure I-4. Land Use.....	13
Figure I-5. Zoning	15
Figure I-6. Public Ownership	16
Figure I-7. Utilities	18
Figure I-8. Parks and Recreation.....	21
Figure I-9. Historic Resources.....	24
Figure I-10. Transportation	26
Figure I-11. Environmental Resources	30
Figure I-12. Population	31
Figure I-13. Median Household Income.....	32
Figure I-14. Poverty.....	32
Figure I-15. Employment by Sector	33
Figure I-16. Population Trends	33
Figure I-17. Drive Time	36
Figure V-1. Projects Summary Map	70

LIST OF TABLES

Table i-1. Projects Proposed for DRI Funding.....	viii
Table I-1. Land Use	12
Table I-2. Zoning.....	14
Table I-3. Average Annual Daily Traffic.....	25
Table I-4. Anchor Institutions	28
Table I-5. Housing Units and Tenure	35
Table I-6. Residential Building Permit Activity, 2008-2018.....	35
Table I-7. Market Characteristics: Year-Round Population.....	37
Table I-8. College Enrollment Characteristics	39
Table I-9. Available Downtown Retail and Commercial Properties (As of January 14, 2020).....	44
Table V-1. Projects Summary Table	71

FOREWORD

Downtowns define our cities and regions. With their energy and diversity as well as their artistic, cultural and historical assets, vibrant downtowns serve as anchors and catalysts for local and regional growth. These enduring qualities attract businesses, jobs, residents and visitors, and provide the critical infrastructure and diverse tax base necessary for broader and more inclusive growth.

Despite their tremendous value to our society and economy, downtowns suffered decades of disinvestment, economic decline and community malaise with the advent of sprawl and de-industrialization. But people and businesses once again recognize and appreciate what downtowns have to offer. And with that, downtowns are beginning to revamp and re-invent themselves, in many cases using their proud heritage not as a whimsical look backward to a bygone era, but as a catalyst for a brighter future. Yes, downtowns and cities are on the comeback trail, but obstacles remain and the DRI serves as that critical launch pad.

Recognizing both the potential and the challenges of our urban centers, Governor Andrew Cuomo launched a major new initiative in 2016 — the Downtown Revitalization Initiative (DRI). Through the DRI, the Governor moved to aggressively accelerate and expand the revitalization of downtowns and neighborhood centers to serve as centers of activity and catalysts for investment in all ten regions of the state. The DRI represents an unprecedented and innovative plan-to-act strategy that couples strategic planning with immediate implementation.

In the first four years of the DRI, the State has committed \$400 million to invest in downtowns that are ripe for revitalization and have the potential to become magnets for redevelopment, business, job creation, greater economic and housing diversity, and opportunity. Each year, the Regional Economic Development Councils select ten downtowns to receive \$10 million each to refine a vision and strategy for revitalization and to implement projects that show the greatest potential to improve the economic and social vitality of their downtown areas. The projects realized through DRI grant funds in turn catalyze multifold additional investments and projects, which creates the momentum and progress necessary to sustain a long-term successful revitalization effort. The excitement and community pride generated by the DRI are clear and palpable.

DRI Round Four Communities:

- Western New York: Niagara Falls
- Finger Lakes: Seneca Falls
- Central New York: Fulton
- Southern Tier: Hornell
- Mohawk Valley: Utica
- North Country: Potsdam
- Capital Region: Schenectady
- Mid-Hudson: Peekskill
- New York City: Staten Island

The ten communities selected in round four of the DRI are confronting a serious challenge—the COVID-19 pandemic. But in uncertain times, one thing is certain —cities are resilient; they adapt to change, even in a crisis like this. And the DRI is proving to be resilient and adaptable, too.

In the face of COVID-19, round four DRI communities have effectively pivoted to examine the immediate impacts of the pandemic and expand their downtown strategic investment plans to respond to this new challenge through the recommendation of projects that will support recovery and resiliency, especially for the small businesses that represent the heart of our downtowns. The ten round four communities demonstrated a true commitment to realizing their community visions for vibrant and robust downtowns, even in the midst of NY PAUSE. Indeed, each of the ten communities pursued innovative strategies to engage local stakeholders and successfully identify viable and impactful revitalization projects in safe and effective ways.

The DRI process involves a combination of community-based strategic planning, inter-agency project support and leveraging of outside investments. The process starts with a community-based Strategic

Investment Plan that sets the path for successful downtown revitalization—a clear vision for the downtown; goals and strategies to accomplish the vision; and catalytic projects identified in the plan.

The strategic planning process is led by Secretary of State Rossana Rosado and facilitated by staff from the Department of State's Office of Planning, Development and Community Infrastructure, with the assistance of NYS Homes and Community Renewal and Empire State Development. This collaborative multi-agency effort mobilizes the expertise, technical assistance and project management skills of State agencies alongside those of a team of consultants to support a Local Planning Committee (LPC) in each DRI to develop a community-based vision, goals and strategies for downtown revitalization.

Central to the Strategic Investment Plans are the slate of viable, transformative and catalytic projects identified by each LPC that will help realize the community's vision for revitalization of its downtown. Of the projects included in the plans, those that are ready to go and show the greatest potential to contribute to revitalization, especially when knitted together with other projects, are awarded DRI funding.

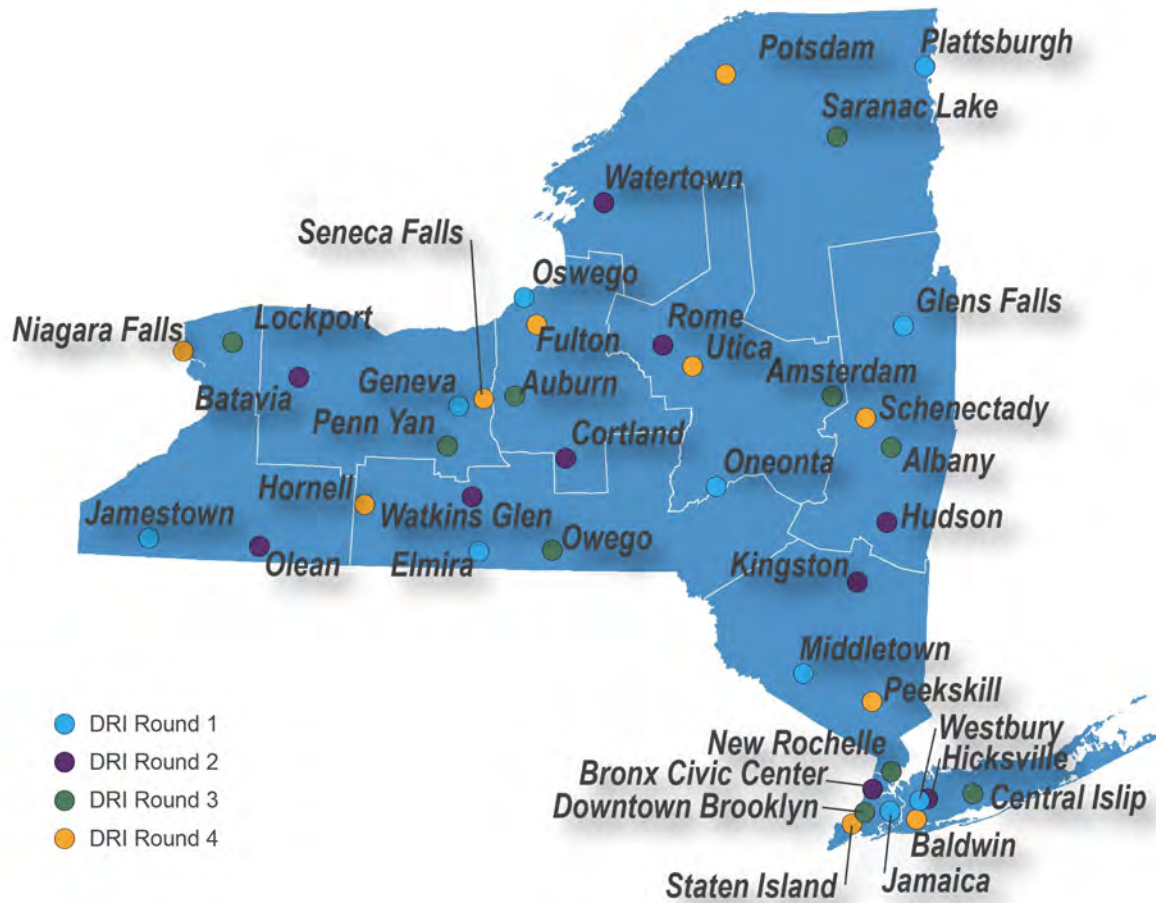
The DRI is much more than a one-off \$10 million grant. Firstly, the projects are not selected in a vacuum, rather, they are synergistic and catalytic—that is, they work in concert to create a whole that is greater than the sum of its parts. Secondly, the positive momentum created by the DRI generates exponential effects that leverage additional public and private investments that, in turn, create a self-perpetuating cycle of revitalization.

We often hear the phrase “live, work and play” to describe city life, but we need to move beyond that limited characterization. Downtowns are so much more than that; they are a place to connect, eat, shop, drink, learn, absorb, innovate, observe and interact—they serve as a spark to human inventiveness and social entrepreneurship. Downtowns also offer public gathering spaces that allow people of all ages, incomes and backgrounds to interact safely and comfortably to appreciate the diversity of city life.

There is no cookie-cutter formula for our urban centers. Each one is unique—a different vibe, heritage, culture; a whole different story to tell if we listen carefully enough. And we do just that - the DRI treats and respects each downtown as its own special place—which is the hallmark of what we call “placemaking.”

The DRI has launched a renaissance in downtown redevelopment. With bottom-up leadership and top-down assistance from the State, deep participation from within the community and collaborative partnerships with public and private investors, the DRI is truly paying dividends by not just transforming the existing community, but also by creating new and yet-to-be-discovered opportunities for generations to come.

Downtown Revitalization Initiative Communities





EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

INTRODUCTION

Over the last two centuries, Potsdam has grown from a small community on the frontier of Northern New York to a hub of commerce, higher education, health care and the arts in St. Lawrence County. The Village offers a unique and historic downtown with walkable streets, active businesses, public parks and a vibrant arts and cultural scene along the Raquette River.

As the North Country Region's Round Four Downtown Revitalization (DRI) winner, the Village, its business owners and residents are fully immersed in the successful revitalization of downtown. The DRI Strategic Investment Plan will catalyze and build on the momentum for revitalization already underway in the community.

The Local Planning Committee (LPC) with input from the community recommends 14 projects for DRI investment within four categories: Public Improvements, New Development and Rehabilitation of Downtown Buildings, Revolving Loan and Grant Fund, and Branding and Marketing.

Together, these projects will build on the downtown revitalization efforts that have taken place over the last 40 years in the Village and enhance the community as a regional hub for medicine, education, arts, culture and a bustling food scene.

These projects represent a DRI request of \$12.2 million with a combined value of nearly \$19.7 million, leveraging nearly \$7.5 million in local investment.



Raquette River and Ives Park looking southeast from Maple Street



VISION

To provide a future that balances the preservation of community character and natural resources with economic development.

We envision the development of a living, working and learning community that retains and attracts residents, businesses, students and visitors that want to be part of a place where nature and culture reinforce one another.

We envision a mixed-use environment of commercial, institutional and residential uses which characterize a vibrant downtown.

GOALS AND STRATEGIES

Rebound

Bring back downtown Potsdam as an economic hub with a variety of businesses, diversely skilled workforce, and strong partnerships to attract new sustainable investment downtown and support existing businesses.

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Attract and support innovation and entrepreneurship to generate new business and employment opportunities.
- Strengthen partnerships with local institutions.
- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Continue to support healthcare and institutions of higher learning as major regional employment generators.

Rebuild

Preserve Potsdam's unique architectural heritage, utilizing environmentally sustainable options and creating a place where residents of all income levels are proud to call home.

- Preserve Potsdam's renowned sandstone and unique architectural heritage by promoting renovation of historic buildings.
- Encourage environmental sustainability through green building techniques and energy efficient materials.
- Promote a diverse range of housing options downtown, supporting the needs of all income levels.

Rejoice

Celebrate and enhance Potsdam's connection to the river and status as a regional destination for arts, education, food, retail and entertainment, providing more opportunities to bring the community together.

- Showcase Potsdam as a destination for arts, music and theatre by improving facilities, marketing events and attracting new opportunities for performances.
- Strengthen Potsdam's connection to the Raquette River and natural areas by enhancing waterfront access and providing recreational experiences.
- Develop new and support existing community festivals, sporting events and year-round entertainment activities that serve all generations and boost tourism.
- Leverage Potsdam's food scene which provides access to local food, farmers markets and a variety of dining options.

Revitalize

Create a vibrant, accessible downtown, connected by multiple transportation options with a focus on placemaking that retains its strong sense of history.

- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
- Become a regional hub for transportation through enhanced vehicle, bicycle, pedestrian and transit connections throughout downtown and surrounding areas.
- Boost tourism through creative placemaking and establishing community branding and wayfinding.
- Utilize green infrastructure to create a modern downtown space that is environmentally sustainable.



Main Street looking towards Market Street

DRI BOUNDARY

The DRI boundary covers approximately 137.5 acres in the heart of the Village. The DRI Study Area represents the historic business district of the Village and is comprised of a mix of commercial, government, residential and institutional land uses that contribute to the vibrancy of the downtown area.

The DRI Study Area is based on the boundary of the Village's historic business district and the existing Central Business District (CBD). This portion of the Village abounds with opportunity. Within the DRI Study Area a mix of uses contribute to a vibrant downtown in a beautiful setting along the Raquette River.

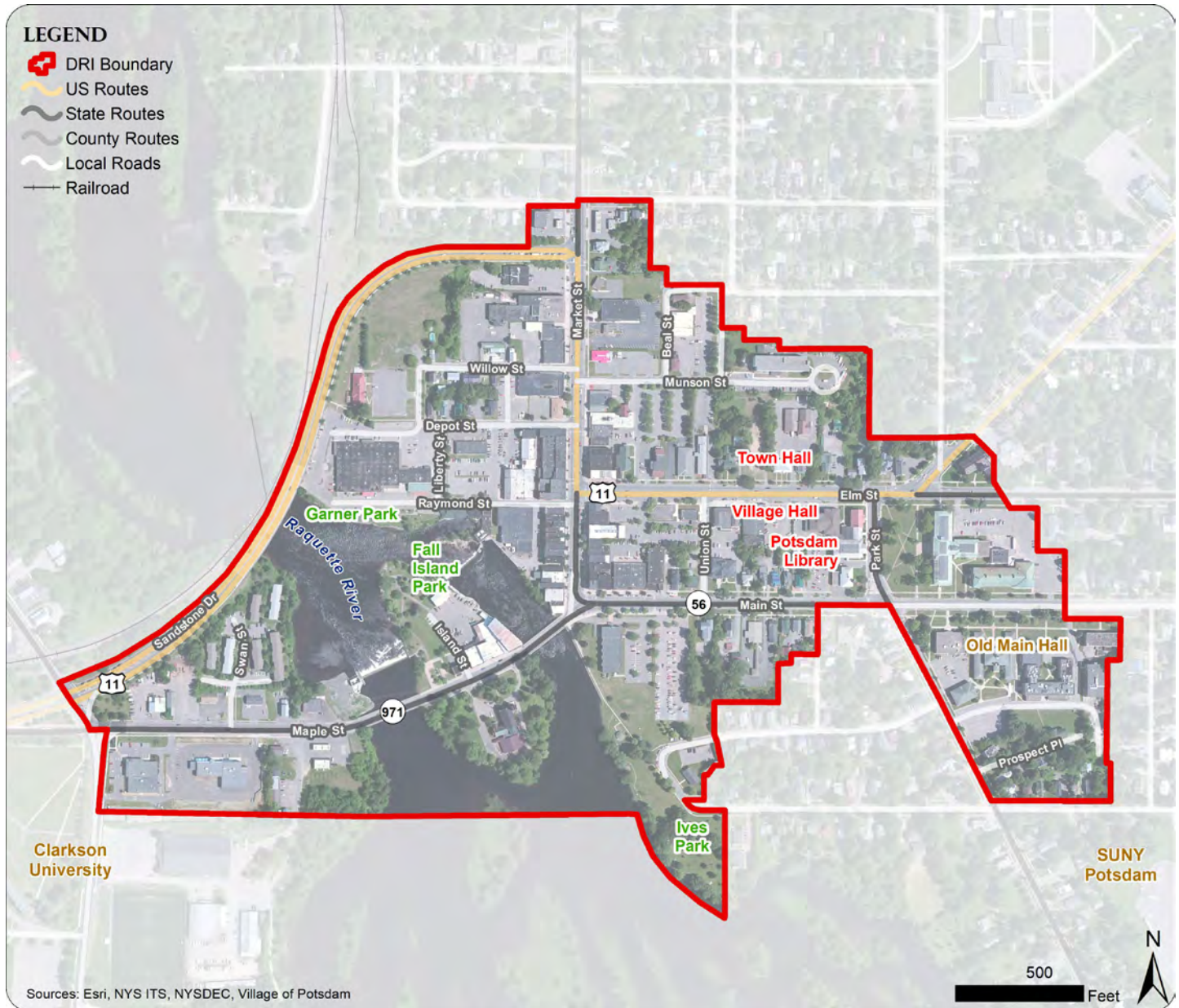


Figure i-1. Project Area

CRITICAL ISSUES AND CHALLENGES

Through an analysis of demographic and socio-economic data as well as input from key stakeholders and the public, the following critical issues and challenges for downtown Potsdam have been identified.

- The Village of Potsdam population has decreased by 1.5% and the population of the Potsdam DRI Study Area has decreased by 7.7% from 2000 to 2018. A decreasing population can lead to fewer customers patronizing local downtown businesses.
- The median household income in the DRI Study Area is nearly 20% lower than the Town of Potsdam and 11% lower than St. Lawrence County. This indicates that those residents living downtown have fewer resources for basic living and may have fewer resources to support local downtown businesses.
- Nearly 70% of housing units in the DRI Study Area and 54% of housing units in the Village of Potsdam overall, are in structures built prior to 1960. The older building stock presents challenges related to costly renovations, upgrades and utility costs. Quality residential space with modern amenities will be necessary to support continued growth of downtown.
- ADA accessibility is a challenge on a number of streets downtown, particularly on side streets with narrow or non-existent sidewalk infrastructure. Snow removal on streets and sidewalks in the winter is also a challenge that reduces overall walkability and accessibility for seniors and those with mobility challenges.
- Concerns have been raised through public engagement about a need for more public spaces, including a centrally located community center to host recreational activities and arts, music and cultural events for people of all ages.
- The Village of Potsdam has a significant number of tax exempt educational, medical, government and non-profit institutions that contribute to a high tax burden for property owners. This has led to high residential and commercial rents downtown and disincentivizes homeownership and business retention in the DRI Study Area and Village as a whole.
- Stakeholder and public input have indicated that the aesthetic quality of Downtown has diminished over time, making it difficult to attract and retain new homeowners and potential customers downtown. Streetscape improvements would improve the downtown experience, create a sense of place and attract visitors to downtown Potsdam.

ADVANTAGES AND OPPORTUNITIES

Potsdam is a community ready to build upon past successes, current initiatives and future investment in the downtown. The following are key advantages and opportunities for the Village and downtown:

- The Village of Potsdam offers unparalleled public access to the Raquette River, providing a key resource for Village residents, employees, students and visitors to enjoy the scenic beauty and recreational benefits of parks and open space on the river.
- The DRI Study Area is compact and walkable with most activities accessible within a 10-minute walk from the center of downtown.
- Within the DRI Study Area is the Market Street Historic Register District which offers a historically intact 19th century downtown business district representing one of the last intact Victorian-era downtowns in Northern New York. The historic mixed-use buildings provide a great environment for traditional “Main Street” businesses to thrive, as well as providing affordable and market rate housing options.
- Potsdam is the center for arts, education, culture and a bustling food scene in Northern New York with access to museums, downtown grocery and specialty food stores, a farmer’s market and higher education institutions. SUNY Potsdam is a well-respected liberal arts college that is home to the famed Crane School of Music and a growing performing arts curriculum. Founded in 1896, Clarkson University is a Ph.D. granting, R2 national research university and technological education leader. In addition to its rigorous degree and research programs, Clarkson University’s Shipley Center for Innovation operates a Business Incubator located in the Downtown Campus within the DRI Study Area.
- The DRI Study Area is home to Clarkson University’s downtown campus, which brings together scientists and engineers with skilled entrepreneurs resulting in an industry cluster unique to the Village of Potsdam.
- The Town and Village of Potsdam, with a combined population of nearly 16,000, are among the communities in rural St. Lawrence County experiencing recent commercial growth with a new hotel and health care, retail, service, and business service start-ups and expansions.



Sandstone Drive over the Raquette River

DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY

The Village of Potsdam has over 40 years of experience in undertaking successful downtown revitalization initiatives utilizing a wide range of state, federal and private investments. Potsdam's portfolio consists of investment in public facilities, infrastructure, historic preservation (façade renovation through gut rehabilitation), waterfront parks and small business lending. The Village's DRI implementation team includes the Village Board of Trustees, Village Administrator, Village Clerk/Treasurer, Director of Planning and Development and the Superintendent of Public Works.

The Village will continue to work with local partner organizations to assist with the management and implementation of DRI projects. Local partner organizations include the Adirondack Economic Development Corporation, St. Lawrence County IDA, Development Authority of the North Country (DANC), North Country Alliance, St. Lawrence County Planning Office, St. Lawrence County Chamber, Potsdam Chamber of Commerce, SUNY Potsdam and Clarkson University.

PUBLIC INVOLVEMENT

Successful downtown revitalization is dependent on a robust strategy to engage community members. The Village and the DRI Local Planning Committee (LPC) were committed to ensuring that a broad range of public support informed the development of the DRI Plan. Throughout the duration of the planning process, the Village, LPC and the project team received input from a wide variety of key stakeholders, including business owners, residents, students, landowners, village staff and local officials. To guide the public engagement process, a Community Engagement Plan was developed to outline the engagement methods utilized throughout the duration of the DRI process.

Engagement activities that took place during the DRI planning process include:

- Monthly LPC meetings (6)
- Public Open Houses (3)
- Information pop-up stations (5)
- Stakeholder group discussions (7)
- Online community values survey
- Student outreach session (1)
- Student outreach online survey
- Social media
- Project website
- Local news media

PROPOSED PROJECTS FOR DRI FUNDING

ID	Project	Description	Total Project Cost	DRI Request
PUBLIC IMPROVEMENT PROJECTS				
A	Downtown Riverwalk Trail	Construction of a looped multi-modal trail along the Raquette River including a pocketpark, shared use path, mural walk and new bike lanes on Maple Street. The trail will connect to existing multi-modal connections in the Downtown.	\$2,481,000	\$2,481,000
B	The Downtown Streetscape Enhancement Project	Streetscape improvements in Market Street Historic District including intersection & safety improvements, streetlighting, trees, wayfinding and bioretention.	\$2,780,000	\$2,780,000
C	Fall Island Skatepark & Outdoor Art Gallery	Construction of a skatepark on Fall Island including an outdoor art gallery.	\$348,000	\$258,000
PROPOSED NEW DEVELOPMENT & REHABILITATION OF DOWNTOWN BUILDINGS				
D	North Country Children's Museum Expansion (Phase III)	Business expansion of Children's museum into second floor, including basement and first floor renovations to accommodate an elevator.	\$1,900,000	\$1,400,000
E	Potsdam Food Co-op Relocation and Expansion	Business expansion of Food Co-op including acquisition of new property, renovation, equipment and marketing.	\$2,966,000	\$1,659,000
F	The Sandstone	Business expansion of Scoops ice cream into 1940s/50s themed seasonal diner serving breakfast/lunch with outdoor seating.	\$257,000	\$118,000
G	Market Square Mall DRI Alterations and Repairs	Primarily exterior renovation including new EPDM roof, insulation, siding, canopy, masonry repairs. Interior renovation of 2 bathrooms.	\$666,000	\$311,000
H	Roxy Theater DRI Alterations and Repairs	Exterior renovation of Roxy Theatre façade, signage and main entrance.	\$115,000	\$58,000
I	59 Market St	Exterior/interior improvements including ADA entrance, windows, stairs, roof, basement renovation, creation of multimedia space.	\$405,000	\$203,000
J	Upgrades to The Clarkson Inn	Building expansion of Clarkson Inn to add 20 rooms, meeting space, fitness room, renovate furniture and fixtures.	\$2,500,000	\$600,000
K	North Country Arts Center	Acquisition and exterior/interior renovation for new North Country Arts Center including windows, floors, restrooms, walls, elevator and equipment for printmaking studio.	\$1,287,000	\$578,000
L	The Renovation of Damon Hall into an Advanced Manufacturing Incubator	Creation of advanced manufacturing incubator through exterior/Interior renovation of Damon Hall including elevator, windows, utility improvements, parking.	\$2,516,000	\$900,000
REVOLVING GRANT & LOAN				
M	Rebuild Downtown Potsdam	Revolving grant and loan fund including rent assistance, main street renovation, a quick-start grant program, and COVID-19 related capital improvements.	\$1,388,000	\$750,000
BRANDING AND MARKETING				
N	Downtown Branding Campaign	Branding and Marketing initiative for Downtown Potsdam including branding development, standards, wayfinding, banners and implementation.	\$131,000	\$125,000
Number of Projects:	14	Totals:	\$19,740,000	\$12,221,000



SECTION I

Downtown Profile and Assessment

SECTION ONE

INTRODUCTION

Over the last two centuries, Potsdam has grown from a small community on the frontier of Northern New York to the hub of commerce, higher education, health care and the arts in St. Lawrence County. The Village offers a unique and historic downtown with walkable streets, active businesses and a vibrant arts and cultural scene. The Village contains two universities, Clarkson University and the State University of New York College at Potsdam (SUNY Potsdam) that serve as major employers and cultural and educational assets, contributing to the vibrancy of downtown.

The Village of Potsdam is located in Northern New York in St. Lawrence County and is bounded by the Towns of Canton and Lisbon to the west, Madrid to the north, Norfolk and Stockholm to the east and Parishville and Pierrepont to the south (See Figure 1-1. Regional Context). The Raquette River is a significant focal point, traveling through the center of the Village and DRI Study Area. The Raquette River was a historic driver of industry that helped the Village grow and continues to be a valuable resource for recreation, drinking water, hydro power and scenic beauty.

The Downtown Revitalization Initiative (DRI) Study Area includes the Village's historic central business district. As shown in Figure 1-2. Downtown Walkability, most areas of the DRI Study Area and the Village as a whole can be accessed within a five- to ten-minute walk. This provides many opportunities for visitors and residents to spend time downtown, visit shops and experience all that Potsdam has to offer. Both universities and the Canton-Potsdam Hospital are also within walking distance of downtown, providing an influx of daily visitors and potential consumers.



Market Street, Main Street and Maple Street Intersection

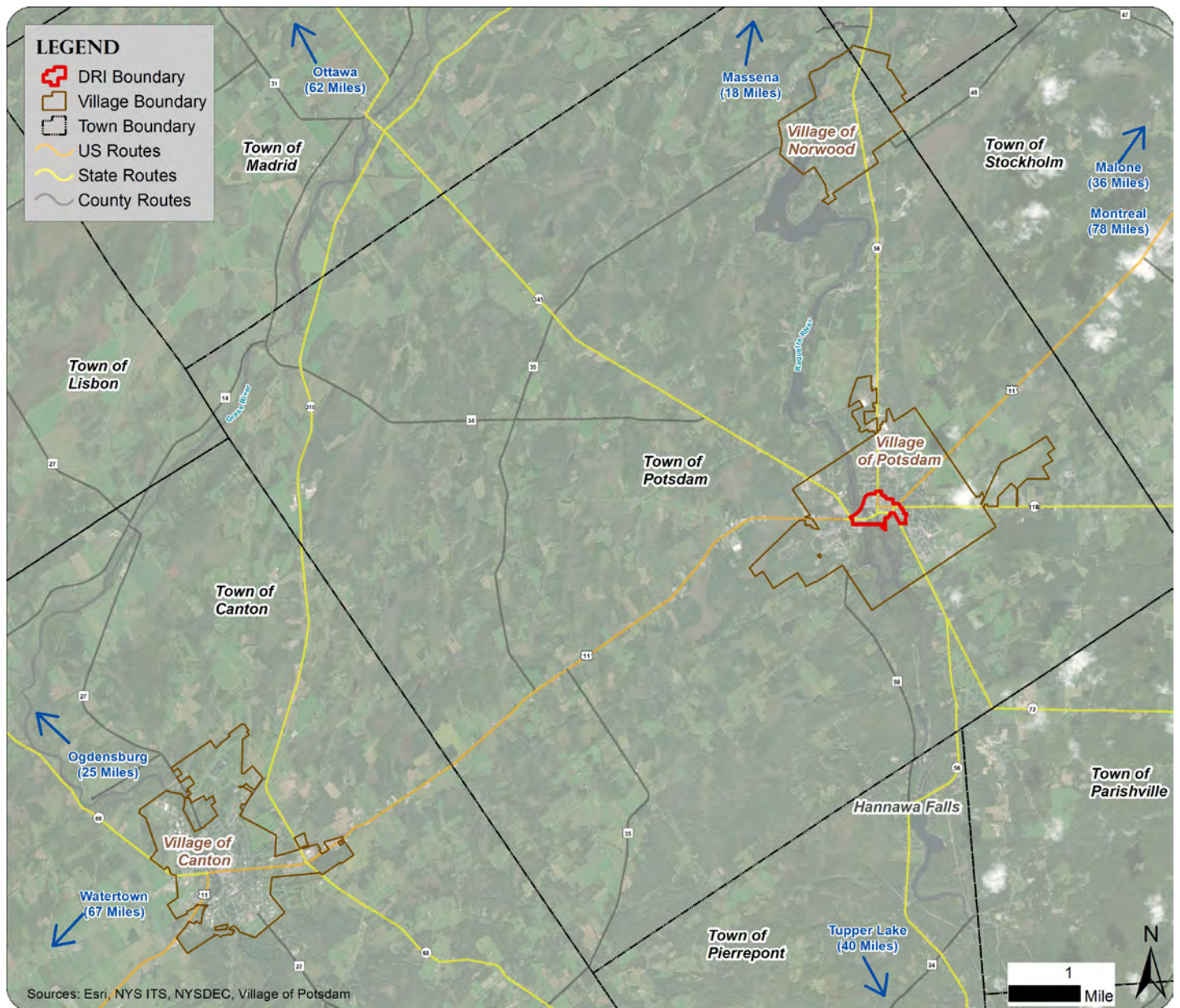


Figure I-1. Regional Context

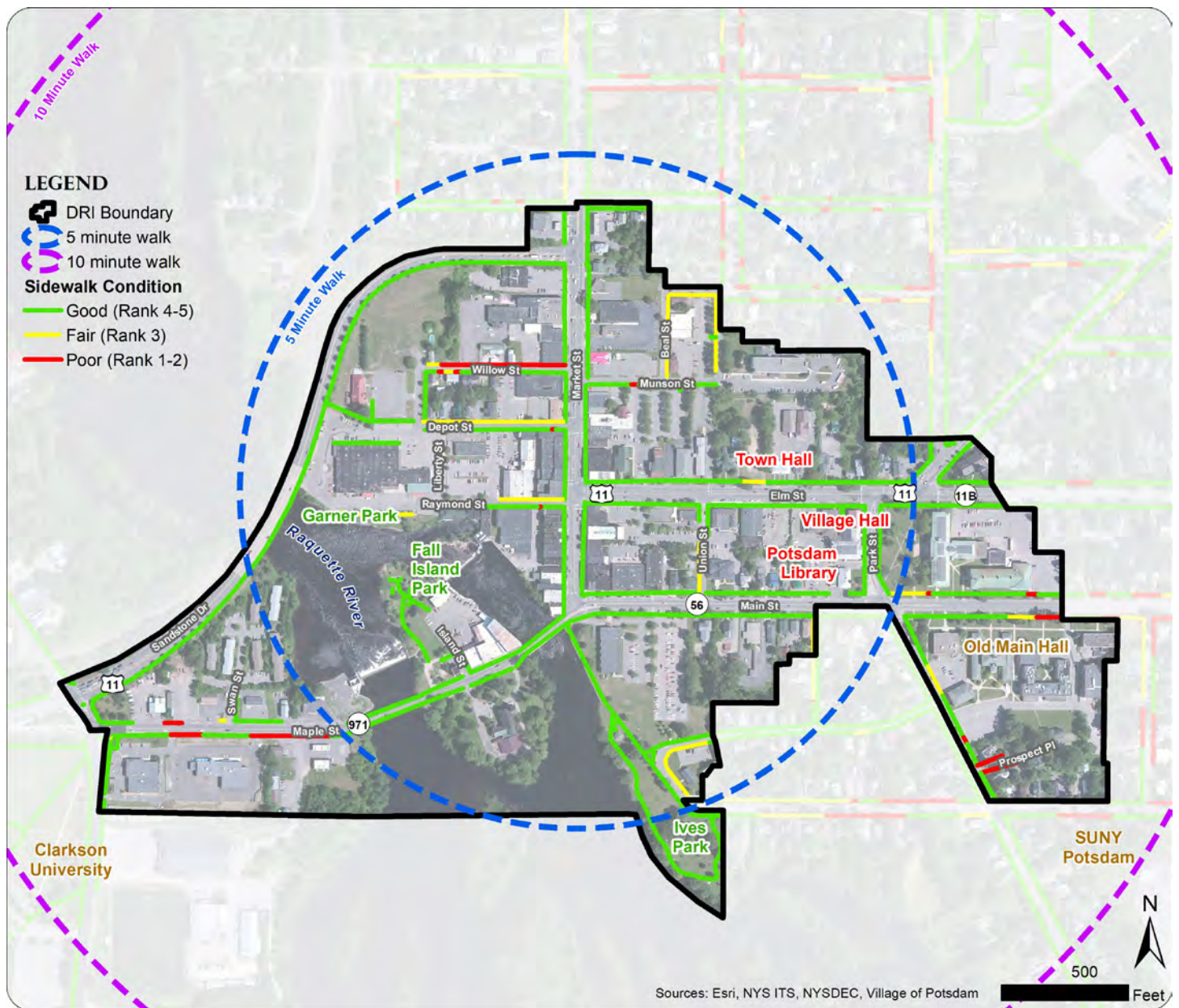


Figure I-2. Walkability

DRI BOUNDARY

The DRI boundary covers approximately 137.5 acres in the heart of the Village and represents the historic business district of the Village. This area is comprised of a mix of commercial, government, residential and institutional land uses that contribute to the vibrancy of the downtown area.

The DRI Study Area was established based on the boundary of the Village's historic business district and on the existing Central Business District (CBD). This portion of the Village abounds with opportunity. Within the DRI Study Area are a mix of uses that contribute to a vibrant downtown in a beautiful setting along the Raquette River.

The DRI Study Area is presented in **Figure I-3. DRI Study Area.**

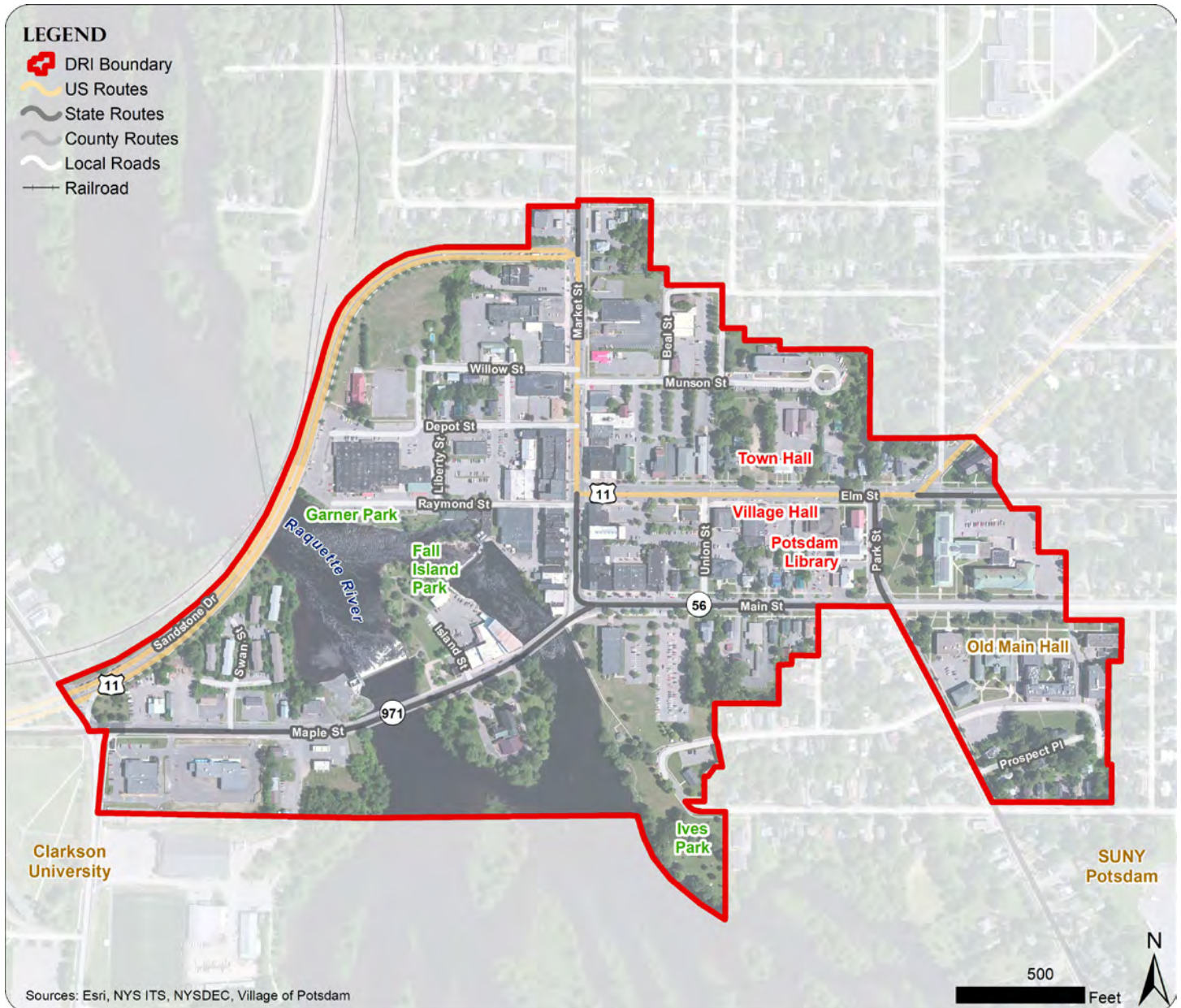


Figure I-3. DRI Study Area

LOCAL PLANNING

Past Planning Efforts

The Village of Potsdam has completed a series of planning efforts that support revitalization of the downtown and the surrounding area. A summary of each relevant plan follows.

Village of Potsdam Comprehensive Plan 2012-2022

The Village of Potsdam Comprehensive Plan was completed and adopted January 7, 2013. The purpose of the Comprehensive Plan was to provide guidance and direction for the future development of the Village. The plan established a vision statement for the community and offered goals and recommendations to achieve that vision. Public outreach was a major component of the development of the plan and was employed throughout the planning process. With community input as a foundation, the plan set forth needs, goals, planning initiatives and strategies to guide the future development of Potsdam. Recommendations in the comprehensive plan are organized into eight sections, including: Municipal Government and Finance, Land Use, Public Facilities and Services, Economic Development, Transportation, Housing, Recreation, and Environmental Remediation.

Relevant Recommendations:

- Make capital investments with the greatest potential for long-term impact
- Promote a pattern of development and requirements that will not inhibit the market reach of the Village's central business district
- Encourage private investment in commercial property and business development using revolving loan funds
- The Village should work to diversify the economic base of Potsdam to increase non-retail employment opportunities and increase net taxable property value

Raquette River Corridor Blueway Trail Plan (2010)

This plan envisioned the creation of a 174-mile network of interconnected recreational, cultural, and natural resources throughout the Raquette River watershed. The plan provided an analysis of existing conditions in the corridor including its environmental conditions, history, and population. It also proposed a range of projects (physical improvements) such as signage, enhancements of existing local parks, boat launches, scenic overlooks, Blueway Visitor Centers and kiosks, gateway features, trails and river access points. In addition, the plan presented a program of initiatives necessary to create and promote the Blueway including a river stewardship program, website promotions, a traveling exhibit, birding promotions, trip packages, a "patch system" and development of river maps. The Village of Potsdam is one of the centerpieces of this plan.

The information and recommendations in this plan are intended to promote inter-municipal coordination and cooperation among the following participating communities:

- St. Lawrence County: Town of Massena, Village of Massena, Town of Norfolk, Village of Norwood, Town of Potsdam, Village of Potsdam, Town of Parishville, Town of Pierrepont, Town of Colton, and Town of Piercefield
- Franklin County: Town of Tupper Lake, Town of Harrietstown, and Akwesasne
- Hamilton County: Town of Indian Lake, the Town of Long Lake and the Town of Arietta

Relevant Recommendations:

- Create a Potsdam Blueway Visitor Center location where visitors can stop and obtain information about the Blueway Trail and the Raquette River area
- Establish a trail along the Raquette River where feasible
- Develop wayfinding signage along any existing and new trails

Village of Potsdam Downtown & Waterfront Revitalization Plan (2012)

The Potsdam Downtown & Waterfront Revitalization Plan was the second step in the implementation of the 2010 Raquette River Corridor Blueway Trail Plan. The plan was designed to preserve and enhance the Village's natural, cultural, and economic resources. The study area encompasses the entire Raquette River waterfront as well as adjoining and nearby areas, including the downtown business district, Ives Park, Fall Island Park, Garner Park, Sandstoner Park, and SUNY Potsdam and Clarkson University. The core of the Downtown & Waterfront Revitalization Plan study area is almost entirely within the DRI Study Area.

Relevant Recommendations:

- Relocate the canoe and kayak launch, improve and expand walkways, and redevelop the municipal parking lot at Ives Park.
- Create a Raquette River waterfront walkway called the Potsdam Riverwalk
- Make improvements to downtown and waterfront streetscapes to address pedestrian access, safety & mobility, access management, traffic calming, streetscape beautification, sustainable & green streets, signage & wayfinding
- Develop branding and marketing to create a distinct and memorable identity that will help Potsdam stand out as a destination for recreational, heritage, and environmental tourism
- Develop a whitewater play park near Fall Island

Village of Potsdam Complete Streets Policy (2014)

Adopted by the Village in May 2014, the Complete Streets Policy identified six specific steps for implementation, including:

- The construction of sidewalks in connection with any proposed new construction or the major renovation of existing residential or commercial developments
- The extension of sidewalks to those areas of the Village bearing heavy pedestrian use, such as the west side of Pierrepont Avenue south to Lehman Park; both sides of outer Market Street; outer Main Street on both the north and south sides of the street and outer Lawrence Ave; and, the proposed Riverwalk pedestrian and bicycle trail
- The installation of maps and signage identifying bicycle routes and installation of bicycle racks throughout the Village to promote bicycle ridership
- The installation of wayfinding signage in the community to help residents and visitors navigate between key places including parks, cultural destinations such as the museum and library, the downtown and outer Market Street retail districts and the universities
- Techniques to calm traffic particularly in the downtown area, Leroy Street and outer Main and Pine Streets
- Access management on Maple Street, outer Elm Street, outer Lawrence Avenue and outer Main Street

Local Organizations

In addition to dedicated Village staff, several groups and organizations are active in the Village of Potsdam. Together with the Potsdam DRI Local Planning Committee (LPC), Village officials and the community, there is great capacity to implement improvement projects in the downtown area.

Village Officials

The Village of Potsdam has a highly skilled staff that will be tasked with the administration and implementation of DRI projects. Village staff include:

- Village Administrator
- Village Clerk/Treasurer
- Director of Planning and Development
- Superintendent of Public works
- Code Enforcement Officer

Downtown Potsdam Building Improvement Fund

The Village of Potsdam is committed to working with property owners to improve the condition and appearance of buildings in the downtown area. The Downtown Potsdam Building and Improvement Fund (Improvement Fund) is dedicated to that purpose. Administered by Village staff, the program assists property owners in maintaining the condition of their buildings, improving the economic viability of the community and preserving the Village's tax base by providing low interest loans for up to a fifteen-year term. The maximum loan amount is \$20,000 with a required applicant match of one-third of the total project cost.

Potsdam Microenterprise Revolving Loan Fund

Administered by the Adirondack Economic Development Corporation (AEDC), the Potsdam Microenterprise Revolving Loan Fund was created to assist microenterprises (small businesses with five or fewer employees including the owner) with capital to start or expand a business within the Town and Village of Potsdam and areas within the Village of Norwood. The loans can be used for working capital, real estate development, machinery, furnishings, fixtures and equipment, as well as other valid business purposes.

Potsdam Growth Fund

Also administered by the AEDC, the Potsdam Growth Fund provides small business loans up to \$125,000 in debt financing with a negotiable repayment term.

Shipley Center for Innovation

The Shipley Center for Innovation (Shipley Center) was established by Clarkson University through the generosity of Charles and Lucia Shipley to promote student learning and development in leadership, teamwork and entrepreneurship. Through a collaborative hands-on process, the Shipley Center brings academic and social experience together under one roof, providing inventors and entrepreneurs with the ability to fully commercialize their products, connect with potential investors and utilize Clarkson University faculty and student resources to bring their ideas to life.

The Shipley Center continues to play an important role in startup culture across northern New York. Today, it serves as a primary hub for economic development, capitalizing on emerging technologies developed at Clarkson University to create cutting-edge ventures for future solutions nationwide.

Regional Organizations

In addition to local organizations, a number of regional organizations have the capacity to assist in the implementation of downtown revitalization projects.

St. Lawrence County Planning Office

The St. Lawrence County Planning Office (Planning Office) provides technical assistance to local governments and citizens on planning, zoning and environmental related issues and projects. The Planning Office also assists in grant writing and administration, especially related to housing and local infrastructure projects.

St. Lawrence County Chamber

The mission of the St. Lawrence County Chamber of Commerce is to cultivate, develop and support Chamber members and other businesses by creating a vibrant business climate that encourages growth and enhances the unique quality of life in St. Lawrence County. The Chamber is also the Tourism Promotion Agent in the region and is an important resource to assist Potsdam in attracting visitors.

St. Lawrence County Industrial Development Agency

The St. Lawrence County Industrial Development Agency (IDA) is a public benefit corporation created under New York State General Municipal Law, Title 2, Section 914. Its mission is to promote, encourage, attract and develop job opportunities and economically sound commerce and industry in St. Lawrence County. The IDA catalyzes regional economic growth through a combination of financial resources and incentive programs. It issues bonds, and grants tax exemptions and payment-in-lieu-of tax (PILOT) agreements to current and prospective businesses with the aim of stimulating jobs growth in the region. An IDA is exempt from sales and use tax and has the authority to purchase, develop or lease property. The St. Lawrence County IDA provides financing, technical assistance and informational resources to help with business start-ups and expansions.

Adirondack Economic Development Corporation

The Adirondack Economic Development Corporation (AEDC) provides business training, lending and technical assistance to underserved populations and existing businesses throughout its 14-county service region in the North Country. The AEDC works with existing and new business owners to develop formal business plans that provide a roadmap to success. It also offers a comprehensive entrepreneurship-training course taught by certified instructors that provides business owners with a wide range of skills to help them become successful in the long term. The AEDC also offers business loans for those looking to get started or to take their business to the next level.

Alignment with North Country REDC

The North Country Regional Economic Development Council established a clear vision and guiding framework for the growth and success of the North Country region. The vision states that the North Country will “attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities; catalyze the highest per capita rate of small business start-ups in the state; and activate tourism as a driver to diversify our economies.” The plans and studies summarized in Past Planning Efforts section show that the Village of Potsdam has engaged in a number of planning efforts that align with this vision and that the Village continues to make progress that implements the NCREDC’s key economic development strategies to achieve the vision.

CRITICAL ISSUES AND CHALLENGES

Through an analysis of demographic and socio-economic data as well as input from key stakeholders and the public, the following critical issues and challenges for downtown Potsdam have been identified.

- The Village of Potsdam population has decreased by 1.5% and the population of the Potsdam DRI Study Area has decreased by 7.7% from 2000 to 2018. A decreasing population can lead to fewer customers patronizing local downtown businesses.
- The median household income in the DRI Study Area is nearly 20% lower than the Town of Potsdam and 11% lower than St. Lawrence County. This indicates that those residents living downtown have fewer resources for basic living and may have fewer resources to support local downtown businesses.
- Nearly 70% of housing units in the DRI Study Area and 54% of housing units in the Village of Potsdam overall, are in structures built prior to 1960. The older building stock presents challenges related to costly renovations, upgrades and utility costs. Quality residential space with modern amenities will be necessary to support continued growth of downtown.
- ADA accessibility is a challenge on a number of streets downtown, particularly on side streets with narrow or non-existent sidewalk infrastructure. Snow removal on streets and sidewalks in the winter is also a challenge that reduces overall walkability and accessibility for seniors and those with mobility challenges.
- Concerns have been raised through public engagement about a need for more public spaces, including a centrally located community center to host recreational activities and arts, music and cultural events for people of all ages.
- The Village of Potsdam has a significant number of tax exempt educational, medical, government and non-profit institutions that contribute to a high tax burden for property owners. This has led to high residential and commercial rents downtown and disincentivizes homeownership and business retention in the DRI Study Area and Village as a whole.
- Stakeholder and public input have indicated that the aesthetic quality of Downtown has diminished over time, making it difficult to attract and retain new homeowners and potential customers downtown. Streetscape improvements would improve the downtown experience, create a sense of place and attract visitors to downtown Potsdam.

ADVANTAGES AND OPPORTUNITIES

Potsdam is a community ready to build upon past successes, current initiatives and future investment in the downtown. The following are key advantages and opportunities for the Village and downtown:

- The Village of Potsdam offers unparalleled public access to the Raquette River, providing a key resource for Village residents, employees, students and visitors to enjoy the scenic beauty and recreational benefits of parks and open space on the river.
- The DRI Study Area is compact and walkable with most activities accessible within a 10-minute walk from the center of downtown.
- Within the DRI Study Area is the Market Street Historic Register District which offers a historically intact 19th century downtown business district representing one of the last intact Victorian-era downtowns in Northern New York. The historic mixed-use buildings provide a great environment for traditional “Main Street” businesses to thrive, as well as providing affordable and market rate housing options.
- Potsdam is the center for arts, education, culture and a bustling food scene in Northern New York with access to museums, downtown grocery and specialty food stores, a farmer’s market and higher education institutions. SUNY Potsdam is a well-respected liberal arts college that is home to the famed Crane School of Music and a growing performing arts curriculum. Founded in 1896, Clarkson University is a Ph.D. granting, R2 national research university and technological education leader. In addition to its rigorous degree and research programs, Clarkson University’s Shipley Center for Innovation operates a Business Incubator located in the Downtown Campus within the DRI Study Area.
- The DRI Study Area is home to Clarkson University’s downtown campus, which brings together scientists and engineers with skilled entrepreneurs resulting in an industry cluster unique to the Village of Potsdam.
- The Town and Village of Potsdam, with a combined population of nearly 16,000, are among the communities in rural St. Lawrence County experiencing recent commercial growth with a new hotel and health care, retail, service, and business service start-ups and expansions.

PHYSICAL CHARACTERISTICS

Land Use

The predominant land use in the DRI Study Area is Commercial which comprises 24% of the land area. Commercial areas include a variety of businesses such as offices, banks, restaurants and retail establishments. The next largest land use is Community Services at 18% of the total DRI Study Area and includes government services as well as religious and educational institutions.

Collectively, Residential uses make up the next largest land use type at 9% of the total DRI Study Area. Residential uses are categorized as high-density, medium-density and low density uses, with high-density being the predominant residential land use.

Mixed-Use land uses make up the next largest land use type at 6% of the total DRI Study Area. Mixed-use buildings are mostly located on Market Street and within the Market Street Historic District. Many of the mixed-use buildings downtown are two or three stories with offices, restaurants or retail on the first floor and apartments or offices on the second and third floors. Other mixed-use buildings are scattered throughout the DRI Study Area on Maple Street, Main Street and Elm Street.

The Raquette River is a defining feature that influences the types of land uses that occur within the downtown and makes up nearly 12% of the DRI Study Area. The river is the historic driver of industry in Potsdam, offers a number a scenic and recreational resources and provides power via a hydroelectric power station. Existing land uses are illustrated in Table I-1. Land Use and Figure I-4. Land Use.

Table I-1. Land Use

Land Use	Area	
	Acreage	Percentage
Commercial	32.9	24%
Community Services	24.6	18%
Mixed Use	8.6	6%
Parks & Recreation	7.0	5%
Raquette River	17.1	12%
Residential - High Density	7.7	6%
Residential - Medium Density	1.6	2%
Residential - Low Density	1.0	1%
Transportation	27.9	20%
Utility	3.2	2%
Vacant Land	5.9	4%
Total	137.5	100%

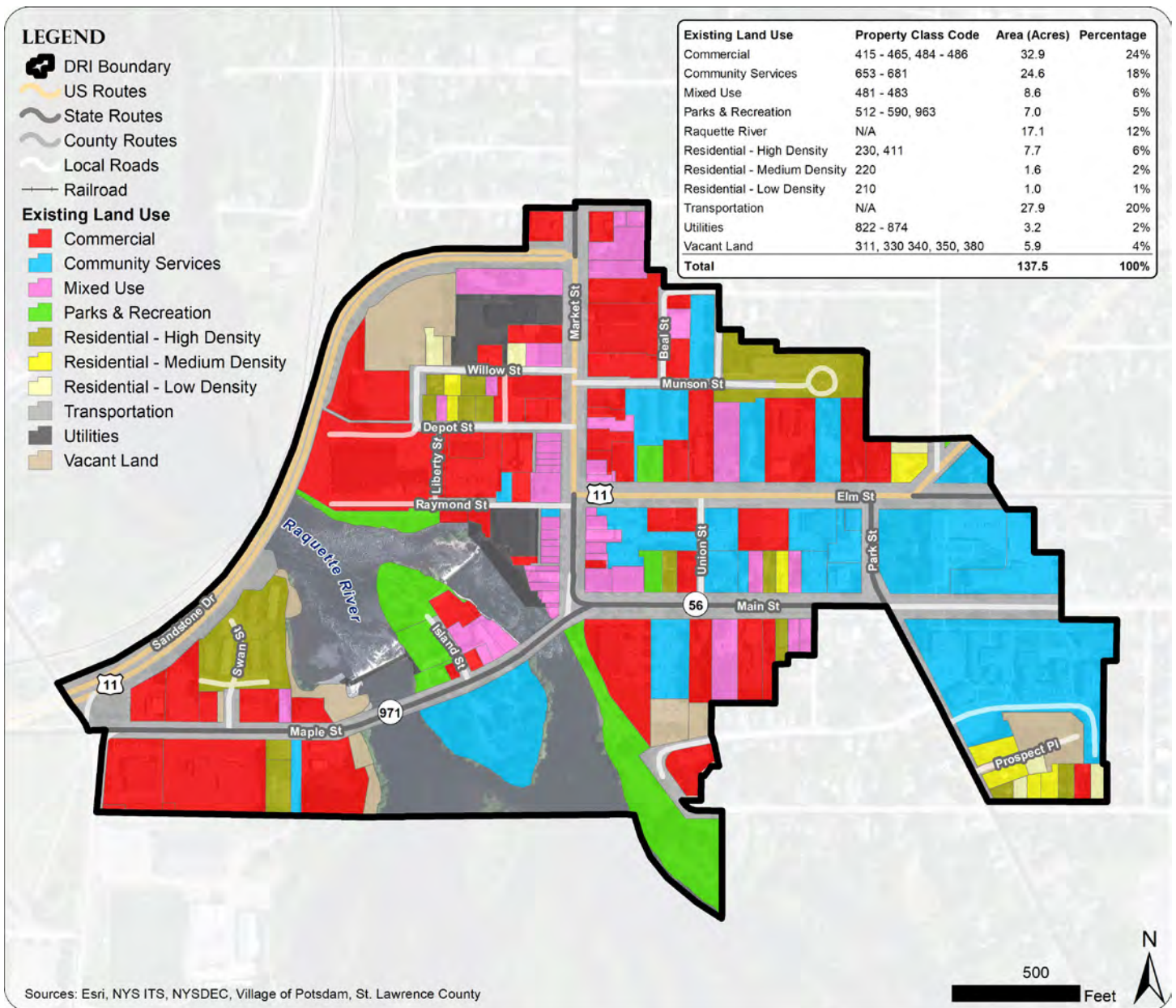


Figure I-4. Land Use

Zoning

The predominant zoning district in the DRI Study Area is the Central Business District (CBD), which encompasses nearly 52% of the total DRI area. The intent of the CBD is to delineate the central business area of the Village to protect the unique architectural heritage and the vital economic and visual relationship of this area to the Potsdam community. Buildings located within this area, especially those in the Market Street Historic District, must adhere to standards that protect the historic architecture and fabric of downtown. Allowed uses in the CBD include retail stores, business and professional offices, personal service establishments, hotels and motels, religious institutions, community centers, indoor recreation, financial institutions, funeral homes, public or private utilities and accessory uses or buildings. Uses allowed with a special use permit include upper-story multiple family dwellings, restaurants and bars, membership clubs, theaters, enclosed light industry and uses determined by the Village Planning Board to be compatible with existing uses in the district.

The Innovation District (ID) is the next most predominant zoning district at 12% of the DRI Study Area. The intent of this district is to delineate areas appropriate for the advancement of university education, foster entrepreneurship and emerging technologies and provide necessary community facilities. Uses allowed in the ID include schools, professional offices, and business, research and incubator uses. Special uses allowed with a permit include community centers, theaters, artist studios and galleries, museums, conference centers, indoor recreation, multiple dwellings, off-street parking and light industry.

The Business District (B-1) makes up the next largest district in the DRI Study Area at 11% of the total area. The intent of the B-1 District is to establish areas primarily utilized or appropriate for retail and related business and institutional uses. The B-1 district includes more auto-oriented commercial uses with surface parking which differs from the more traditional mixed-use CBD.

Several other zoning districts make up the remainder of the DRI Study Area and include the Natural Conservation District (NC), One-Family Residence District (R-1), Two-Family Residence District (R-2), Multiple Family Residence District (R-3) and the Institutional and College District (SCH).

See **Figure I-5. Zoning.**

Table I-2. Zoning

Zoning District	Description	Area (Acres)	Percent of DRI Area*
B-1	Business District	14.5	11%
CBD	Central Business District	71.6	52%
ID	Innovation District	16.9	12%
NC	Natural Conservation District	8.0	6%
R-1	One-Family Residence District	0.7	0.5%
R-2	Two-Family Residence District	2.5	2%
R-3	Multiple-Family Residence District	6.7	5%

*The Raquette River represents the remainder of the DRI Area.

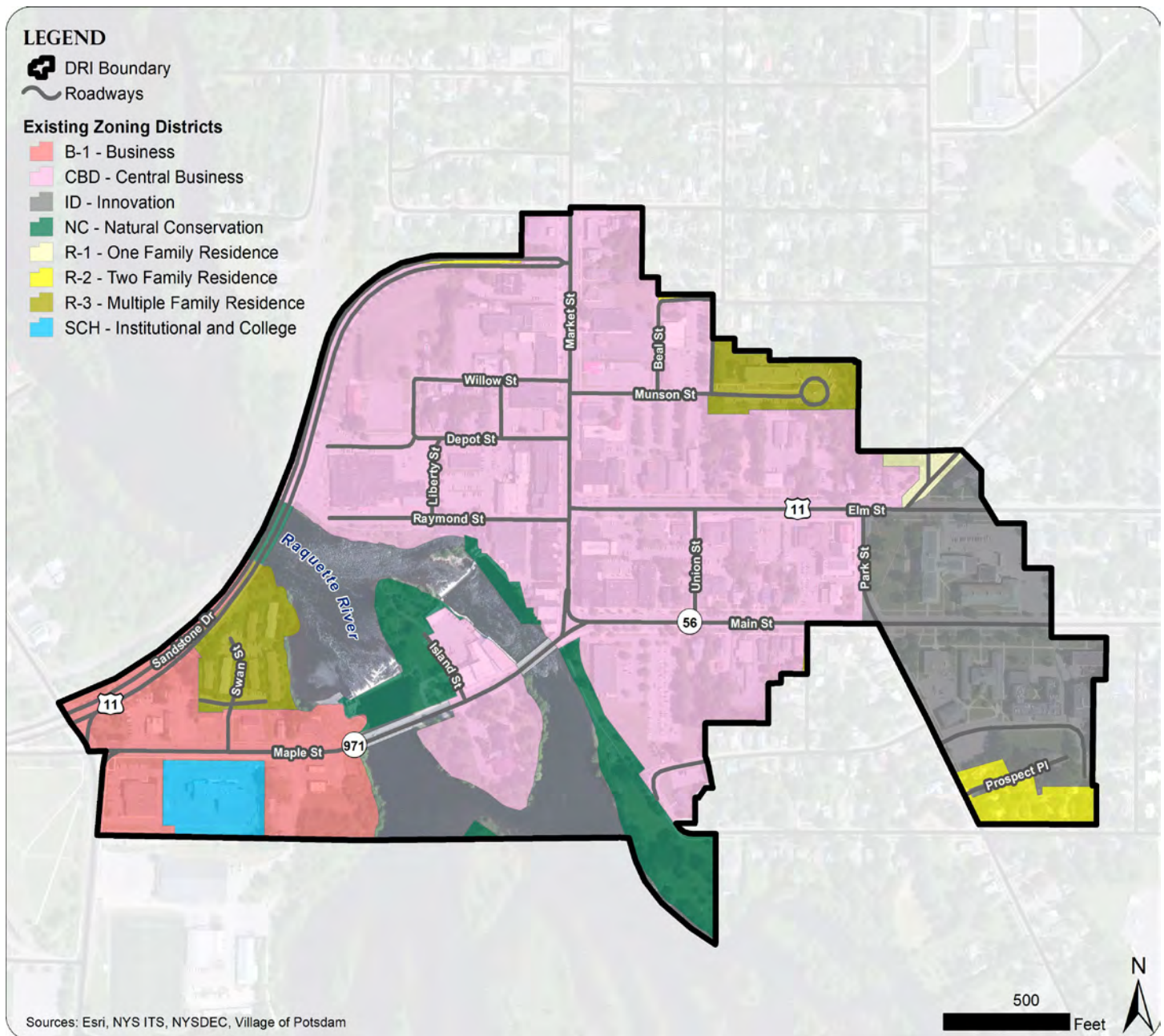


Figure I-5. Zoning

Property Ownership

Private property makes up approximately 75% of the DRI Study Area compared to 12% of publicly owned land. The remaining 13% of the DRI Study Area consists of the Raquette River. The DRI area contains approximately 17 acres of publicly owned land on 25 parcels; 11% of the publicly owned land is owned by the Village, while 1% is owned by the Town. Lands owned by New York State and the Federal Government make up less than one percent of the study area.

See Figure I-6. Public Ownership.

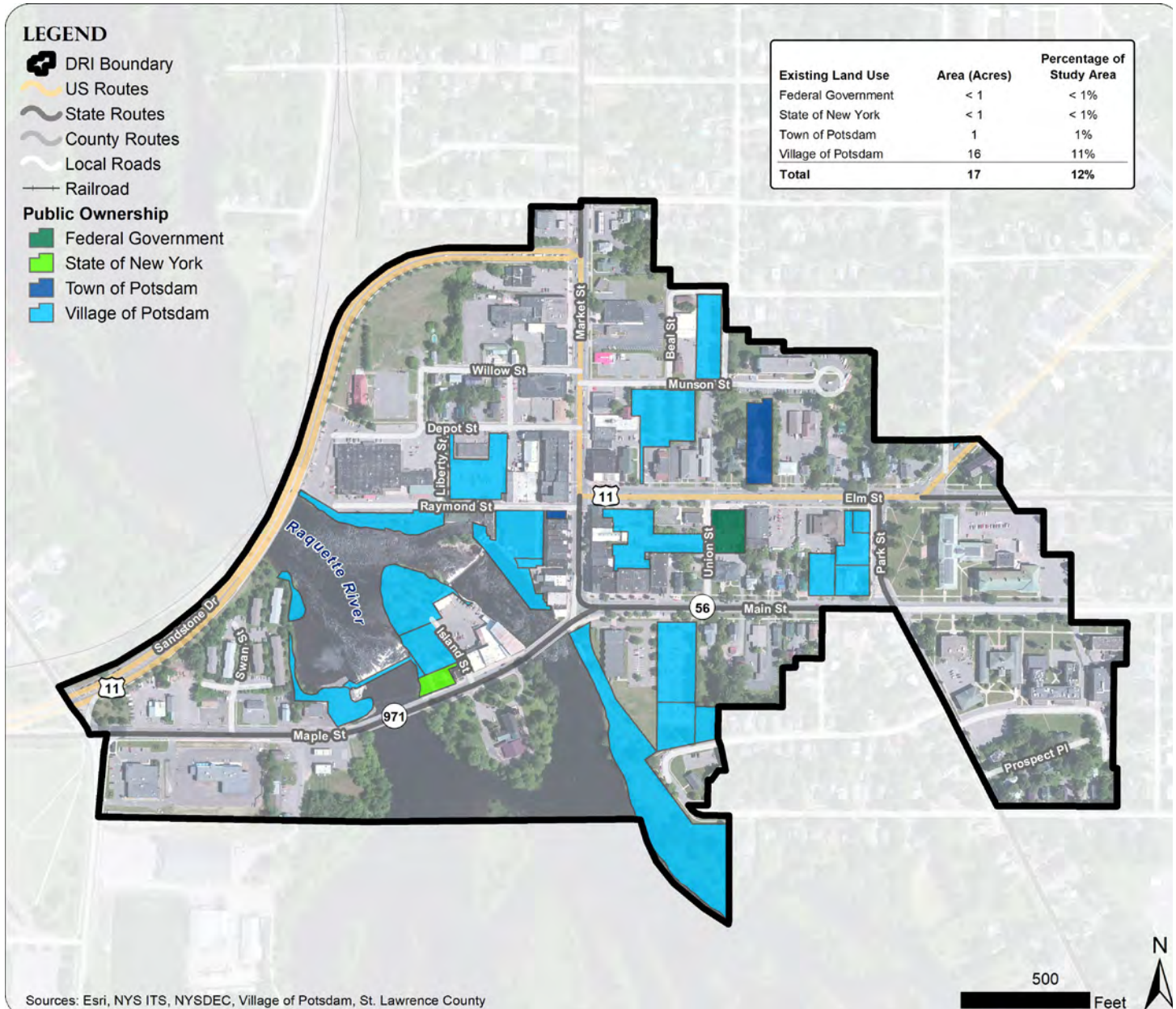


Figure I-6. Public Ownership

Infrastructure

The availability of suitable infrastructure is critical to the growth and development of Downtown Potsdam. Adequate utilities support existing and potential businesses as well as residents. See Figure I-7 Utilities.

Water, Storm and Sewer

The Village of Potsdam Department of Public Works operates and maintains an extensive network of stormwater, sanitary sewer and potable water lines within the downtown. Drinking water is derived from the Raquette River and processed at the Potsdam Water Treatment Plant on Raymond Street. The Water Treatment Plant delivers approximately 367 million gallons of drinking water per year through 1,624 water services connections. The Village also maintains the Potsdam Wastewater Treatment Plant on Lower Cherry Street, outside the DRI Study Area. In the spring of 2018, the Village began a \$17 million upgrade to the wastewater treatment system. Upgrades included updated mechanical equipment, energy efficient lighting, and a new efficient heating system that uses an anaerobic digester to produce methane from biomass to heat the facility. Public water and sewer services are available throughout the DRI Study Area.

Electric and Gas

National Grid, a private company, provides gas and electric services in downtown Potsdam. The exact locations of the service lines are not provided by the company. It is assumed that these services are available throughout the DRI Study Area.

Telecommunications

There are two primary providers of wired internet in the DRI Study Area: Charter Spectrum and Verizon High Speed Internet. Earthlink and Slic Network Solutions are also available in specific locations throughout the downtown. The exact coverage of the service lines is not provided by the companies. It is assumed that these services are available throughout the DRI Study Area. A fiberoptic network operated by the Development Authority of the North Country (DANC), runs along State Routes 56 and 971 (Main Street and Maple Street) within the study area.

Hydroelectric

The Village of Potsdam owns and operates the East Dam Hydro-Electric Station, a hydroelectric power plant within the study area on the Raquette River. The plant is currently undergoing rehabilitation through a \$750,000 CFA grant award. The plant is anticipated to begin producing power in 2020. The plant includes two turbines which together have the potential to generate 900 Kilowatts of electricity. The Village is in the process of constructing a new low head hydroelectric generating facility on the west bank of the river at the site of Potsdam's first water powered mill constructed in the early 1800's. The hydro facility will generate electricity that the Village will sell on the state's power grid to generate revenues as an offset to Village expenditures.

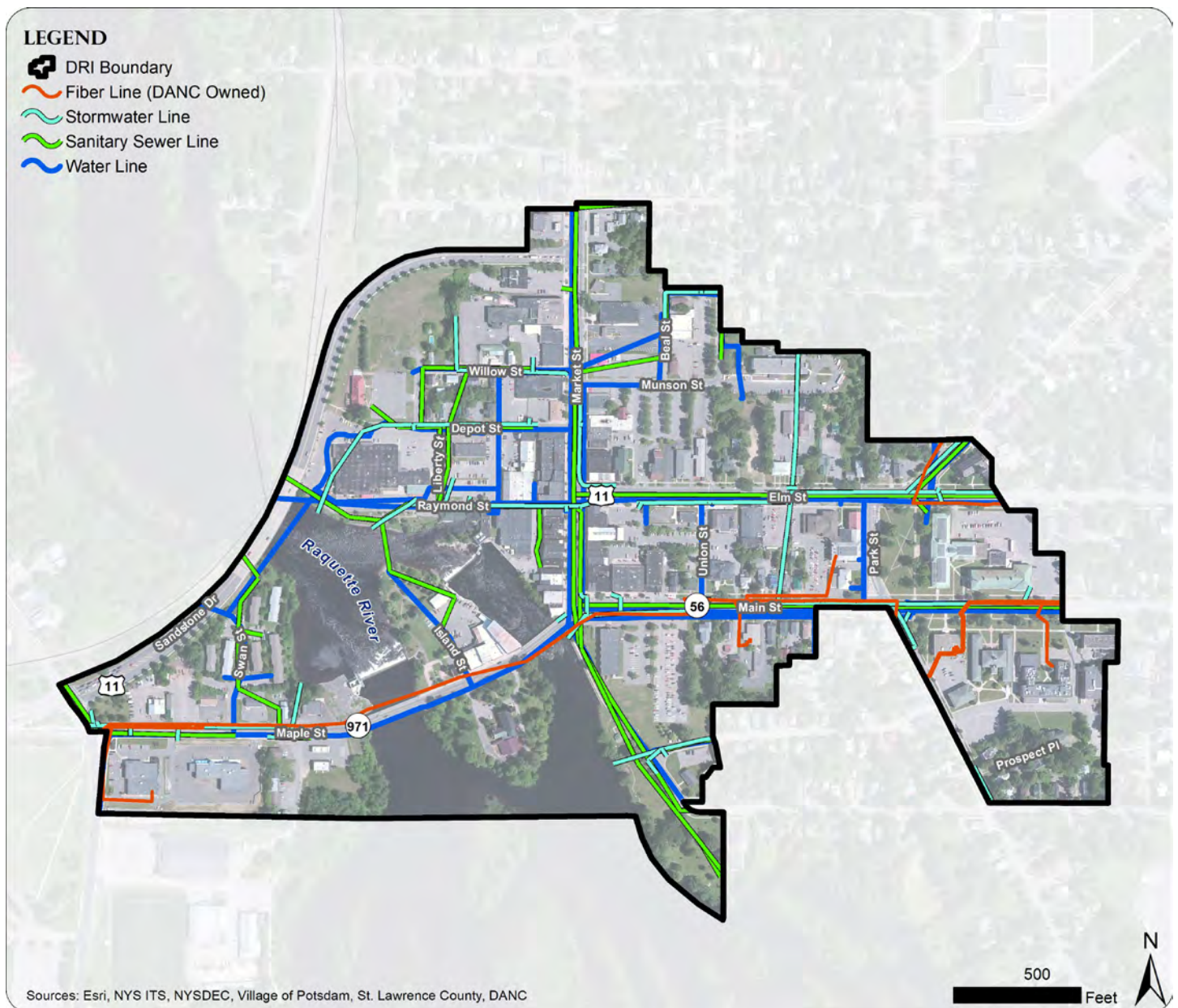


Figure I-7. Utilities

Village Parks and Recreational Opportunities

There are many recreational opportunities within the DRI Study Area that draw local residents and visitors to downtown Potsdam. Parks and recreational opportunities in the Village of Potsdam include:

Ives Park

Ives Park is located on the banks of the Raquette River in the heart of downtown Potsdam within the DRI Study Area. The park can be accessed from Maple and Main Streets, and Riverview Drive. A public parking area is located and accessed via Main Street and is adjacent to the park. The Main Street parking lot is also the location of the Potsdam Farmer's Market. The park's centerpiece is a large gazebo that is used for outdoor weddings, ceremonies, musical events and community celebrations and observances. A new kayak/canoe launch was installed in the spring of 2014 and can be used by all visitors.

Fall Island Park

Fall Island Park is located on Fall Island along Maple Street in the middle of the Raquette River. Fall Island Park is located within the DRI Study Area and is used by local skateboarders and picnickers. The local Lions Club maintains a memorial grove in the park. Acquired in 1978, the park has a functional gravel canoe beach and a handicap accessible fishing pier.

Fall Island Park is physically connected to the west bank of the Raquette River by the "West Dam" of interest to paddlers. The Village has a canoe portage trail that eliminates the last physical barrier to navigation on the 174-mile-long Raquette River.

Garner Park

Garner Park is located at the end of Raymond Street in downtown Potsdam within the DRI Study Area. Garner Park was acquired as part of an Environmental Quality Bond Act grant in the late 1980's and is named for the Village's long-time mayor and trustee, Ruth F. Garner. The park parallels the Raquette River and is 0.33 acres in size. Garner Park offers beautiful upstream views of the river, the east and west dams and Fall Island Park. The park is used frequently by those who work and live downtown as a place to relax and enjoy a picnic lunch.

Munter Trail

The Munter Trail, part of Clarkson University's trail system, is a wide, level, packed sand trail that follows the Raquette River from the Maple Street Bridge south to the entrance of the Bayside Cemetery. Along the trail there are a number of picnic spots, as well as boardwalks for fishing or enjoying the view of Fall Island.

Log Driver's Trail

The Log Driver's Trail is a river paddling route that follows the Raquette River between the Villages of Potsdam and Norwood. The river loses approximately 80 feet in elevation in this section and is a combination of swift and flat water, providing a variety of paddling experiences for all skill levels. The river flows through a mixed landscape of woodlands, pastures, working mills, and the Village of Potsdam.

Sandstoner Park

Sandstoner Park is located just outside of the DRI Study Area and serves as the Village's active recreation facility. The park, which is 15.8 acres in size, contains an indoor ice-skating arena that is used by local figure skating clubs, youth and adult ice hockey teams and for open ice skating. In addition, the park includes multi-use sports fields that are used for youth and adult baseball, softball and soccer, the Village beach, a small playground facility and picnic pavilion.

Lehman Park

Lehman Park is owned and operated by SUNY Potsdam and is located within the Village approximately one mile south of downtown outside of the DRI Study Area. The park is open to the public and used by the University as a working laboratory for students. In addition, Lehman Park provides the public with access to the Raquette River, picnic facilities and an informal car-top boat launch. Lehman Park is known as a great area for fishing, especially for spring bullhead anglers.

Raquette River Access

The Raquette River is a key recreational resource in the Village of Potsdam, offering opportunities for paddling, white water rafting, bird watching and more. The river is a draw to downtown for residents, visitors and students and contributes significantly to the character of the Village. Public access to the river is available in several areas including Ives Park, Lehman Park, Fall Island Park, Sandstoner Park and a kayak/canoe launch off Maple Street below the west dam.

Regional Recreational Opportunities

Downtown Potsdam is positioned in an ideal location to take advantage of numerous recreational resources. Proximity to these resources also presents an opportunity to attract visitors who may be looking for places to stay, dine, shop or access entertainment opportunities while they are on vacation.

Adirondack State Park

The Village is located just outside the Adirondack State Park, a 6 million acre protected park containing over 2.6 million acres of New York Forest Preserve. The park is regulated by the Adirondack Park Agency and NYS Department of Environmental Conservation (DEC) and offers many outdoor activities including hiking, wildlife viewing, winter sports, canoeing/kayaking, fishing and cycling. The High Peaks region of the Adirondacks is located within an hour's drive of Potsdam and contains the tallest mountain in New York State, Mt. Marcy.

Stone Valley Cooperative Recreational Area

The Stone Valley Cooperative Recreational Area is located along the Raquette River in the Towns of Colton and Parishville just south of Potsdam. The recreational area offers numerous opportunities, including hiking, cross-country skiing, whitewater rafting, nature study and historical exploration. This portion of the Raquette River includes large rapids and scenic river views from the trail. The trail is approximately 12 miles long and includes trailheads at either end in Colton and Parishville.

Red Sandstone Trail

The Red Sandstone trail, maintained by the Laurentian Chapter of the Adirondack Mountain Club, offers great views of the Raquette River through varying terrain. There are interpretive signs provided by the Adirondack Mountain Club along the length of the trail which detail the history of the Raquette River and the local area. This is a great trail for all ages and can be used for a short mid-day outing, or half a day of exploration. The trail is approximately seven miles round trip; it starts at Hannawa Falls and continues to Sugar Island just west of Lehman Park in Potsdam.

Higley Flow State Park

Higley Flow State Park is located in Colton, among the Adirondack foothills on the Raquette River. The park offers camping, hiking, cross-country skiing and swimming. The terrain is hilly and heavily wooded and includes a sandy beach on the Raquette River. The scenic river is ideal for canoeing and fishing. The Beaver Pond Nature Trail has interpretive signs that describe the six distinct habitats through which the trail passes. Hiking trails double as cross-country ski trails in winter, when snowmobiling, snowshoeing and ice fishing are also allowed.

See **Figure I-8. Parks and Recreation.**

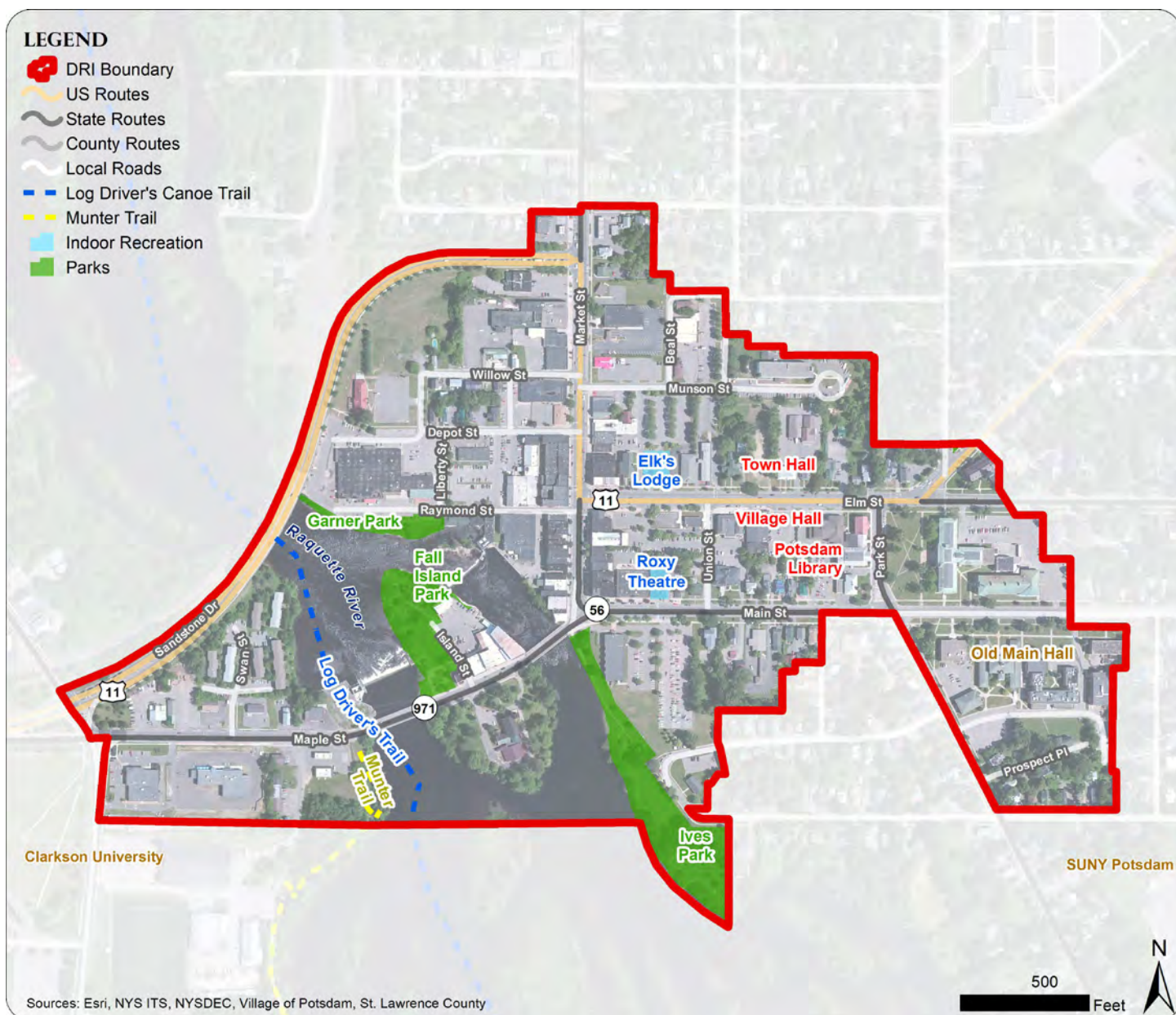


Figure I-8. Parks and Recreation

Historic Resources

The Village of Potsdam has a rich recorded history dating back to the early 1800s. The Raquette River was a significant driver of the growth of the community and industry flourished with the availability of hydro power.

Within the center of the DRI Study Area is the Market Street Historic District, recognized by the New York State Office of Parks, Recreation and Historic Preservation (OPRHP). This area represents the historic central business district in the Village and contains a number of historically significant buildings and resources. The Market Street Historic District is comprised of 27 buildings dating from 1820-1900. The buildings represent noteworthy examples of Federal, Italianate, Romanesque Revival, and Classical Revival styles.

In addition to the Market Street Historic District, several other historically significant buildings are listed on the National Register of Historic Places as shown on Figure 9. Historic Resources. These sites include:

- Clarkson Office Building – 17 Maple Street
- Trinity Episcopal Church – 8 Maple Street
- U.S. Post Office, Potsdam – 21 Elm Street
- Potsdam Civic Center Complex – 5 Park Street
- Potsdam State Normal School Campus – 41 Elm Street

Cultural Resources

The Village of Potsdam is the hub of arts, culture and music in St. Lawrence County with several opportunities within the DRI Study Area or located nearby. Cultural resources in the Village of Potsdam include:

Potsdam Public Museum

The Potsdam Public Museum is a non-profit educational institution that strives to collect, preserve, study and exhibit artifacts and materials relating to the history of Potsdam and the surrounding area. The Museum, founded in 1940, is a department of the Village of Potsdam, with policy governed by an independent board of trustees. Its extensive collections span the history of the Village and include 18th-20th Century decorative arts collected by area residents. The building housing the museum was built in 1876 as the First Universalist Church. In the early 1930s, the congregation donated the building to the village to be used as a public library, and it served as the library from 1940 until 1976. At that time, the museum was moved from its original location in the basement of the Civic Center. Today it houses the exhibit galleries, archives, educational facilities, work rooms and storage areas of the Museum. Since 1933, the building has been part of the Civic Center, together with an auditorium (now the library) and the municipal offices which were built, using Potsdam sandstone, as a voter-approved bond project.

North Country Children's Museum

The North Country Children's Museum is a non-profit organization formed in 2012 by a group of educators with a collective vision to create a cultural and educational center for North Country families. Driven by a mission to bring hands-on learning to the community, NCCM developed a Museums Without Walls program and traveled weekly to the Clarkson University Bookstore during the school year and to festivals throughout the region during the summer. These pop-up workshops offered interactive programs for children 12 and under and their families in a wide range of STEAM (Science, Technology, Engineering, Arts, Math) topics. In creating engaging, fun, and memorable educational experiences, NCCM provides space for children to try on the role of scientist, engineer and artist. NCCM's commitment to hands-on, minds-on learning is reflected in their new space in the Red Barn at 10 Raymond Street which opened doors to the public in summer 2018. The museum's

permanent exhibits celebrate the cultural and geographic resources of the North Country and provide opportunities for children and their families to play and learn together.

St. Lawrence County Arts Council

Based in Potsdam, the St. Lawrence County Arts Council (SLC Arts) is a non-profit organization originally incorporated as the Arts and Humanities Council of the St. Lawrence Valley in 1972. Its mission is to promote collaboration within the arts community and encourage public and private support of the arts throughout St. Lawrence County and the surrounding region. SLC Arts creates and supports multi-disciplinary arts initiatives to encourage community and economic development, tourism and entrepreneurship within the arts industry.

SUNY Potsdam

SUNY Potsdam offers a number of arts and cultural resources that are open to the public and serves as a regional destination. Resources provided through SUNY Potsdam include:

- **Crane School of Music** – Founded in 1886, SUNY Potsdam’s Crane School of Music (Crane School) has a long legacy of excellence in music education and performance. The Crane School attracts a diverse and world-renowned group of faculty, students and visiting performers to Potsdam, creating a regional cultural destination that draws people downtown. The Crane School offers many performance opportunities in three main performance spaces: the Helen M. Hosmer Concert Hall, which seats up to 1,300 people; the Sara M. Snell Music Theater, with seating for up to 450 people; and the Ralph J. Wakefield Recital Hall, which seats up to 130 people. Music performances include student groups like the Crane Symphony Orchestra and Latin and Jazz Ensembles and visiting artists like the Orchestra of Northern New York, among others.
- **Community Performance Series** - Community Performance Series (CPS) is a college-community partnership that presents distinctive and renowned performing arts events in Northern New York. CPS has been in residence at SUNY Potsdam since 1989, ensuring enhanced access to performances through three main efforts, including the Guest Artist Series, Meet the Arts series and by providing administrative support to several campus and community performances in an effort to increase public awareness of arts opportunities in the region.
- **The Art Museum of SUNY Potsdam (Gibson Gallery)** – The Art Museum of SUNY Potsdam serves as the center for visual arts at SUNY Potsdam through the collection, exhibition, and interpretation of quality works of art from the 20th and 21st centuries, and offers a study collection of these and other works that are pre-20th century. It also provides experiences that supplement and enhance classroom curricula and promotes audience involvement in museum activities through exhibitions, publications, and programming. The Museum’s mission is to make direct experience of the visual arts accessible to students, faculty, staff, and alumni of the College, as well as to residents of Northern New York.

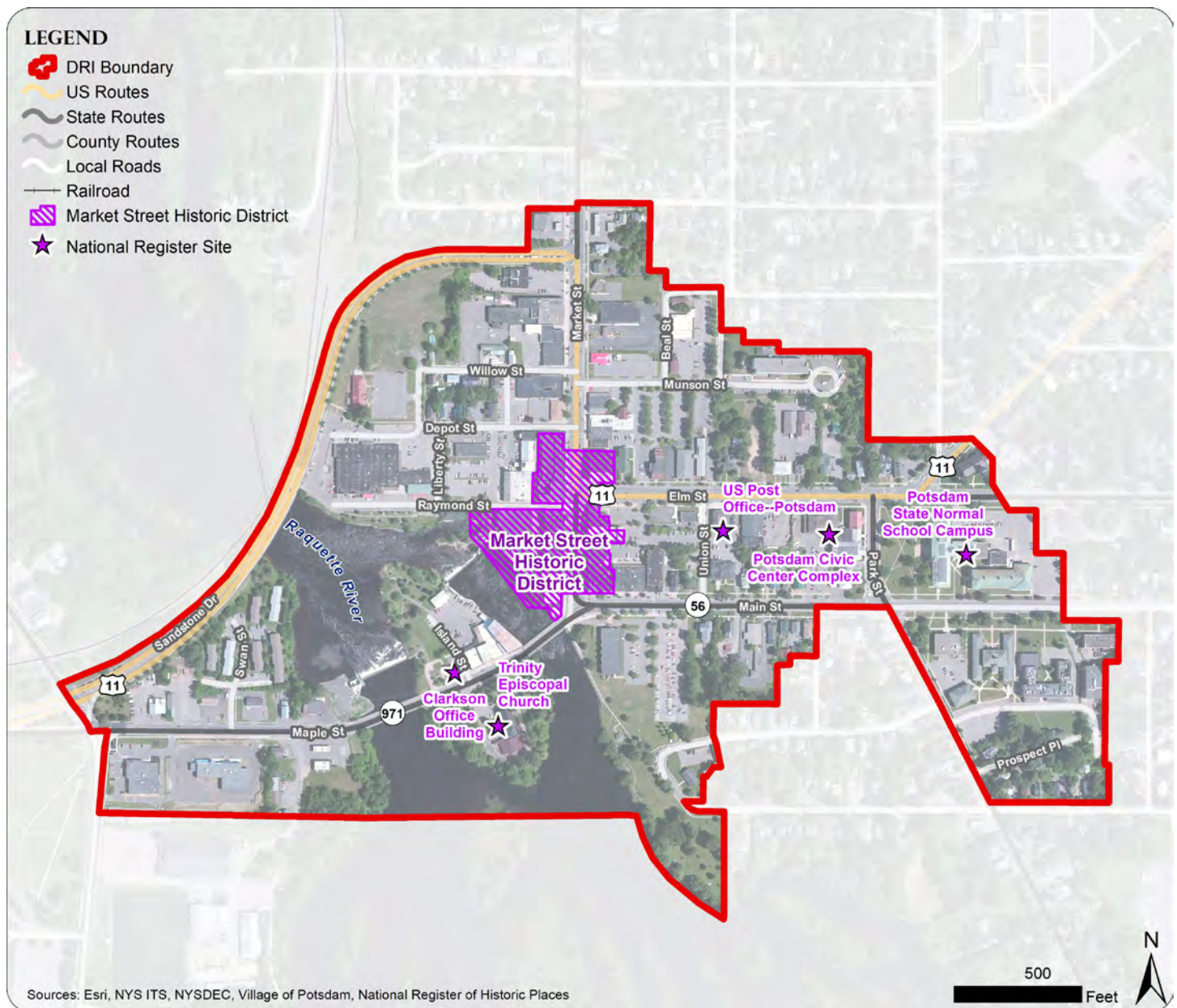


Figure I-9. Historic Resources

TRANSPORTATION SYSTEMS

Downtown Potsdam is accessible via several US and State routes. US Route 11 as well as State Routes 971U, 971T, 56 and 11B pass through and serve the downtown for both car and truck traffic. According to New York State Department of Transportation Functional Class Viewer, US Route 11 and State Route 971U and 971T are each classified as an Urban Principal Arterial. State Routes 56 and 11B are each classified as an Urban Minor Arterial.

In addition, there are two Village streets within downtown that hold the functional classification of Urban Major Collector – Main Street and Leroy Street.

Annual Average Daily Traffic (AADT) counts for US11 vary with an estimated 14,435 vehicles traveling daily on the section of Market Street where US Route 11 combines with NY Route 56. Additional AADT counts are presented in Table I-3 below.

Table I-3. Average Annual Daily Traffic

Route	Section	AADT (Year)
US11	Sandstone Drive from Pine Street to Market Street	12,702 (2016)
US11/NY56	Market Street from Sandstone Drive to Elm Street	14,435 (2016)*
US11	Elm Street from Market Street to Park Street	10,994 (2016)*
US11	Elm Street from Park Street to Lawrence Ave	9,429 (2016)*
US11	Lawrence Ave from Elm Street to Eastern Town Boundary	3,817 (2016)*
NY56	From Main Street to Market Street	9,350 (2016)
NY56	From Main Street to South Town Boundary	8,180 (2016)*
NY11B	From Lawrence Ave to Eastern Town Boundary	5,042 (2016)*
971U	Maple Street from US11 to Main Street	11,051 (2016)*
971T	Park Street	5,496 (2016)
Main Street	Pierpont Ave to Easter Town Boundary	2,352 (2016)*
Leroy Street	Lawrence Avenue to May Road	3,723 (2016)*

*Forecasted AADT count

Public transportation options are available through St. Lawrence County Public Transportation. The downtown is served by multiple bus routes allowing transportation to neighboring areas including Canton, Ogdensburg, Gouverneur and Massena. One pickup location is located within the downtown on Depot Street.

Streets throughout downtown include sidewalks that provide pedestrian access to businesses, homes and amenities. A Sidewalk Inventory of downtown Potsdam was completed in 2019 by the Clarkson University Construction Engineering Management & Consulting Group as part of the Village's Complete Streets Policy. The study characterized the condition of sidewalks, curb ramps and pedestrian signals throughout the downtown, assigning ratings from poor to excellent. Of the 153 sidewalk sections surveyed in the downtown area, 87% were characterized as fair or better.

See Figure I-10. Transportation.

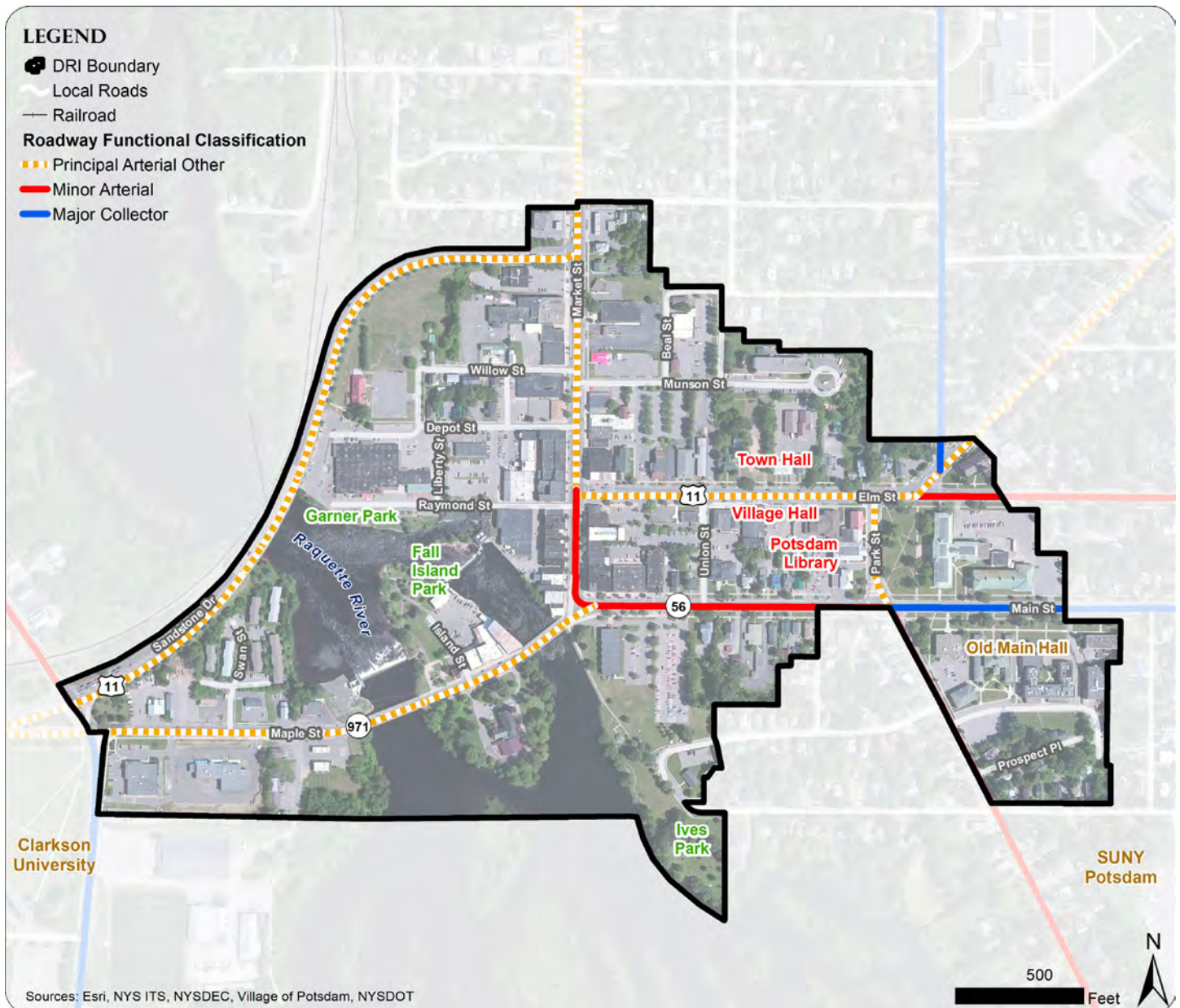


Figure I-10. Transportation

ANCHOR INSTITUTIONS

The Village of Potsdam benefits from a collection of anchor institutions. These institutions, listed and described below, are rooted in the local community; they offer essential services, provide employment opportunities, and contribute to the area's economic vitality. These institutions are located just outside of the DRI Study Area and are crucial to the entire region.

Canton-Potsdam Hospital

Canton-Potsdam Hospital is one of three hospitals that are part of the St. Lawrence Health System, the largest employer in the County. St. Lawrence Health System has more than 1,500 employees with 140 full-time medical staff. Located centrally in the Village just outside the DRI Study Area, Canton-Potsdam Hospital is the only Level III Trauma Center in St. Lawrence County. St. Lawrence Health System actively partners with Clarkson University, St. Lawrence University, SUNY Canton, and SUNY Potsdam to train and educate future healthcare professionals.

Clarkson University

Clarkson University is a private university that was founded in 1896 with its main campus in Potsdam. It has a total enrollment of about 4,300 students, including 3,720 at the Potsdam Campus, and a faculty and staff consisting of 842 people. The university offers more than 95 programs of study in engineering, business, education, science, liberal arts and health professions.

SUNY Potsdam

The State University of New York at Potsdam (SUNY Potsdam) is a public college founded in 1816. It is part of the State University of New York (SUNY) system which operates 64 campuses throughout NY State. SUNY Potsdam is one of the oldest colleges in the United States and has an enrollment of about 3,500 students and a workforce of 304 people. SUNY Potsdam currently offers 54 majors, 60 minors and 16 undergraduate programs to students.

Potsdam Central School District

Potsdam Central School District serves approximately 1,300 students in grades K-12. The district has approximately 125 professional staff and 100 support staff working between Lawrence Avenue Elementary School, A.A. Kingston Middle School, and Potsdam Senior High School.

Additional Institutions

Additional anchor institutions that are located outside the Village of Potsdam but still have an economic impact include Potsdam Specialty Paper Inc, SUNY Canton, and St. Lawrence University in the Village of Canton. Potsdam Specialty Paper Inc is located just north of the Village of Potsdam and the mill has been in operation since 1892. In recent years the company invested more than \$2 million in a 2017 expansion project, adding employment opportunities and increasing the efficiency of the mill. SUNY Canton is a public college founded in 1906 that is home to 3,216 students and 195 academic staff. St. Lawrence University was founded in 1856 and has a current enrollment of 2,434. SUNY Canton, and St. Lawrence University are both located within a 25-minute drive of Potsdam. The largest employers in Potsdam and the surrounding area are listed in Table I-4 below.

Table I-4. Anchor Institutions

Name	Industry	Location
Canton-Potsdam Hospital	Health Services	50 Leroy Street, Potsdam
Clarkson University	Education	8 Clarkson Avenue, Potsdam
SUNY Potsdam	Education	44 Pierrepont Avenue, Potsdam
Potsdam Central School District	Education	29 Leroy Street, Potsdam
Potsdam Specialty Paper Inc	Private Mill	547 Sissonville Road, Potsdam
SUNY Canton	Education	34 Cornell Drive, Canton
St. Lawrence University	Education	23 Romoda Drive, Canton

ENVIRONMENTAL RESOURCES

Raquette River

The Raquette River originates in the Adirondack Mountains and flows north to the St. Lawrence River. The river makes up a significant portion of the DRI Study Area, spanning approximately 1,500 feet of shoreline. The Raquette River is classified as Riverine wetland in the National Wetland Inventory. The river is also a designated Inland Waterway under Article 42 of the Executive Law allowing communities along the river to be eligible for the benefits of the NYS Department of State's Local Waterfront Revitalization Program. The Village of Potsdam completed a Local Waterfront Revitalization effort in 2012.

The New York State Department of Environmental Conservation (DEC) classifies all waters of the state based on existing or expected best usage of each water or waterway segment. The Raquette River has been designated with a AA classification in the area south of Fall Island and a B classification north of Fall Island in the Village of Potsdam. The classification AA is the highest classification and is assigned to waters used as a source of drinking water, while a B classification indicates water best used for swimming and other contact recreation, but not for drinking water.

Four parks within the DRI Study Area are located along the shore of the Raquette River: Garner Park, Lion's Club Park, Fall Island Park and Ives Park.

The river adds value to the community by drawing in residents and visitors from the region. Recreational opportunities include canoeing, kayaking, fishing, and paddle-boarding.

Wetlands

No known New York State designated freshwater wetlands occur within the DRI Study Area. However, the Raquette River, north of Fall Island is a federally designated Riverine area. The portion of the Raquette river south of Fall Island is a federally designated Lake wetland.

Floodzones

Floodzones, both 100-year and 500-year, are generally limited to the shores of the Raquette River including portions of Garner Park, Ives Park and the southern half of Fall Island. The most recent revision to floodplain mapping was completed in 1996 but was not digitized. Any projects or substantial renovations that occur within, or in close proximity to a floodzone may require additional permitting and/or construction techniques that minimize the impact of future flooding.

Steep Slopes

Steep slopes within the project area are primarily limited to man-made features including the southern boundary of Sandstone Drive and the banks of the Raquette River.

See **Figure I-11. Environmental Resources.**

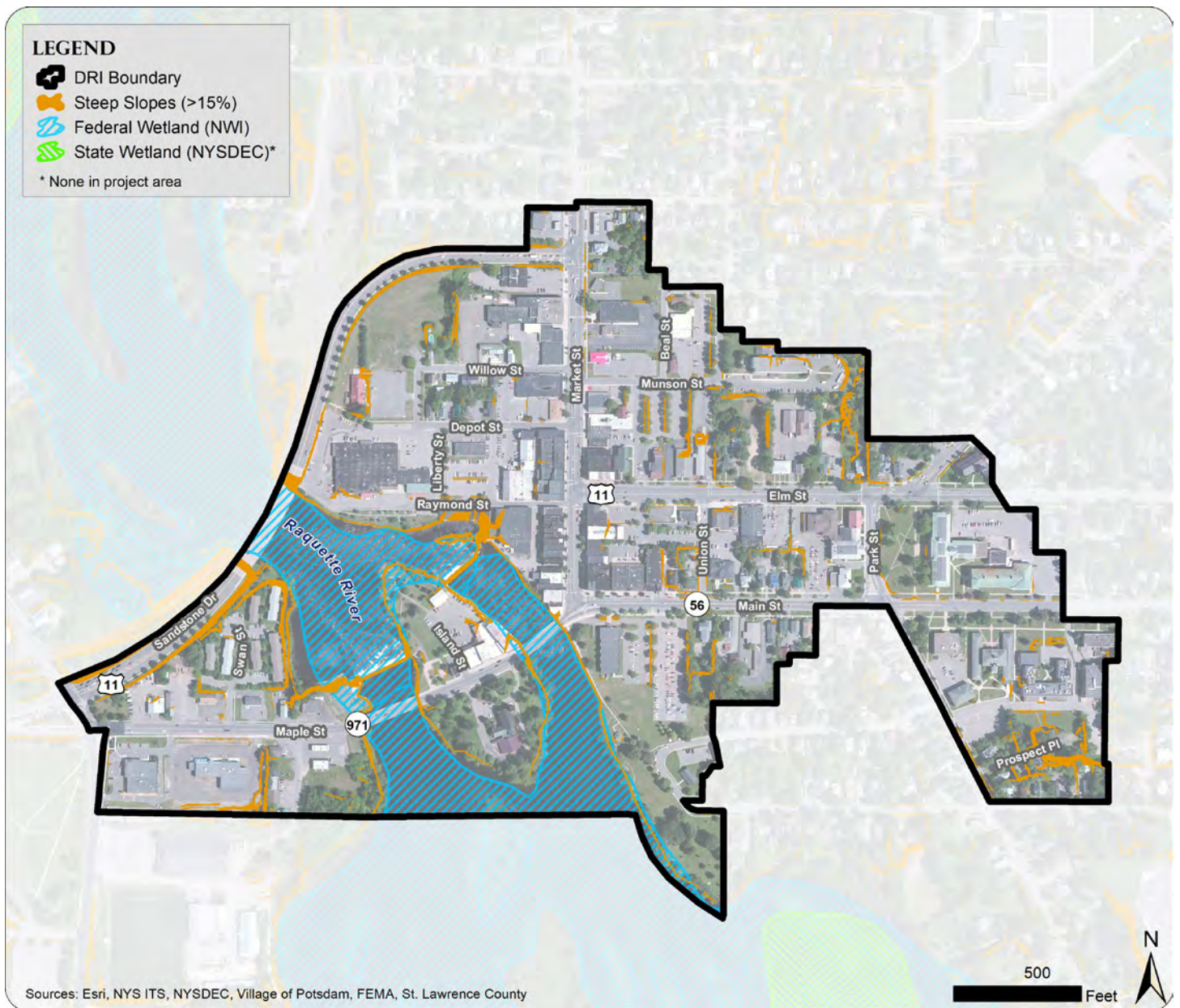


Figure I-11. Environmental Resources

DEMOGRAPHIC AND SOCIOECONOMIC CHARACTERISTICS

Population

The DRI Study Area falls completely within the Village of Potsdam in the Town of Potsdam in St. Lawrence County. The Village had a total population of 9,281 people in 2018, representing nearly 8% of the St. Lawrence County population. The Town of Potsdam had a total population of 15,694 in 2018, representing 14% of the St. Lawrence County population. The majority of the Town's population lives within the Village. In 2018, the population within the DRI Study Area was approximately 774 according to an ESRI Market Profile. From 2000 to 2018 the population of the DRI Study Area, Village and Town of Potsdam decreased, which follows a similar trend of population decrease in St. Lawrence County over the same period of time. The highest percentage of population decrease was experienced in the DRI Study Area. The loss of population downtown is significant as residents living downtown are critical to support downtown investment. See **Figure I-12. Population**.

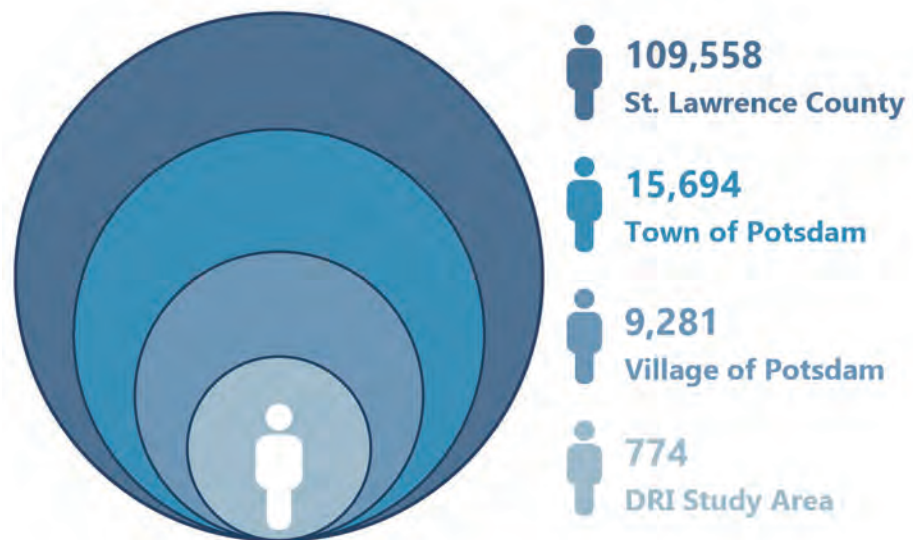
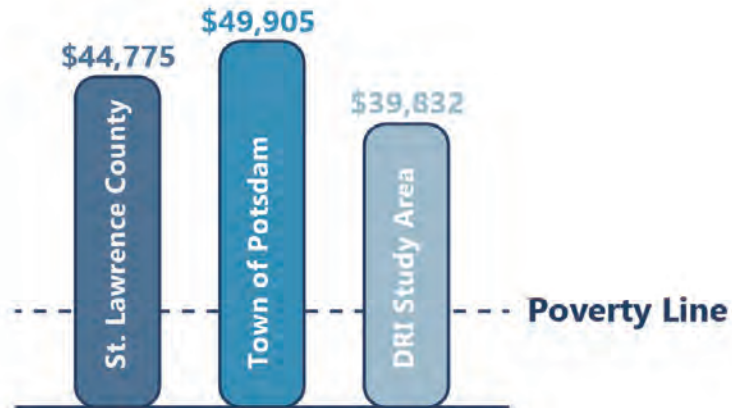


Figure I-12. Population

Income

The median household income in 2018 for the Town of Potsdam was \$49,905 compared to \$44,755 for St. Lawrence County. In 2019, the median income among households within the DRI Study Area was \$39,832, lower than the Town and County's 2018 median household income. Recent income data for the Village of Potsdam was not available. The majority of the Town's population, however, lives within the Village so the median household income for the Town and Village are likely to be similar. See **Figure I-13. Median Household Income** below.

Figure I-13. Median Household Income

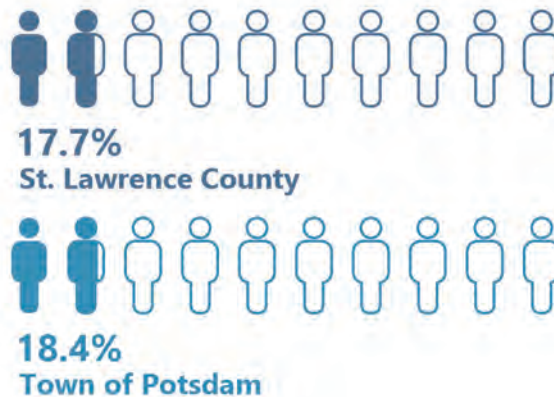


Source: 2018 ACS 5-Year Estimates; ESRI Market Profile

Poverty

At 18.2%, the Town of Potsdam has a high rate of poverty relative to both St. Lawrence County and New York State. The relatively high rate of poverty in the Village places a significant burden on local residents and impacts the ability to provide basic needs for individuals and families. Poverty has a significant impact on the quality of life of those who are directly and indirectly affected by it and can lead to a number of negative impacts for a community. This can include the inability to care for and maintain buildings, support local businesses and purchase basic necessities. See **Figure I-14. Poverty** below.

Figure I-14. Poverty



Source: 2018 ACS 5-Year Estimates

Employment

As of 2018, the Village's employed population, age 16 and over, included a total of 3,398 people. Of this population, nearly 54% are employed in the educational services, health care and social assistance sector. SUNY Potsdam, SUNY Canton, Clarkson University, Canton-Potsdam Hospital, and St Lawrence University are all within the Village or within a 30-minute drive from the center of the Village and are the area's largest employers. Nearly 14% of employed residents in the Village work in the arts, entertainment, recreation, accommodation and food services sector, followed by retail trade at nearly 11%. See **Figure I-15. Employment by Sector** below.

Figure I-15. Employment by Sector

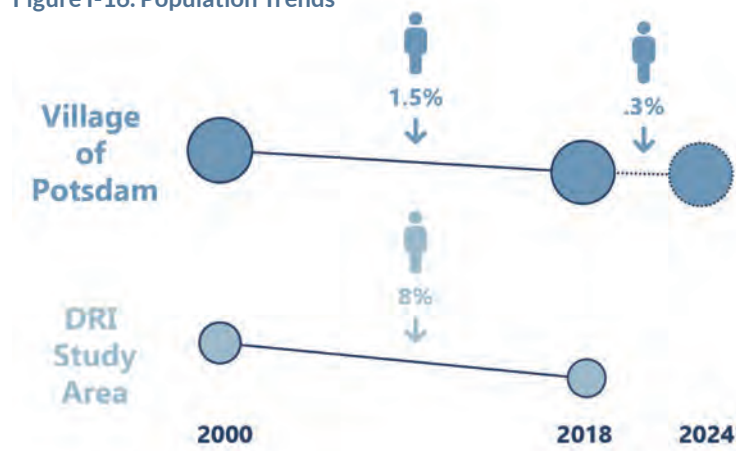


Source: 2018 ACS 5-Year Estimates

Trends in Population

The Village of Potsdam experienced a population decrease of 1.5% from 2000 to 2018. During this time period, the Town of Potsdam experienced a population decrease of 1.7% and the St. Lawrence County population decreased by 2.1%. Based on the 2018 ESRI Market Profile, a 0.3% decrease in population is anticipated for the Village by 2024. The population of the DRI Study Area saw a nearly 8% decrease from 2000 to 2018. This suggests a need to attract more residents to the study area to support the local economy. See **Figure I-16. Population Trends** below.

Figure I-16. Population Trends



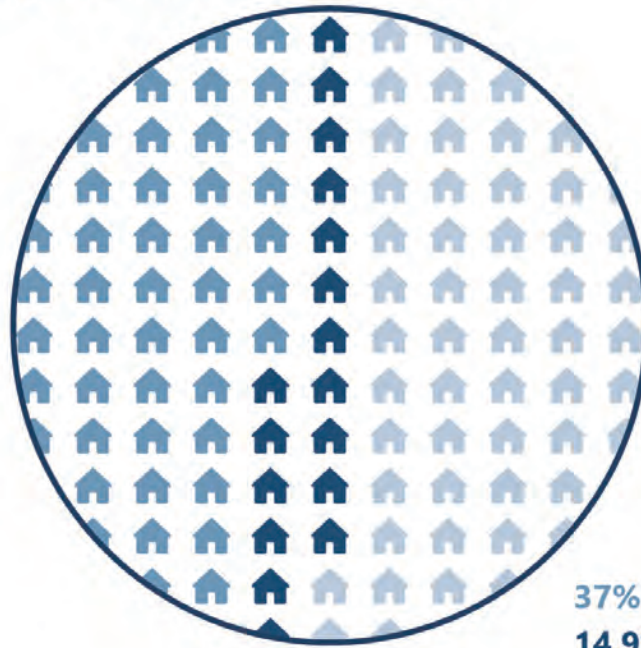
Source: 2018 ACS 5-Year Estimates; ESRI Market Profile

HOUSING

According to the most recent American Community Survey (ACS) 5-Year Estimates from the U.S. Census Bureau, the Village of Potsdam has a total of 2,476 housing units. Approximately 37% of these units are owner-occupied, 48.5% are renter-occupied, and 14.9% are vacant. Nearly half of the Village's housing units are single-family homes, while 26.7% are in multi-family structures of 2 to 4 units.

An estimated 455 housing units are located within the DRI Study Area. Approximately 43% are renter-occupied, 40.5% are owner-occupied, and 16.5% are vacant. The DRI Study Area is the location of Midtown Apartments, which provides 65 units of affordable housing to low- and moderate-income elderly and disabled residents, and Swan Landing, a 44-unit mixed income apartment complex within walking distance of Clarkson University. Many downtown buildings with commercial uses on the ground floor have rental units on the upper stories. The development of additional housing units in proximity to retail stores and restaurants could further enhance consumer spending downtown.

Village of Potsdam 2,476 Housing Units



37% Owner Occupied
14.9% Vacant
48.5% Renter Occupied

The housing stock in the Village of Potsdam is generally older. Nearly 70% of the units in the DRI Study Area and 54% in the Village overall are in buildings constructed prior to 1960. Although some rental units are in the Market Street Historic District that encompasses Potsdam's 19th century commercial core, the age of buildings can present challenges if not consistently maintained. In addition, older homes and rental units often require renovations to bring systems up to date and meet the expectations of homeowners and tenants.

Building permit information indicates that some new housing has been developed in the last ten years; between 2008 and 2018, permits were issued for the construction of 144 housing units in the Village of Potsdam. This figure exceeded the number of units permitted in all other villages in St. Lawrence County combined.

ACS data show that the median value of owner-occupied housing is \$110,800 in the Village of Potsdam, \$109,000 in the Town of Potsdam, and \$91,600 in St. Lawrence County. Rental housing units have a median gross rent of \$723 in the Village, \$768 in the Town, and \$730 in the county (the gross rent is the monthly rent plus the estimated cost of utilities). There are several rental housing complexes in Potsdam targeted to low- and moderate-income households that accept Section 8 housing vouchers or charge rents based on household income. Nevertheless, an estimated 60.4% of renters in the Village are considered cost-burdened, spending more than 30% of their income on housing costs. This suggests a need for additional affordable housing.

Residential median sale price data for counties on the website of the NYS Department of Taxation and Finance shows that St. Lawrence County had a median of \$84,000 in 2018 (2019 data is not yet available). This was a 5.3% increase over the 2017 median sales price of \$79,750. The number of homes sold also increased, from 966 to 993.

Comparable sales figures for the village are not available. However, the Zillow Home Value Index shows a median home value of \$109,551 in Potsdam as of December 2019. Zillow also indicates that Potsdam home values have increased 7.2% in the past year and predicts that they will rise by 3.3% within the next year

Table I-5. Housing Units and Tenure

Location	Total Housing Units	% Owner-Occupied	% Renter-Occupied	% Vacant
DRI Study Area	455	40.5%	43.0%	16.5%
Village of Potsdam	2,476	36.6%	48.5%	14.9%
Town of Potsdam	5,550	55.2%	33.0%	11.8%
St. Lawrence County	53,109	56.9%	21.6%	21.5%

Source: 2018 ACS 5-Year Estimates; ESRI Market Profile

Table I-6. Housing Residential Building Permit Activity

Location	Single-Family Units	Multi-Family Units	Total Housing Units
Village of Potsdam	92	52	144
Total for All Other Villages	82	58	140
Town of Potsdam (Outside Village)	124	2	126
St. Lawrence County	1,635	329	1,964

Source: HUD User SOCDC Building Permit Database

MARKET ANALYSIS

Market Segments and Characteristics

Downtown Potsdam serves the needs of four market segments:

1. The year-round population in the Village of Potsdam and a catchment area of communities within a 15- to 30-minute drive;
2. Employees of SUNY Potsdam, Clarkson University, Canton-Potsdam Hospital, and other businesses and organizations in the Village;
3. Students attending local colleges and universities; and
4. Visitors from outside the area, including the parents of current college students, high school and college alumni, seasonal residents, outdoor recreation enthusiasts, etc.

Details on each of these segments are provided below.

Year-Round Population

A catchment area is defined as the “sphere of influence” from which businesses such as retail stores and restaurants draw their customers. Outside of this area, there are other commercial hubs to which consumers are more likely to travel to shop, dine, or access services.

Downtown Potsdam’s catchment area has between 18,000 and 48,000 residents. Approximately 9,600 residents live in the Village of Potsdam. The catchment area also encompasses the remainder of the Town of Potsdam and parts of other St. Lawrence County townships including Canton, Lawrence, Madrid, Norfolk, Parishville, Pierrepont, and Stockholm (see map below). For the residents of these predominantly rural communities, downtown Potsdam represents a regional destination for shopping, dining, services, and entertainment.

Key characteristics of the Village of Potsdam and its catchment area are presented below. The comparison shows that village residents are considerably younger and have lower median income levels than those residing within a 15- or 30-minute drive of the downtown due to the concentration of college students. All three areas are projected to lose population and households, albeit at marginal rates, over the next five years. Household income levels, however, are expected to rise between 2019 and 2024.

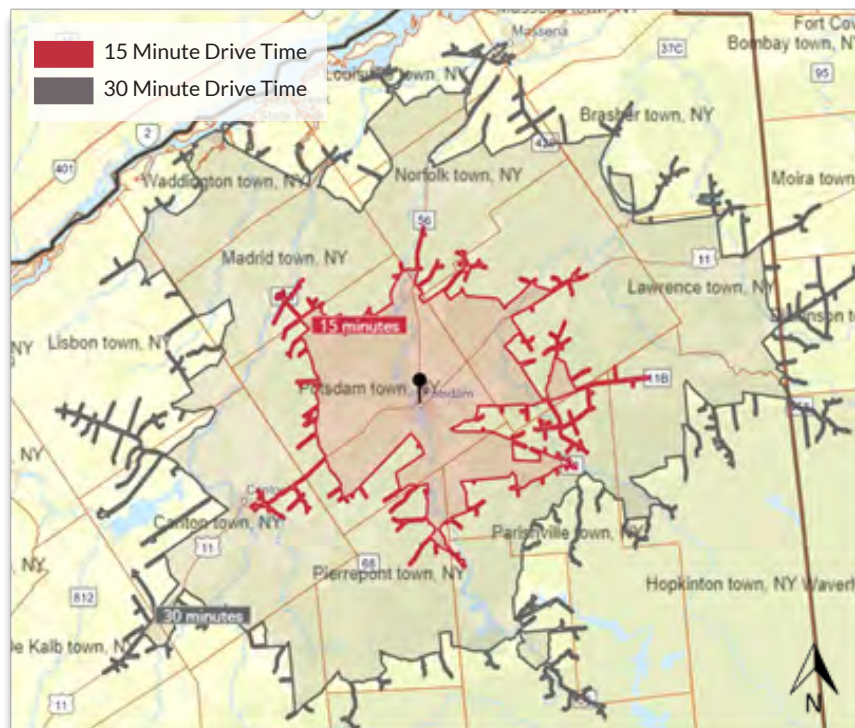


Figure I-17. Drive Time

Source: ESRI

Table I-7. Market Characteristics: Year-Round Population

	Village of Potsdam	15-Minute Drivetime	30-Minute Drivetime
Population			
Estimated, 2019	9,571	17,753	47,993
Projected, 2024	9,433	17,489	47,414
2019-24 Annual % Change	-0.3%	-0.3%	-0.2%
Households			
Estimated, 2019	2,376	5,684	16,644
Projected, 2024	2,304	5,551	16,346
2019-24 Annual % Change	-0.6%	-0.5%	-0.4%
Median Age			
Estimated, 2019	22.5	25.7	33.6
Projected, 2024	22.5	26.5	34.9
Median Household Income			
Estimated, 2019	\$42,264	\$51,998	\$53,553
Projected, 2024	\$42,948	\$54,444	\$57,325
2019-24 Annual % Change	0.3%	0.9%	1.4%
Percent of Households Earning \$75,000 or More Per Year			
Estimated, 2019	30.5%	34.4%	34.4%
Projected, 2024	30.4%	36.7%	38.3%

Source: ESRI

Workers

According to the U.S. Census Bureau's OnTheMap application, about 5,200 workers are employed within the Village of Potsdam. The Village is a net importer of jobs, as there are more people coming into the Village to work than there are residents leaving for employment opportunities in other communities. Of individuals employed in the Village, 773 or 14.7% also live in the Village. Another 3,300 workers (62.9%) reside elsewhere in St. Lawrence County. The remainder commute to work from Franklin County, Clinton County, and other locations.

The workforce in the Village is relatively diverse. Approximately 21%, or 1,085 workers, are age 29 or younger, 54.7% (2,868) are between the ages of 30 and 54, and 24.6% (1,292) are age 55 and older. Almost half of individuals employed in the Village of Potsdam earn more than \$3,333 per month, while 32.9% earn between \$1,251 and \$3,333 per month. These workers tend to be well-educated; 26.0% have some college experience or an associate degree, and 25.8% have a bachelor's degree or higher.

Major Employers in the Village of Potsdam

Clarkson University
SUNY College at Potsdam
St. Lawrence Health Systems/
Canton-Potsdam Hospital
Walmart Supercenter
Lowe's Home Improvement
Village and Town of Potsdam
Potsdam Central School District
Potsdam Specialty Paper

The largest employment sectors in the Village of Potsdam are Educational Services (35.5%), which is split between the public and private sectors; Health Care and Social Assistance (24.3%); and Accommodation and Food Services (10.6%).

College Students

Colleges and universities in St. Lawrence County include SUNY Potsdam and Clarkson University in the Village of Potsdam and SUNY Canton and St. Lawrence University in the Village of Canton. According to the National Center for Education Statistics, enrollment at the four schools as of fall 2018 totaled about 13,000, excluding graduate students at Clarkson University's Capital Region Campus (see table below). Primarily age 24 and under, the student population generates a significant amount of spending in downtown Potsdam, especially on food.

According to SheerID, a company that works with leading brands in retail, hospitality, finance, and software to connect with consumers, college students in the U.S. represent \$574 billion in spending power. Many students receive spending money from their parents, and 3 out of 4 have a part-time job while attending college. Although most college students' money is used for essentials like tuition and books, they spend most of their discretionary income on food (about \$65 billion), non-essential items like clothing and alcohol (\$36 billion), and entertainment (\$2.7 billion). These spending patterns are reflected locally in downtown Potsdam.

Visitors

The universities draw thousands of visitors to the Potsdam area every year. People come to town to tour college campuses, attend sporting events and performances, participate in alumni weekends, and watch students graduate. SUNY Potsdam, Clarkson University, St. Lawrence University, and SUNY Canton coordinate their commencement schedules to minimize traffic congestion and reduce the impact on a relatively limited supply of hotel rooms. Graduations provide a significant cash infusion to businesses in downtown Potsdam. Some visitors will arrange to stay a day or two longer to take advantage of opportunities for outdoor recreation, shopping, going to museums, and other activities.

Visitors associated with the two private universities, Clarkson and St. Lawrence, tend to have income levels that are well above average. A 2017 economic impact study prepared

by the Center for Governmental Research found that students and visitors associated with Clarkson University alone had an impact on the North Country region estimated at \$40.7 million (including both direct and “spillover” impacts). The study further reported that together, Clarkson and St. Lawrence, along with Paul Smith’s College in Franklin County, had an annual economic impact on the region totaling \$703 million.

With its robust restaurant scene and abundant services, downtown Potsdam also attracts visitors and seasonal residents participating in one of the many outdoor activities that St. Lawrence County has to offer: hiking, camping, road and mountain biking, fishing, canoeing and kayaking, birding, etc. The St. Lawrence County Chamber of Commerce has developed an interactive trails website and recently announced plans to promote the County as a family-friendly cycling destination, especially in the Canadian market. This could bring more Canadians to downtown Potsdam. Museums, the arts, and events such as Potsdam Summer Fest, which draws 4,000 to 5,000 people into the Village annually, further contribute to local economic activity.

Table I-8. College Enrollment Characteristics

	Clarkson University	SUNY Potsdam	St. Lawrence University	SUNY Canton
Total Enrollment	4,274*	3,521	2,522	3,213
Undergraduate	3,091	3,298	2,441	3,213
Graduate	1,183*	223	81	-
Race/Ethnicity				
White	80%	61%	78%	65%
Hispanic/Latino	5%	15%	5%	11%
Asian	4%	2%	2%	2%
African American	2%	13%	3%	15%
Geographic Origin				
In State	66%	96%	36%	97%
Out of State	32%	4%	55%	2%
Foreign Country	2%	0%	9%	2%
Age 24 and Under	99%	95%	99%	75%

Source: National Center of Education Statistics, Fall 2018

*Includes an estimated 450 graduate students at Clarkson’s Capital Region Campus in Schenectady, New York

Downtown Commercial Activity

Downtown Potsdam contains a diverse mix of business establishments in such industries as retail trade, accommodation and food services, finance and insurance, real estate, personal services, health care, professional and technical services, and information/media. These businesses provide essential goods and services and opportunities for employment.

The two most significant business clusters in the DRI Study Area are food services and grocery sales. There are nearly two dozen restaurants in downtown Potsdam alone, ranging from fast food to higher-end dining, as well as an active “Grocery District” that includes a grocery store, food co-op, coffee roasteries, bakeries, and other food and beverage retailers.

According to ESRI, a leading national provider of market information, retail and dining establishments in the Village of Potsdam generate an estimated \$150.9 million in annual sales. The store types with the highest annual sales are food and beverage stores (\$33.8 million); electronics and appliance stores (\$25.8 million); motor vehicle and parts dealers (\$20.6 million); and restaurants and other eating places (\$17.0 million). The retail stores in the Village account for more than half of all retail sales and fully 70% of restaurant sales within the 15-minute drivetime (or 30% of all retail sales and 45% of restaurant sales within the 30-minute drivetime).

The demand for goods and services that is not being met locally is known as sales leakage. Leakage occurs when consumers make purchases outside the catchment area; essentially, their sales dollars are leaving the community. Conversely, a sales surplus occurs when consumers from outside the catchment area travel to the Village of Potsdam to shop.

ESRI data show that overall, the Village has a sales surplus valued at \$87.5 million; total retail and restaurant sales exceed potential demand by a large margin. This can be attributed to the volume of in-commuters and visitors spending money in the Village, as well as above-average spending by college students at food stores and restaurants. There is sales leakage in several categories, however, as shown in Figure I-13 below, recapturing a portion of this leakage could provide an opportunity for business development or the expansion of an existing business in downtown Potsdam.

Figure I-18. Value of Sales Leakage, Village of Potsdam



Source: ESRI

In addition to the ESRI data, the Village of Potsdam Downtown and Waterfront Revitalization Plan (completed in 2012) featured a market analysis, an online survey of university students and alumni, and a series of stakeholder interviews regarding commercial activity downtown. While this information is somewhat dated and the was based on a different study area definition, it did identify key findings with respect to downtown commercial activity which included:

- There is likely sufficient sales leakage to support additional restaurants, office supply, stationery, and/or gift stores, and a clothing store in downtown Potsdam.
- Growth industries in St. Lawrence County that might be suitable for a downtown location include real estate, financial investment services, food services and drinking places, and professional, scientific, and technical services.
- Many college students are unaware of local businesses and services.
- College students tend to spend the most money at food stores, eating and drinking establishments, and drug stores, but they do not spend much on non-essential items.
- Stakeholders identified downtown Potsdam's defining characteristics as its architecture, restaurants, retail shops, compact development, and walkability.
- Although business owners noted that downtown lacks a critical mass of retail stores, they stated that niche and specialty shops have done well.
- Suggested improvements included celebrating and promoting downtown restaurants, creating a branding and marketing strategy, enhancing community events and entertainment, and attracting more college students via better pedestrian access from Clarkson University along Maple Street and a downtown shuttle service.

Investment Activity

Between January 2017 and December 2019, 15 commercial properties in the DRI Study Area changed hands, with a median selling price of \$140,000. The properties sold included 5 apartment buildings, 3 office and professional buildings, 2 large retail stores, 2 restaurants, and 2 mixed-use structures. Based on the number of parcels in the study area classified as commercial, this equates to a 14% turnover rate in less than three years.

Commercial real estate sales in downtown Potsdam can be attributed in part to decisions made by business and property owners to retire. Despite the turnover, the ownership of commercial properties in the DRI Study Area remains primarily local. Less than 4% of these property owners are from outside New York State, while 3% are from within the state but outside northern New York. This is advantageous for the Village of Potsdam, as local owners tend to have strong roots in the community, support local causes, and reinvest any revenues they generate back into the local economy.

A recent annual code enforcement report indicates that 2019 was a productive construction year for the Village of Potsdam, with 109 building permits issued for more than \$13 million in projects. Of these, 33 were commercial with projects totaling \$12.3 million, of which 19 were locally owned. Projects in the DRI Study Area included the renovation of the historic Ives Building on Market Street, which was supported by New York Main Street funds, and the redevelopment of a former auto dealership on Maple Street for use by Clarkson University's Facilities Department.

Other recent investments in the DRI Study Area include the following:

- In 2019, LC Drives secured a \$15 million investment from Koch Engineering Solutions, resulting in an award from the Upstate Capital Association for its “Venture Capital Deal of the Year.” Located at Clarkson University’s downtown campus, the company was one of the first businesses started through Clarkson’s Shipley Center for Innovation to successfully develop and bring its products to market. LC Drives produces small, high-efficiency electric motors and generators for industrial, marine, transportation, and wind energy applications.
- Approximately \$375,000 was used to establish a new Five Guys Burgers & Fries, the first in St. Lawrence County, at 79 Market Street. The store, which opened in September 2018, created 18 full-time and 6 part-time jobs.
- Also in September 2018, Marigold’s Kitchen and Bakery at 19 Market Street was opened by a baker and restaurateur from Connecticut. The owner and her husband were familiar with the area, having spent time at a family camp in Star Lake.
- The North Country Children’s Museum opened its doors at 10 Raymond Street in summer 2018, the result of a \$1 million investment and multi-year effort to establish a permanent home. The museum offers science, technology, engineering, arts and math oriented educational programming, providing opportunities for children up to age 12 and their families to play and learn together. The purchase of a building, exhibit design, construction and installation, building renovations, and infrastructure upgrades were directly supported by \$385,000 from New York State, the New York Power Authority, National Grid, and other sources. In its first year of operation, the museum attracted 18,000 visitors, well above the 10,000 initially projected, and sold 600 family memberships, triple the number anticipated.
- Mystikal, a metaphysical and holistic store, opened in May 2019 at 2 Elm Street, and a Chinese bakery opened at 2 Market Street in January 2020.

Vacant and Underutilized Space

There are several vacant and underutilized commercial properties in downtown Potsdam that represent opportunities for reuse (see Table I-13 below). Some are for sale, while others are for lease. The Potsdam Planning and Development Office maintains a list of current vacancies.

The DRI Study Area also has 12 parcels that are classified as vacant land (residential, commercial, or industrial), urban renewal, surface parking lots, or public utility vacant. Half of the parcels, including the 2 surface lots, are owned by the Village of Potsdam; two are owned by Clarkson University and one by National Grid. The other properties are all privately-owned.

The largest of the vacant parcels is 2.2 acres at 17 Willow Street, followed by 1.3 acres owned by Clarkson University at 6 Prospect. The parcels may be suitable for infill development or the expansion of adjacent land uses, but the property owners' intentions are unknown at this time. See **Figure I-19. Vacant Land**.

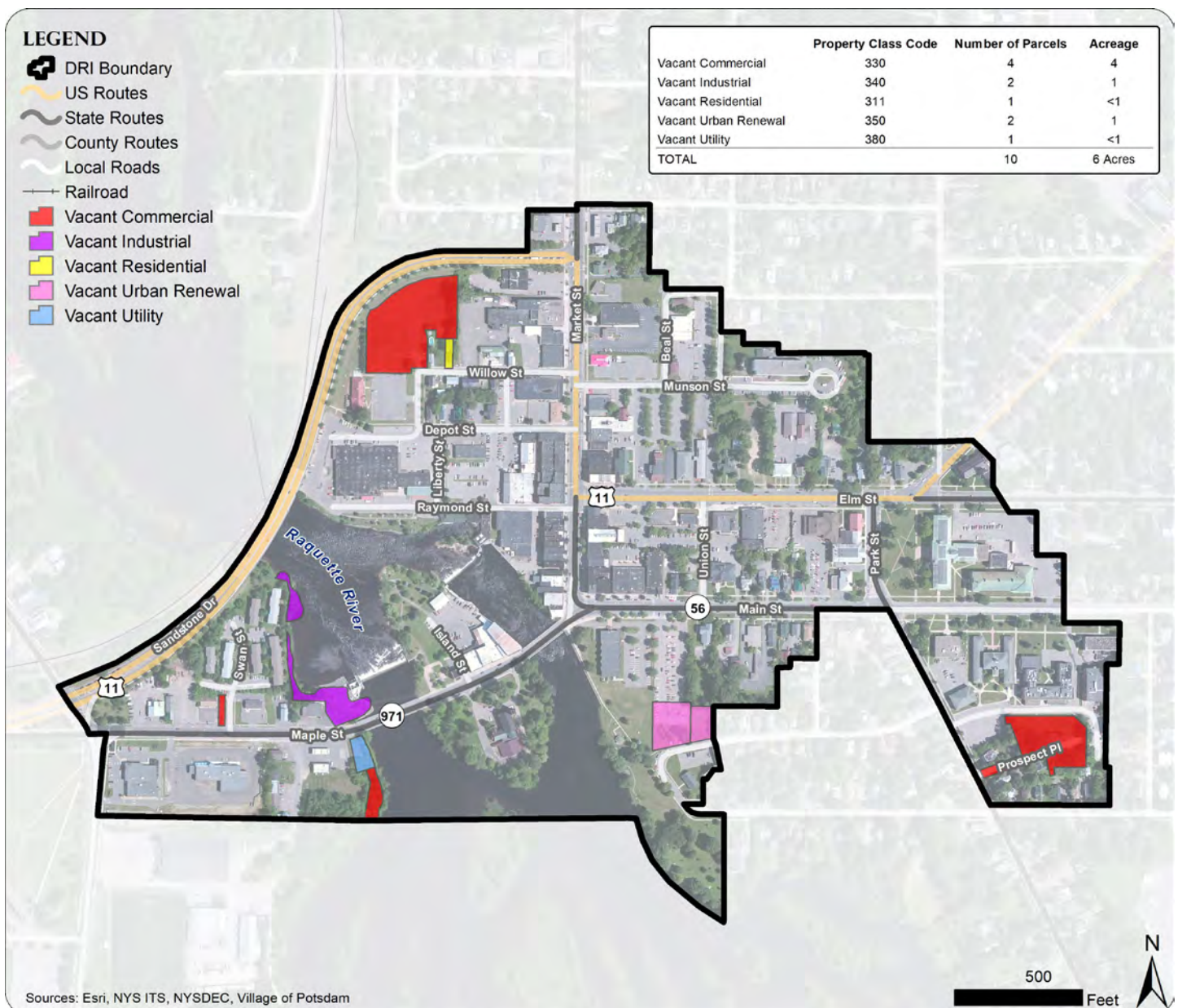


Figure I-19. Vacant Land

Table I-9. Available Downtown Retail and Commercial Properties (As of January 14, 2020)

Location	Square Footage	Configuration/Parking	Prior Use	Rates and Terms
11 Market Street	1,000	Ground floor; on-street parking at front, Prosh and Main Street Parking Lots	Retail	For lease; negotiable
19 Market Street	~1,200	Ground floor, rear loading area, dry basement; on-street parking front/rear, Prosh and North Raymond Parking Lots	Retail	For lease; negotiable
29 Market Street	2,800	Ground floor, rear loading area; on-street parking front/rear, Prosh and Raymond North Parking Areas	Retail	For lease; negotiable
38 Market Street	2,141	Ground floor and basement; on-street parking and Munson Street South Parking Lot	Restaurant	For lease; negotiable. Retail or office tenant preferred.
63 Market Street	16,192	Aubuchon Village Plaza, multi-tenant retail/office complex	NA	For sale; asking \$625,000
63 Market Street	487	Office suite at Aubuchon Village Plaza	Office	For lease; \$10/SF/year, not including utilities
75 Market Street	1,260	Ground floor; large private parking lot on-site	Retail	For lease; \$1,250/month triple net
17 Maple Street	580	First floor walk-up; four on-site parking places, Island Street Municipal Lot	Retail	For lease; negotiable
19 Depot Street	~1,800	Ground floor; two on-site parking spaces, Raymond Street North Municipal Parking Lot	Business/professional office	Unknown
22 Depot Street	2,500	Market Street Mall, ground floor office suite with waiting room, 6 offices; private on-site parking	Dental office	For lease; \$1,800/month triple net
6-8 Raymond Street	10,800	Multi-use structure currently housing a retail store, an art gallery, and storage space	NA	For sale; asking \$249,900
16 Elm Street	4,350	Large home suitable for office or residential use	NA	For sale; asking \$249,900
Constitution Street	-	2-acre level site, accessible from Constitution and Depot Streets	Potsdam Feed and Coal Yard	For lease; negotiable. DEC environmental easement restrictions.



SECTION II

Community Vision, Goals and Strategies



SECTION TWO

VISION

To provide a future that balances the preservation of community character and natural resources with economic development.

We envision the development of a living, working and learning community that retains and attracts residents, businesses, students and visitors that want to be part of a place where nature and culture reinforce one another.

We envision a mixed-use environment of commercial, institutional and residential uses which characterize a vibrant downtown.



Gazebo at Ives Park

GOALS AND STRATEGIES

Rebound

Bring back downtown Potsdam as an economic hub with a variety of businesses, diversely skilled workforce, and strong partnerships to attract new sustainable investment downtown and support existing businesses.

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Attract and support innovation and entrepreneurship to generate new business and employment opportunities.
- Strengthen partnerships with local institutions.
- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Continue to support healthcare and institutions of higher learning as major regional employment generators.

Rebuild

Preserve Potsdam's unique architectural heritage, utilizing environmentally sustainable options and creating a place where residents of all income levels are proud to call home.

- Preserve Potsdam's renowned sandstone and unique architectural heritage by promoting renovation of historic buildings.
- Encourage environmental sustainability through green building techniques and energy efficient materials.
- Promote a diverse range of housing options downtown, supporting the needs of all income levels.



Raquette River at Ives Park

Rejoice

Celebrate and enhance Potsdam's connection to the river and status as a regional destination for arts, education, food, retail and entertainment, providing more opportunities to bring the community together.

- Showcase Potsdam as a destination for arts, music and theatre by improving facilities, marketing events and attracting new opportunities for performances.
- Strengthen Potsdam's connection to the Raquette River and natural areas by enhancing waterfront access and providing recreational experiences.
- Develop new and support existing community festivals, sporting events and year-round entertainment activities that serve all generations and boost tourism.
- Leverage Potsdam's food scene which provides access to local food, farmers markets and a variety of dining options.

Revitalize

Create a vibrant, accessible downtown, connected by multiple transportation options with a focus on placemaking that retains its strong sense of history.

- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
- Become a regional hub for transportation through enhanced vehicle, bicycle, pedestrian and transit connections throughout downtown and surrounding areas.
- Boost tourism through creative placemaking and establishing community branding and wayfinding.
- Utilize green infrastructure to create a modern downtown space that is environmentally sustainable.



Businesses along Market Street



SECTION III

Downtown Management & Implementation Strategy

SECTION THREE

DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY

The purpose of this section is to demonstrate how the projects to be presented in Section 5 of this plan will be managed and sustained once DRI funds are awarded by the state. Within the Village of Potsdam, there is significant capacity to implement improvement projects in the downtown area.

The Village of Potsdam has over 40 years of experience in undertaking successful downtown revitalization initiatives utilizing a wide range of state, federal and private investments. Potsdam's portfolio includes investment in public facilities, infrastructure, historic preservation (façade renovation through gut rehabilitation), waterfront parks and small business lending. In addition to its recognition as a Downtown Revitalization Initiative community, Potsdam has been recognized by the Secretary of Housing and Urban Development and the Preservation League of New York for its downtown revitalization efforts.

The Village's DRI implementation team includes:

- The Village Board of Trustees
- Gregory Thompson, Village Administrator
- Lori Queor, Village Clerk/Treasurer
- Frederick Hanns, Director of Planning and Development
- James Corbett, Superintendent of Public Works

The Village will also continue to work with local partner organizations to assist with the management and implementation of DRI projects. Local partner organizations include the Adirondack Economic Development Corporation, St. Lawrence County IDA, Development Authority of the North Country (DANC), North Country Alliance, St. Lawrence County Planning Office, St. Lawrence County Chamber, Potsdam Chamber of Commerce, SUNY Potsdam and Clarkson University.

Over the last 40 years nearly \$32,000,000 has been invested in downtown through both private and public improvement projects. Planning efforts that highlight the capacity and support the DRI requests include the following:

- New York Main Street Building and Façade Renovations
- 2012 Downtown & Waterfront Revitalization Plan
- Upgrades to Ives Park, including a promenade, LED streetlighting, installation of an ADA compliant canoe/kayak launch and wayfinding signage
- Renovation of the Village-owned 400-kilowatt East Dam Hydro-Electric Station
- Renovation of the Ives Park Gazebo and installation of LED lighting at Fall Island and Garner Parks
- Design development documents for streetscape enhancements targeting the Market Street National Historic District
- Improvements to Fall Island Park, including the purchase and installation of new walkways, benches, river swings, picnic tables and landscaping
- Renovation of the Village's 47-year-old wastewater treatment plant

- Elimination of obstructions in the Village's cross-town canal storm sewer, reducing flooding of residential neighborhood

Following is a table with the Public Improvement Projects identified in Section 5 of this report with the responsible entity and project partners.

DRI CATEGORY: PUBLIC IMPROVEMENT PROJECTS		
Project	Responsible Entity	Project Partners
Downtown Riverwalk Trail	Village of Potsdam	NYSDOT, Business Owners
The Downtown Streetscape Enhancement Project	Village of Potsdam	NYSDOT
Fall Island Skatepark & Outdoor Art Gallery	Village of Potsdam	North Country Skateboarders, Raquette River Lion's Club



Trinity Episcopal Church, Maple Street

Following is a table with the Proposed New Development & Rehabilitation of Downtown Buildings.

DRI CATEGORY: NEW DEVELOPMENT & REHABILITATION PROJECTS		
Project	Responsible Entity	Project Partners
North Country Children's Museum Expansion (Phase III)	North Country Children's Museum (Sharon Williams, Exec. Dir.)	Private investors, local institutions and foundations
Potsdam Food Co-op Relocation and Expansion	Potsdam Food Co-Op (Erica LaFountain, President)	Co-op Board, Co-op Member-owners
The Sandstone	Duane Pelkey	N/A
Market Square Mall DRI Alterations and Repairs	Brooks Washburn	N/A
Roxy Theater DRI Alterations and Repairs	Jeffry Szot	N/A
59 Market St	Nicolas Zirn / Alice McClure (El Caballo Negro, LLC)	N/A
Upgrades to The Clarkson Inn	Visions Hotels	Clarkson University
North Country Arts Center	St. Lawrence County Arts Council (Maggie McKenna, Exec. Dir.)	Private investors, USDA Rural Development, NYSCA
The Renovation of Damon Hall into an Advanced Manufacturing Incubator	Clarkson University / Robert Cree, CFO	N/A

Projects within the proposed New Development and Rehabilitation of Downtown Buildings category have undergone a thorough evaluation to ensure the capacity of the project sponsor to implement the project. The projects have the support of the Village and project sponsors will continue to work with Village officials during the implementation process.

The Rebuild Downtown Potsdam program is a collection of flexible grant funds that will provide eligible applicants with matching grant assistance for downtown revitalization. The program will include three grant programs, including:

- Rent Assistance Grant Program
- Main Street Building Renovation
- Quick Start Grant Program

The fund will be administered by the Village of Potsdam Planning and Development Director, Frederick Hanss. Mr. Hanss has 36 years of experience administering state and federally funded community/economic development projects. He was the principal developer of the 51-57 Market St. Redevelopment Project which reconstructed a fire-damaged block of the Market Street National Historic Register District. He has administered two New York Main Street grants and several facade rehabilitation projects in the Village of Potsdam.

Village Clerk/Treasurer Lori S. Queer and Deputy Village Treasurer Elise Deno will be responsible for the receipt and disbursement of project funds, project accounting and reporting.

The Village of Potsdam will partner with the Adirondack Economic Development Corporation (AEDC) to provide underwriting and grant development services. The AEDC currently administers the Village of Potsdam's Micro-Enterprise Revolving Loan Fund and the Potsdam Growth Fund, both of which provide debt financing for the start-up or expansion of small businesses within the Village. Potsdam will make these loan funds available to applicants

requiring a match or additional financing for more costly projects.

For new businesses that receive Rent Assistance or a Quick Start grant, the Village of Potsdam will require that they work with the SUNY Canton Small Business Development Center (SBDC) or the Adirondack Economic Development Corporation (AEDC) to prepare a business plan that supports the business proposed.

The Downtown Branding Campaign will focus on the development of a manual guiding the standards to be used in print and electronic media as well as for outdoor signage. The Village of Potsdam will take the lead in implementing the Downtown Branding Campaign. The Village has over 40 years of experience in undertaking successful downtown revitalization initiatives utilizing a wide range of state, federal and private investments. The implementation team for this project includes the Village Board of Trustees, Village Administrator and the Director of Planning and Development. In addition, the Village will work with its principal partners to aid in the planning and design process of this project. Those partners include the Potsdam Chamber of Commerce, the Town of Potsdam, SUNY Potsdam, Clarkson University and Canton-Potsdam Hospital.



Village of Potsdam Municipal Offices, Library and Museum, Park Street



SECTION IV

Public Involvement



SECTION FOUR

INTRODUCTION

Successful downtown revitalization is dependent on a robust strategy to engage community members. The Village and the DRI Local Planning Committee (LPC) were committed to ensuring that a broad range of public support informed the development of the DRI Plan. Throughout the duration of the planning process, the Village, LPC and the project team received input from a wide variety of key stakeholders, including business owners, residents, students, landowners, village staff and local officials. To guide the public engagement process, a Community Engagement Plan was developed which outlines the engagement methods utilized throughout the duration of the DRI process.

Engagement activities that took place during the DRI planning process include:

- Monthly LPC meetings (6)
- Public Open Houses (3)
- Information pop-up stations (5)
- Stakeholder group discussions (7)
- Online community values survey
- Student outreach session (1)
- Student outreach online survey
- Social media
- Project website
- Local news media



Public Open House #1, January 22, 2020

LOCAL PLANNING COMMITTEE (LPC)

The LPC was established to work with the consulting team, state planners, and key municipal representatives to guide and direct the establishment of a community-based vision for revitalizing downtown and the development of the Strategic Investment Plan.

The LPC consisted of local and regional leaders, stakeholders, and community representatives. The LPC was led by two co-chairs: Mayor Reinhold Tischler and Kristen Esterberg, PhD, President of SUNY Potsdam. LPC members met monthly to brainstorm ideas, provide direction to consultants, review planning products, and prioritize actions.

Name	Affiliation
Mayor Reinhold Tischler – Co-Chair	Village of Potsdam
Kristin Esterberg, PhD – Co-Chair	SUNY Potsdam
Hugo Attemann	Village of Potsdam Planning Board
Erik Backus	Clarkson University
Rob Bicknell	Bicknell Corporation
Eric Burch	Canton-Potsdam Hospital
Allison Carney	Bricks and Mortar Music
Ann Carvill	Town of Potsdam Supervisor
Erin Draper	Clarkson University
Cindy Goliber	Town of Potsdam Clerk
Kellie Hitchman	Potsdam Chamber of Commerce
Maggie McKenna	St. Lawrence County Arts Council
Duane Pelkey	Community Bank, NA
Rose Rivezzi	Big Spoon Kitchen
Nick Sheehan	Atomic Engineering & JE Sheehan Construction
Lee Van de Water	Cornell Cooperative Extension

In addition, Village and County staff served as key resources for the LPC throughout the process. Village and County staff include the following:

Name	Title	Department
Gregory Thompson	Village Administrator	Village of Potsdam
Frederick Hanss	Director	Village of Potsdam Planning and Development Office
Jason Pfothauer	Director	St. Lawrence County Planning Office
Patrick Kelly	CEO	St. Lawrence County IDA

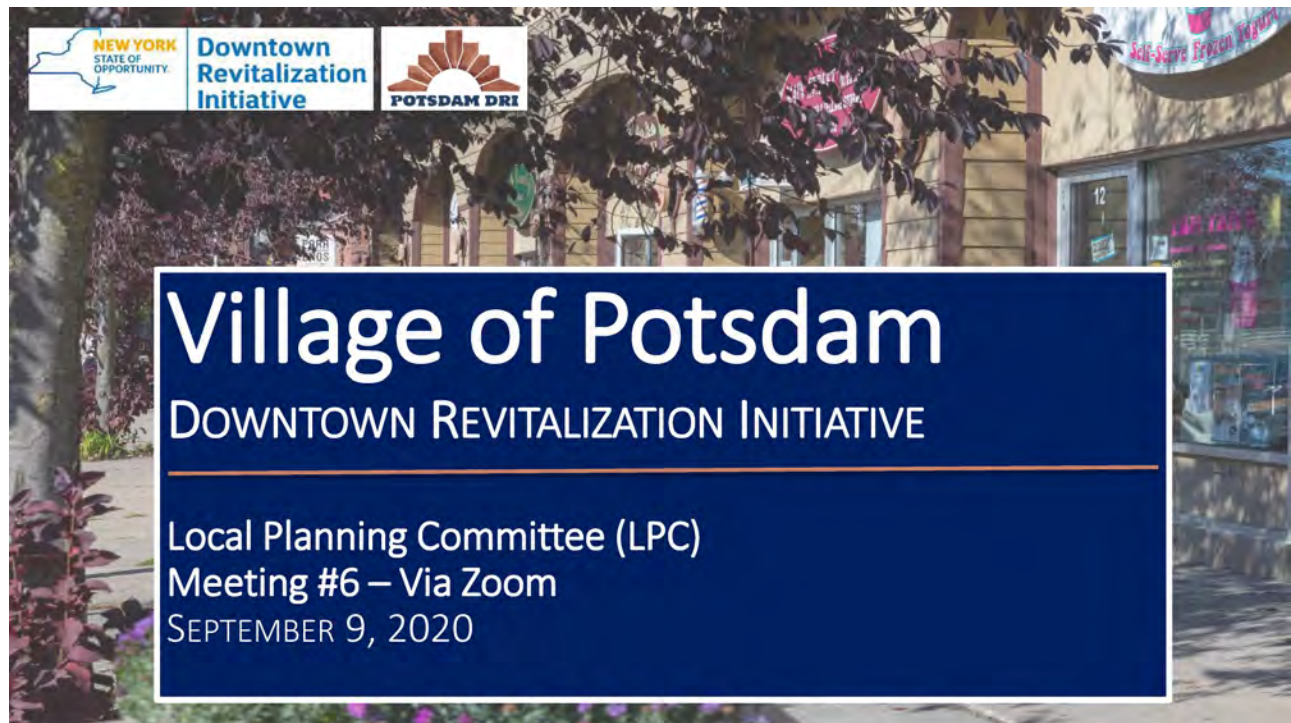
Six LPC meetings were held throughout the duration of the project. LPC meetings include:

- **LPC Meeting #1, December 17, 2019** – The purpose of the first LPC meeting was to provide an overview of the DRI program and the role of the LPC. Topics covered in this meeting included roles and responsibilities, project scope and schedule, community engagement, and the confirmation of the Village’s downtown vision and DRI boundary as presented in the Village’s DRI Application.
- **LPC Meeting #2, January 21, 2020** – LPC Meeting #2 covered topics including an overview of Public Engagement Event #1, confirmation of the DRI boundary, DRI goals exercise and a discussion of project evaluation guidelines and the project evaluation process.



Local Planning Committee Meeting

- **LPC Meeting #3, February 20, 2020** – The primary purpose of LPC Meeting #3 was for the LPC Work Groups to report back on the discussions and to provide an initial recommendation about the potential projects for DRI funding to be included on the Preliminary Projects List. The outcome of LPC Meeting #3 was a narrowed list of potential projects to be presented at the second public open house.
- **LPC Meeting #4, March 17, 2020** – LPC Meeting #4 was moved to an online platform in response to public health concerns related to the Novel Coronavirus (COVID-19). The purpose of the meeting was to refine the preliminary projects list that was determined at the previous LPC meeting. In the time since the previous LPC meeting, the public had the opportunity to show their level of support for the projects at the second public open house and certain projects were updated based on additional information gathered. The LPC continued to evaluate and refine the preliminary projects list based on this additional information. The goal of this meeting was a refined list of projects to be voted on at the next LPC meeting for consideration by the State in the Strategic Investment Plan. The public was invited to join the meeting via a web conference using WebEx. The information to join the meeting was provided on the project website. A recording of the meeting as well as the presentation were made available on the project website. Members of the public were directed to send any comments to the project email at PotsdamDRI@mjels.com.
- **LPC Meeting #5, August 19, 2020** - LPC Meeting #5 was moved to an online platform in response to public health concerns related to the Novel Coronavirus (COVID-19). The purpose of the meeting was to discuss the projects to recommend for DRI funding and those projects for inclusion in the Strategic Investment Plan.
- **LPC Meeting #6, September 9, 2020** - LPC Meeting #6 was held via video conference in response to public health concerns related to the Novel Coronavirus (COVID-19). This was the final meeting of the LPC. The purpose of the meeting was to vote on a slate of projects to be recommended to the state for DRI funding in the Strategic Investment Plan.



LPC Meeting #6 Presentation

LPC Work Group Sessions

On February 20, 2020 the LPC engaged in a series of small work group sessions to evaluate projects by the LPC and project team. The purpose of these sessions was to review each project and categorize them into one of three categories, including: ready to advance, needs more information and not for the DRI. To achieve this, the LPC divided into four small workgroups. Each group was assigned a selection of projects to review and categorize into one of the three categories mentioned above. Projects were evaluated based on 23 evaluation factors using a Project Evaluation Worksheet provided to each member of the LPC. The goal of this process was a narrowed list of projects to present to the public at the second public meeting. LPC members who may have had a conflict of interest with one or more of the projects, recused themselves from the conversation. The Working Group Sessions were open to the public and were posted to the project website in advance of the meetings.

PUBLIC OPEN HOUSES

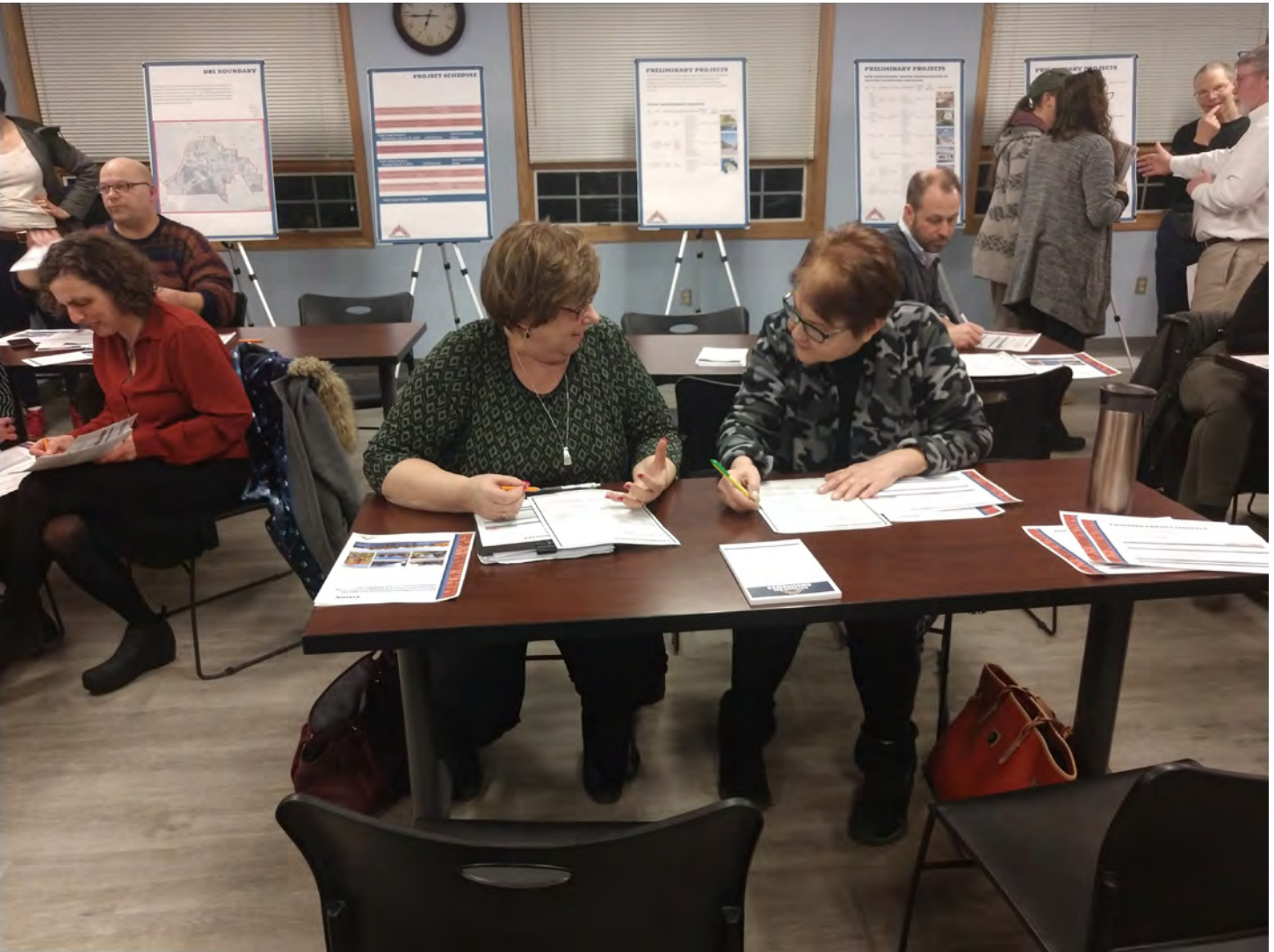
Engaging with members of the community is critical to the success of this effort and future revitalization efforts to downtown. Public workshops provided an opportunity for the public to share their ideas and local insight about challenges and opportunities in the community, as well as ideas and concerns about the potential DRI projects. Three public open houses were held to gather input and engage the community. Public open houses included the following:

- **Public Open House #1, January 22, 2020** – The first public open house was held at the Town of Potsdam Community Room at 18 Elm Street. The open house included a variety of activity stations designed to inform the public about the DRI and to gather input about ideas to improve the quality of life, generate jobs and leverage private investment in the downtown area. Attendees also had the opportunity to speak with the consultant team and state partners to answer questions about the DRI.



Public Open House #1, January 22, 2020

- **Public Open House #2, March 3, 2020** – The second public open house was held at the Town of Potsdam Community Room at 18 Elm Street. At the second open house the public had the opportunity to indicate their level of support for preliminary projects aimed at advancing the community’s vision, goals and strategies. Attendees were able to view a draft list of implementation projects and indicate a high, medium or low level of support for each project. To collect information about level of support for projects, worksheets were distributed that listed each project and included an area for participants to indicate a high, medium or low level of support for a project. Other materials distributed included comment cards and a packet of information that included the Vision, Goals and Strategies for downtown Potsdam, as well as general information about the project and DRI process.



Public Open House #2, March 3, 2020



Public Open House #2, March 3, 2020

- **Public Event #3, August 28-September 4, 2020** - Public Engagement Event #3 included a week-long series of online engagement opportunities, including an Online Project Gallery, Storefront Project Gallery and a live virtual question and answer session held via GoTo Webinar. This series of events were held virtually in light of the evolving COVID-19 situation. The purpose of the Online Project Gallery was to present a proposed slate of projects to be recommended for funding through the DRI and receive public feedback on the proposed slate. The Storefront Gallery included posters with information about the project and the proposed slate of projects and were displayed in two downtown storefronts. Those storefronts included Jernabi Coffeehouse at 11 Maple Street and the Potsdam Chamber of Commerce at 24 Market Street in the Village of Potsdam. Hard copies of the project information were also available at Village Hall at 2 Park Street.



Online Project Gallery



Storefront Gallery, Jernabi Coffee House

INFORMATION POP-UP STATIONS

In addition to the public open houses, information pop-up stations were set up at various locations throughout the DRI Study Area as an additional method to engage the public. A pop-up station provides an opportunity to meet community members where they are, offering a measure of convenience for those who may not otherwise attend public meetings. The purpose of the stations was to inform the public about the DRI project, to encourage community members to attend the public open houses and to offer an opportunity for public input. The pop-up stations were staffed by a member of the project team and included a map of the project area, handouts with information about the DRI process and business cards with information about the online community values survey. Also included were comment cards for community members to leave thoughts, concerns and ideas about the community.

The locations of the pop-up stations were chosen based on their function as central gathering spaces in the community. The locations were identified with help from members of the LPC and Village staff.

Information pop-up station locations included:

- Midtown Apartments, 28 Munson Street
- Jernabi Coffee House, 11 Maple Street
- The Bagelry, 9 Market Street
- Potsdam Food Co-op, 24 Elm Street
- Park Brothers Coffee, 2 Main Street

STAKEHOLDER GROUP DISCUSSIONS

As part of the public engagement component of the DRI, group stakeholder discussions were held to gather detailed input from individuals with a unique perspective on local resources, projects and programs, and to establish avenues for dialogue that can relay input to and from a broader constituency. The stakeholder meetings took place at the Village of Potsdam Civic Center, 2 Park Street and the Town of Potsdam Community Room at 18 Elm Street over the course of two days on January 22 and 23, 2020. Key stakeholders and stakeholder topic areas were identified by the LPC and Village staff. The project team then followed up with invitations to individual stakeholders to join the group discussions.

Each meeting included a facilitated discussion that focuses on a particular topic area relating to the downtown and greater community. Stakeholder groups included:

- Environment and Sustainability
- Community Organizations and Institutions
- Recreation, Arts and Culture
- Business and Economic Development
- Mobility and Infrastructure
- Housing and Downtown Living
- Public Services, Safety and Codes



Stakeholder Meeting

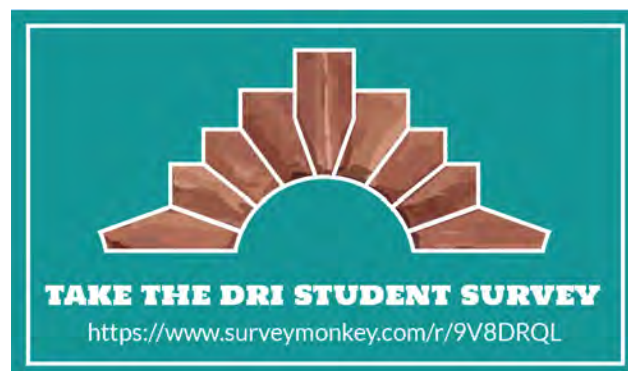
ONLINE COMMUNITY VALUES SURVEY

An online community values survey was developed to provide another opportunity for public input. The purpose of the survey was to gather input from community members about overall values and opportunities for downtown. This information was used to help inform the overall vision, goals and strategies for downtown and also to help shape the DRI Strategic Investment Plan. The online survey was live from January 19 to February 7, 2020 and received 951 responses. The open, online nature of the survey also created an opportunity to engage interested stakeholders outside of the community (e.g., former and future residents of the village, residents serving in the military, seasonal residents or visitors etc.).

YOUTH OUTREACH

A key component of downtown revitalization is to ensure that the needs of future generations are considered so that those who grow up in the community are motivated to stay to live, work and raise families. To help understand the needs of younger residents in Potsdam, youth outreach was conducted with sixth grade students at A.A. Kingston Middle School, 54 Lawrence Avenue. To facilitate the outreach, students were seated in small groups and participated in a mapping exercise to show areas the students rarely went or would like to see improved. Next, the students were asked to provide feedback regarding opportunities and challenges downtown. A “Mayor” was selected from each table to present the major challenges and opportunities discussed in each group. This event was attended by approximately 50 sixth grade students as well as members of the project team, LPC and school staff members.

In addition to the student group activity, an Online Student Survey was also distributed to students throughout the Potsdam Central School District in grades K-12 and to college students at SUNY Potsdam and Clarkson University. The survey provided another opportunity to gather input from the younger generation of community members. There was a total of 408 respondents to the student survey which was distributed online from March 4 to March 13, 2020.



Online Values Survey and Student Survey Information Cards



LEGEND

- DRI Boundary
- US Routes
- State Routes
- County Roads
- Local Roads
- Railroad



DIGITAL OUTREACH

Digital outreach was conducted through a project website located at www.PotsdamDRI.com. A link to the project website was also located on the home page of the Village website and shared through local news outlets, including North Country Now. Digital outreach was utilized to share project information and notify the public of engagement opportunities to participate in the DRI process. The intent was to reach all interested stakeholders using a variety of outreach methods. Digital media is a preferred method of sharing and gathering information by many that may not have the ability or time to attend public workshops.



POTSDAM
DRI PUBLIC OPEN HOUSE

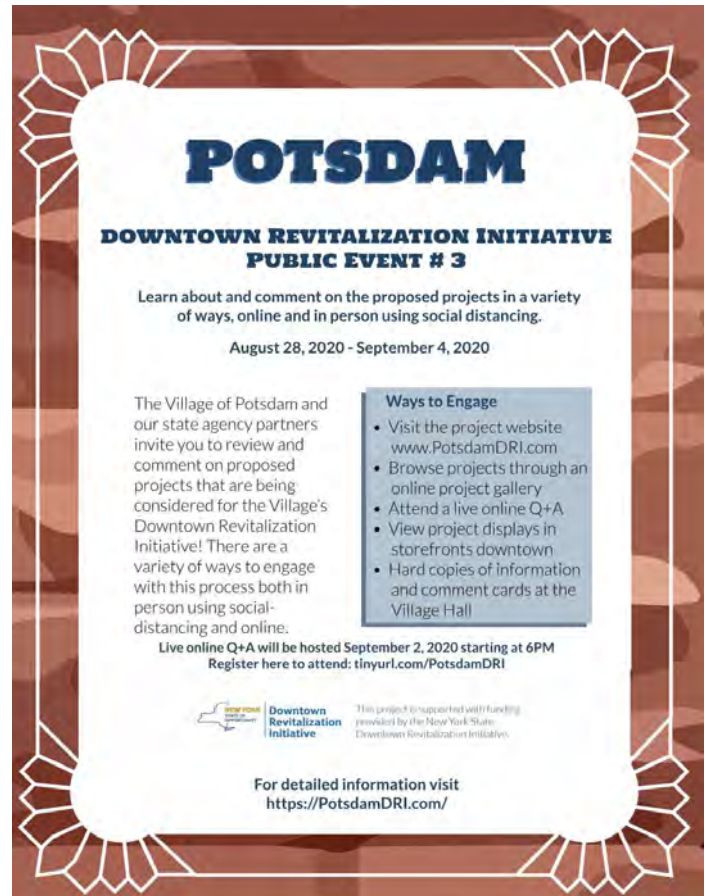
where: Town of Potsdam Community Room, 18 Elm Street
when: Wednesday January 22, 2020
time: 6:00-8:00 pm
(presentations at 6:15 and 7:00 pm)

The Village of Potsdam and our state agency partners invite you to participate in an open house meeting to learn more about the Village's Downtown Revitalization Initiative! Please join us to discuss opportunities to improve the local quality of life, generate jobs, and leverage private investments in the heart of our community.

Can't join us? You can find more information about the downtown revitalization initiative here:
<https://potsdamdri.com/>

 **Downtown Revitalization Initiative** This project is supported with funding provided by the New York State Downtown Revitalization Initiative.

All members of the public are encouraged to attend!



POTSDAM
DOWNTOWN REVITALIZATION INITIATIVE
PUBLIC EVENT # 3

Learn about and comment on the proposed projects in a variety of ways, online and in person using social distancing.


August 28, 2020 - September 4, 2020

The Village of Potsdam and our state agency partners invite you to review and comment on proposed projects that are being considered for the Village's Downtown Revitalization Initiative! There are a variety of ways to engage with this process both in person using social-distancing and online.

Ways to Engage

- Visit the project website www.PotsdamDRI.com
- Browse projects through an online project gallery
- Attend a live online Q+A
- View project displays in storefronts downtown
- Hard copies of information and comment cards at the Village Hall

Live online Q+A will be hosted September 2, 2020 starting at 6PM
Register here to attend: tinyurl.com/PotsdamDRI

 **Downtown Revitalization Initiative** This project is supported with funding provided by the New York State Downtown Revitalization Initiative.

For detailed information visit
<https://PotsdamDRI.com/>



SECTION V

Projects Recommended for DRI Funding



SECTION FIVE

OVERVIEW

As part of the DRI process, the Village of Potsdam issued a call for projects early in the process. Forty-seven proposed projects were received totaling over \$46.3 million in total project costs and \$26.2 million in requested DRI funding. The number of proposed projects and level of proposed investment signifies the level of interest from businesses, property owners and the community to revitalize downtown.

Through a series of LPC meetings, working group sessions, small group discussions and a variety of public engagement activities, the LPC identified 14 projects for DRI funding representing a combination of both public and private investment. The LPC applied 23 evaluation factors to assist in identifying those projects that best meet the goals of the Potsdam DRI and have the greatest potential to serve as catalysts for additional downtown investment. The table below includes the 23 evaluation factors in no particular order.

Table 5-1. Project Evaluation Criteria

Alignment with DRI strategic goals for the downtown: Revitalize, Rebuild, Rebound, Rejoice	Alignment with existing local and regional plans	Alignment with ongoing activities
Site control issues	Level of public support	Market demand and economic feasibility
Ability to provide a sustainable impact in the downtown	Catalytic potential: The ability to make other things happen	Need for DRI funds to make the project feasible
Potential to leverage additional private and/or public funds	Availability of alternative funding sources that are more appropriate than the DRI award	Anticipated community and economic benefits
Estimated impacts on tax revenue	Estimated job growth and retention	Employment and workforce development potential
Estimated project costs: Including cost to public and private sector partners and long term operating or maintenance cost implications	Project readiness / Ability to Implement quickly upon award: Anticipated timeframe for implementation acceptable for DRI	Transformative potential: Project contains elements that fundamentally change the downtown and how it is perceived
Any regulatory challenges that may hinder implementation and need to be addressed?	Capacity of responsible parties to implement the project or initiative	Will ongoing maintenance or management be needed and can be realistically addressed?
Existing local capacity to sustain the implementation of projects and initiatives	Project includes environmental sustainability component(s)	

PROJECTS SUMMARY MAP

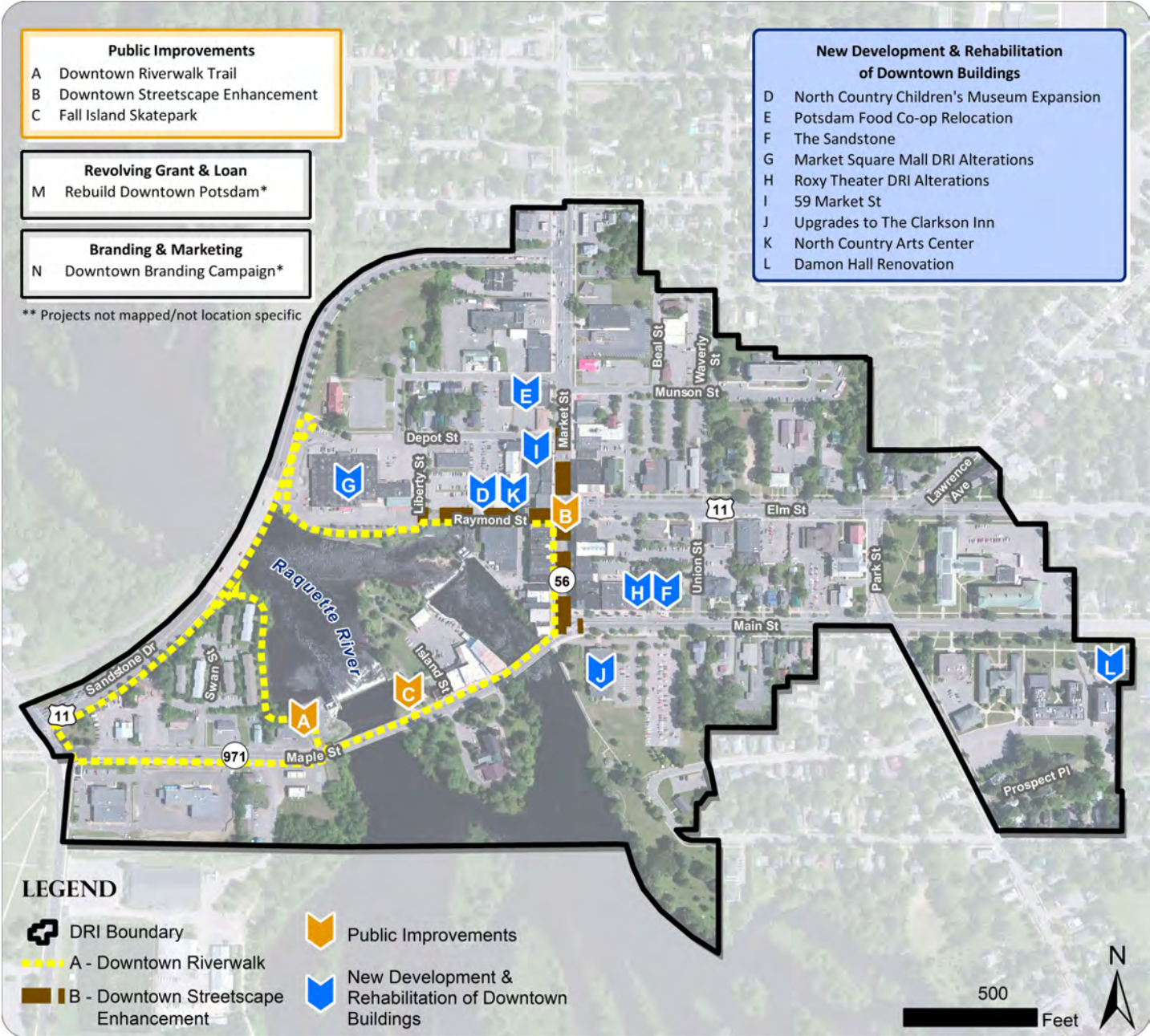


Figure V-1. Projects Summary Map

Table 5-2. Project Summary Table

ID	Project	Description	Total Project Cost	DRI Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
PUBLIC IMPROVEMENT PROJECTS								
A	Downtown Riverwalk Trail	Construction of a looped multi-modal trail along the Raquette River including a pocketpark, shared use path, mural walk and new bike lanes on Maple Street. The trail will connect to existing multi-modal connections in the Downtown.	\$2,481,000	\$2,481,000	DRI	Upon Execution of Contract	3 Years	0
B	The Downtown Streetscape Enhancement Project	Streetscape improvements in Market Street Historic District including intersection & safety improvements, streetlighting, trees, wayfinding and bioretention.	\$2,780,000	\$2,780,000	DRI	Upon Execution of Contract	5 Years	0
C	Fall Island Skatepark & Outdoor Art Gallery	Construction of a skatepark on Fall Island including an outdoor art gallery	\$348,000	\$258,000	DRI, Raquette River Lion's Club, North Country Skateboarder's in-kind services	Upon Execution of Contract	11 Months	0
PROPOSED NEW DEVELOPMENT & REHABILITATION OF DOWNTOWN BUILDINGS								
D	North Country Children's Museum Expansion (Phase III)	Business expansion of Children's museum into second floor, including basement and first floor renovations to accommodate an elevator	\$1,900,000	\$1,400,000	St. Lawrence IDA, NYSCA, John Ben Snow Foundation, Corning Foundation USDA Rural Development, IMLS/Inspire Small Museums, Stewart's Shop Foundation, Northern NY Community Foundation, Arconic Foundation, Northern NY Power Proceeds Allocation Grant	Upon Execution of Contract	2 Years	3 PTE
E	Potsdam Food Co-op Relocation and Expansion	Business expansion of Food Co-op including acquisition of new property, renovation, equipment and marketing.	\$2,966,000	\$1,659,000	Healthy Food Financing Initiative, CDBG, USDA Rural Energy, UNFI	Upon Execution of Contract	1.5 Years	5 FTE
F	The Sandstone	Business expansion of Scoops ice cream into 1940s/50s themed seasonal diner serving breakfast/ lunch with outdoor seating.	\$257,000	\$118,000	Personal funding and private financing	Upon Execution of Contract	8 Months	2-3 FTE 6 PTE
G	Market Square Mall DRI Alterations and Repairs	Primarily exterior renovation including new EPDM roof, insulation, siding, canopy, masonry repairs. Interior renovation of 2 bathrooms.	\$666,000	\$311,000	Personal funding	Upon Execution of Contract	1 Year	0
H	Roxy Theater DRI Alterations and Repairs	Exterior renovation of Roxy Theatre façade, signage and main entrance.	\$115,000	\$58,000	Personal funding	Upon Execution of Contract	1 Year	0
I	59 Market St	Exterior/interior improvements including ADA entrance, windows, stairs, roof, basement renovation, creation of multimedia space	\$405,000	\$203,000	Personal funding	Upon Execution of Contract	10 Months	1-2 FTE
J	Upgrades to The Clarkson Inn	Building expansion of Clarkson Inn to add 20 rooms, meeting space, fitness room, renovate furniture and fixtures.	\$2,500,000	\$600,000	Personal funding and private financing	Upon Execution of Contract	1.5 Years	3 FTE
K	North Country Arts Center	Acquisition and exterior/interior renovation for new North Country Arts Center including windows, floors, restrooms, walls, elevator and equipment for printmaking studio.	\$1,287,000	\$578,000	Private investors, USDA Rural Development Community Facilities Loan, St. Lawrence River Valley Redevelopment Agency Grant, NYSCA	Upon Execution of Contract	3 Years	4 FTE 3 PTE

ID	Project	Description	Total Project Cost	DRI Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
L	The Renovation of Damon Hall into an Advanced Manufacturing Incubator	Creation of advanced manufacturing incubator through exterior/Interior renovation of Damon Hall including elevator, windows, utility improvements, parking.	\$2,516,000	\$900,000	Clarkson University, National Grid, Northern Border Regional Commission Grant	Upon Execution of Contract	2 Years	15 FTE
REVOLVING GRANT & LOAN								
M	Rebuild Downtown Potsdam	Revolving grant and loan fund including rent assistance, main street renovation, a quick-start grant program, and COVID-19 related capital improvements.	\$1,388,000	\$750,000	Village of Potsdam	Upon Execution of Contract	2.5 Years	0
BRANDING AND MARKETING								
N	Downtown Branding Campaign	Branding and Marketing initiative for Downtown Potsdam including branding development, standards, wayfinding, banners and implementation	\$131,000	\$125,000	Village of Potsdam	Upon Execution of Contract	2 Years	0
Number of Projects:	14	Totals:	\$19,740,000	\$12,221,000				

PROJECT PROFILES

Recommended DRI Projects		
ID	Project Name	Page Number
A	Downtown Riverwalk Trail	74
B	The Downtown Streetscape Enhancement Project	86
C	Fall Island Skatepark & Outdoor Art Gallery	98
D	North Country Children's Museum Expansion (Phase III)	105
E	Potsdam Food Co-op Relocation and Expansion	113
F	The Sandstone	122
G	Market Square Mall DRI Alterations and Repairs	129
H	Roxy Theater DRI Alterations and Repairs	136
I	59 Market Street	144
J	Upgrades to The Clarkson Inn	154
K	North Country Arts Center	160
L	The Renovation of Damon Hall into an Advanced Manufacturing Incubator	168
M	Rebuild Downtown Potsdam	176
N	Downtown Branding Campaign	182

A - DOWNTOWN RIVERWALK



PROJECT TITLE

Downtown Riverwalk

DRI FUNDING REQUEST

Total DRI Funds: \$ 2,481,000

Total Project Cost: \$ 2,481,000

PROJECT DESCRIPTION

The Village of Potsdam proposes to construct a looped, multi-modal Downtown Riverwalk and Trail along the Raquette River shoreline, Sandstone Drive, Maple Street, Market Street, Garner Park and along the Sandstone Drive bridge embankment within the DRI Project Area. The project cost and DRI request is for the implementation of Phase 1 of the project only.

The project will include the construction of a new pocket park, a shared use path along Sandstone Drive, a Mural Walk, the Riverwalk trail from Maple Street to Sandstone drive, as well as new bike lanes on Maple Street. The proposed Riverwalk Trail was included as a high priority in Potsdam's "2012-2022 Comprehensive Plan" and its "2012 Downtown and Waterfront Revitalization Plan."

Pocket Park

Located at the Northeast corner of Maple Street, Sandstone Drive and Pine Street, the new pocket park will include benches, a seat wall, and new plantings. A shared use path through the park will connect into the Sandstone Drive Shared Use Path.

Sandstone Drive Shared Use Path

The Sandstone Drive Shared Use path will extend from the Pocket Park at Pine Street along the South side of Sandstone Drive (NY Route 11) over the Raquette River to the Mural Walk near Depot Street. The shared use path will connect to the Riverwalk trail on the western shore of the Raquette river through a new stairwell.

Mural Walk

Located below Sandstone Drive from Depot Street to Garner park, a transformative Mural Walk will activate an underutilized stretch of parking area along the Sandstone Drive Bridge embankment. The Mural Walk will be an outdoor gallery for local artists including new planted medians separating the parking lot from the shared-use path.

Riverwalk Trail

The new Riverwalk trail will provide amenities including LED streetlighting, benches, picnic tables, bicycle racks, public art installations and wayfinding signage. The Riverwalk Trail, from the Maple Street trailhead North to Sandstone Drive, will be constructed on the western shore of the Raquette River within the DRI area. The route will connect to the main Riverwalk on Maple Street and continue north along a boardwalk, where opportunities for outdoor seating from a local restaurant will enliven the trail at the Maple Street Trailhead. The Maple Street Trailhead will include parking improvements for the Downtown Riverwalk Trail and the existing Canoe-Carry and Munter Hiking Trails. The trailhead will include benches, wayfinding signage and a new mid-block crossing. The trail will head north meeting up with the main trail via concrete stairs and bike rail at Sandstone Drive.

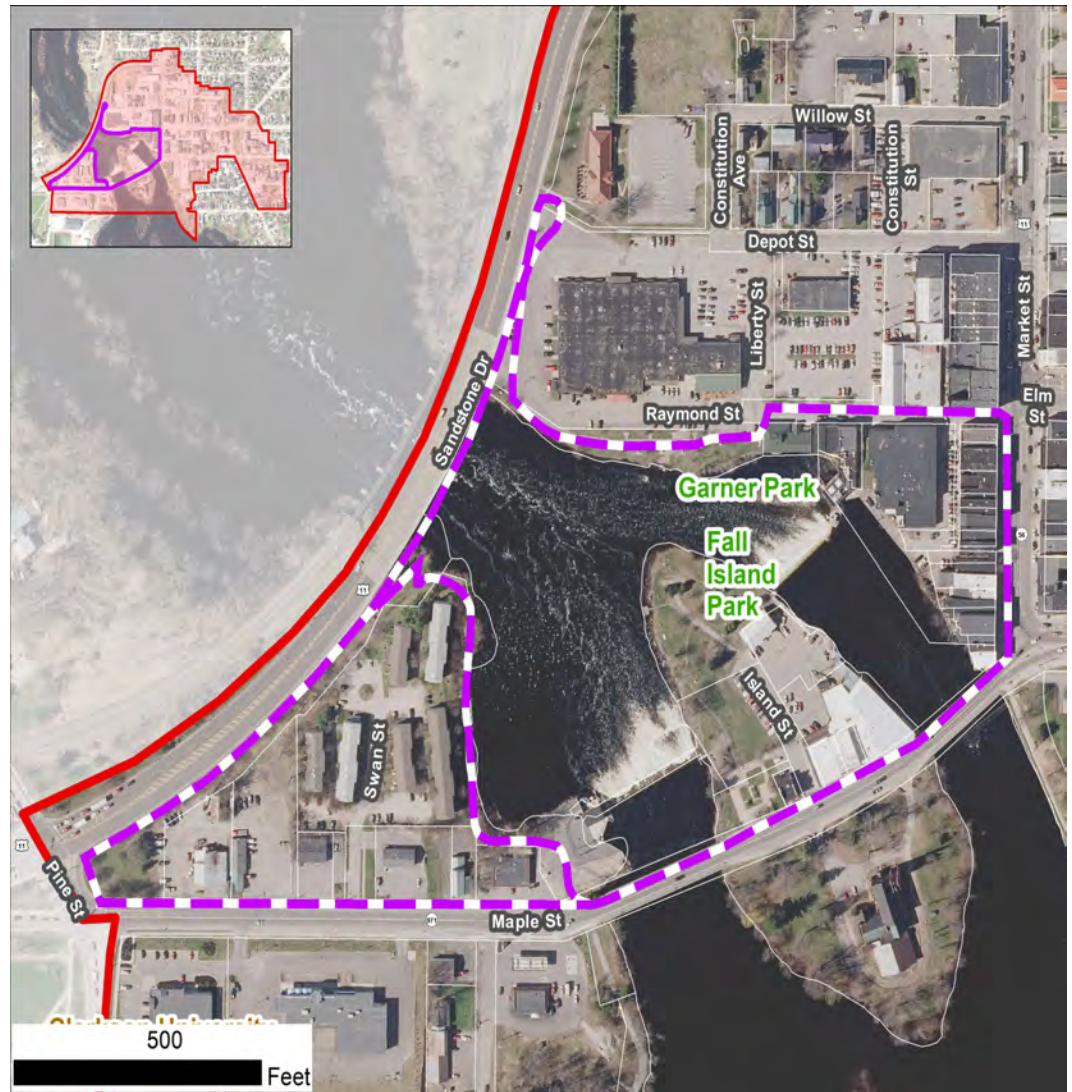
Maple Street Bike Lanes

This component of the project will create new bike lanes along Maple Street from Clarkson Avenue to the Maple Street bridge. This will include pavement restriping to accommodate two new 4-foot bike lanes. The new bike lanes will connect with existing bike lanes to facilitate better connections to Downtown and local businesses and provide continuous pedestrian facilities along Maple Street.

These components will work together to create a unified pedestrian network in the Downtown. This project will complete connections to many of the existing multi-modal networks within the Downtown including the Munter trail and Clarkson Bike lanes as well as public parks including Garner Park, Ives Park and Lion's Club Park. These enhanced connections will support active transportation to and from local universities and build an exciting recreational element for visitors and residents to the Downtown. This project will directly support other proposed public improvements including the Downtown Streetscape Enhancement and Fall Island Skatepark.

Phase 2 of the project is anticipated to include the extension of shared use path along Sandstone Drive from the Mural Walk at Depot Street North along Sandstone Drive to the intersection of Market Street on the North side of the DRI boundary. In addition to the extension of the Sandstone Drive Shared Use Path, Phase 2 of the project will also include pedestrian improvements to the North side of Maple Street from the Maple Street Trailhead West to the intersection of Maple Street and Clarkson Avenue.

Project Location or Address



Property Owner/Sponsor

Village of Potsdam

Capacity

The Village of Potsdam has over 40 years of experience in undertaking successful downtown revitalization initiatives utilizing a wide range of state, federal and private investments. Potsdam's portfolio includes investments in public facilities, infrastructure, historic preservation (facade renovation through gut rehabilitation), the development of waterfront parks and small business lending. In addition to its recognition as a Downtown Revitalization Initiative community, Potsdam has been recognized by the Secretary of Housing and Urban Development, and the Preservation League of New York for its downtown revitalization efforts.

Ongoing maintenance for the trail will be conducted by the Village of Potsdam.

Project Partners

- New York State Department of Transportation
- Private property owners including Swan Landing Apartments, Market Square Mall

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Strengthen Potsdam's connection to the Raquette River and natural areas by enhancing waterfront access and providing recreational experiences.
- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
- Become a regional hub for transportation through enhanced vehicle, bicycle, pedestrian and transit connections throughout downtown and surrounding areas.
- Boost tourism through creative placemaking and establishing community branding and wayfinding.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish.
- Elevate Global Recognition of the region as one of the special places on the planet to visit, live, work and study
 - Create and manage a transformational regional "brand" which powerfully communicates the unique identity and resources of the people, places and products of the North Country region.

Anticipated Revitalization Benefits

The Riverwalk Trail was envisioned by Potsdam's Local Waterfront Revitalization Committee as a way to better connect residents and visitors to the community to the Raquette River shoreline. The proposed Riverwalk Trail was included as a high priority in Potsdam's "2012-2022 Comprehensive Plan" and its "2012 Downtown and Waterfront Revitalization Plan."

- The Downtown Riverwalk will support other proposed public improvement projects including the Downtown Streetscape Enhancement and Fall Island Skate Park.
- The Downtown Riverwalk will be a safe, attractive, and practical pedestrian and bicycle thoroughfare, encouraging alternatives to intra-city car trips. It will also provide an additional incentive for residents to walk or bicycle to work, shopping or recreation.
- The Riverwalk Trail will provide a connection to the Ives Park Riverwalk, Garner Park, Clarkson Avenue bike lanes and Munter Hiking Trail.
- The Riverwalk Trail will support SUNY Potsdam, Clarkson University and St. Lawrence Health Systems' recruiting and retention efforts by offering a visually attractive and commercially viable downtown.

Public Support

A high level of public support for this project was expressed at the second Public Open House on March 3rd, 2020. Residents specifically supported the enhancement of public recreational spaces for children and families.

The Potsdam Community Survey conducted in January and February 2020 found that community members utilized and valued the existing public trails and parks in the downtown. Respondents encouraged pedestrian improvements that would provide access to the waterfront. Over 42% of respondents indicated that the linking of waterfront areas with surrounding public land was the most important issue in the downtown.

Jobs Created

No jobs will directly result from this project.

Project Budget and Funding Sources

		Source		
Item	Cost	Sponsor	Other Contribution	DRI Request
Pocket Park	\$199,346	-	-	\$199,346
Sandstone Drive Shared Use Path	\$261,152	-	-	\$261,152
Mural Walk	\$420,477	-	-	\$420,477
Riverwalk Trail	\$782,550	-	-	\$782,550
Maple Street Bike Lanes	\$55,704	-	-	\$55,704
Design, Mobilization, Contingency	\$761,622			\$761,622
Totals:	\$2,481,000*	-	-	\$2,481,000*

*Totals rounded to the nearest \$1000

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional landscape architecture, engineering, and planning firm, CLA SITE in August 2020. Overall construction costs are reasonable and align with industry standards.

Regulatory Requirements

The project will require the approval of the Village of Potsdam and the issuance of a building permit. Since the project involves public spaces it will need to meet requirements of the Americans with Disabilities Act. The project will require a Highway Work Permit from NYSDOT for minor work within State ROW. Work along the Raquette River below Ordinary High Water or within waters of the United States will require the project sponsor to apply for permits with the Army Corps of Engineers. Depending on the alignment of the Riverwalk Trail, coordination with NYSDEC and possibly a permit may be required.

Images of Current Conditions

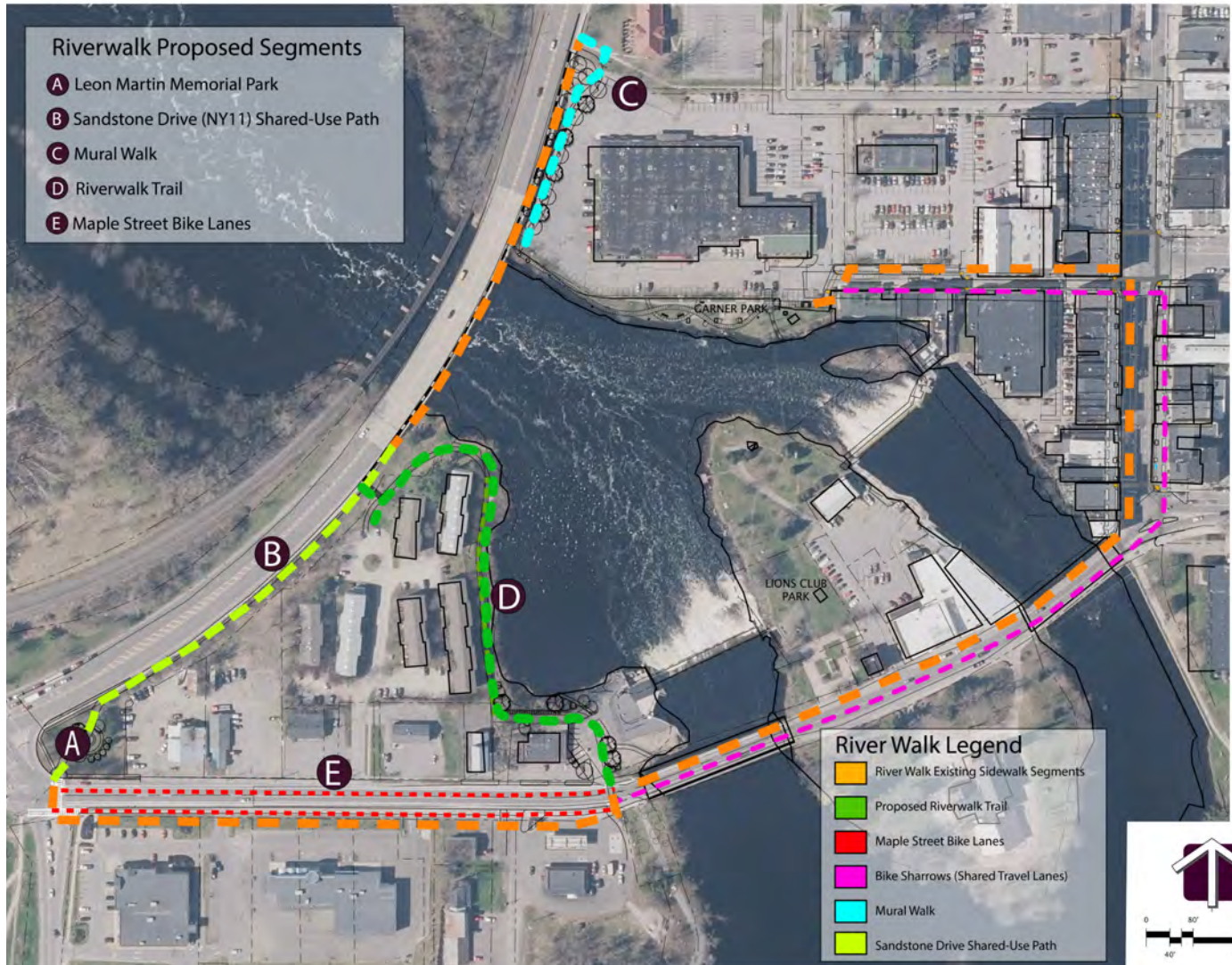


Existing Conditions – Looking East at Garner Park



Existing Conditions – Garner Park

Images of Proposed Conditions



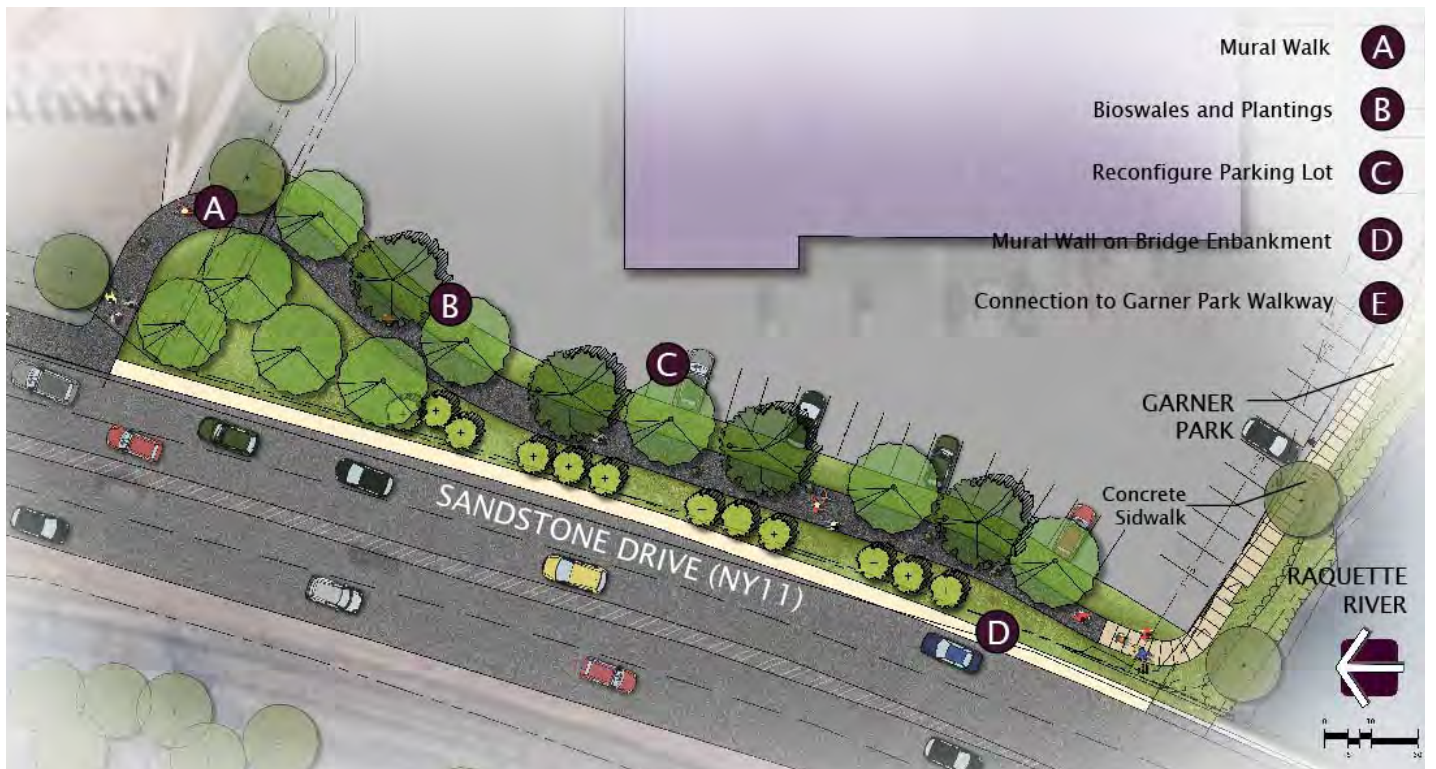
Proposed Conditions – Riverwalk Trail Route



Proposed Conditions – Pocket Park



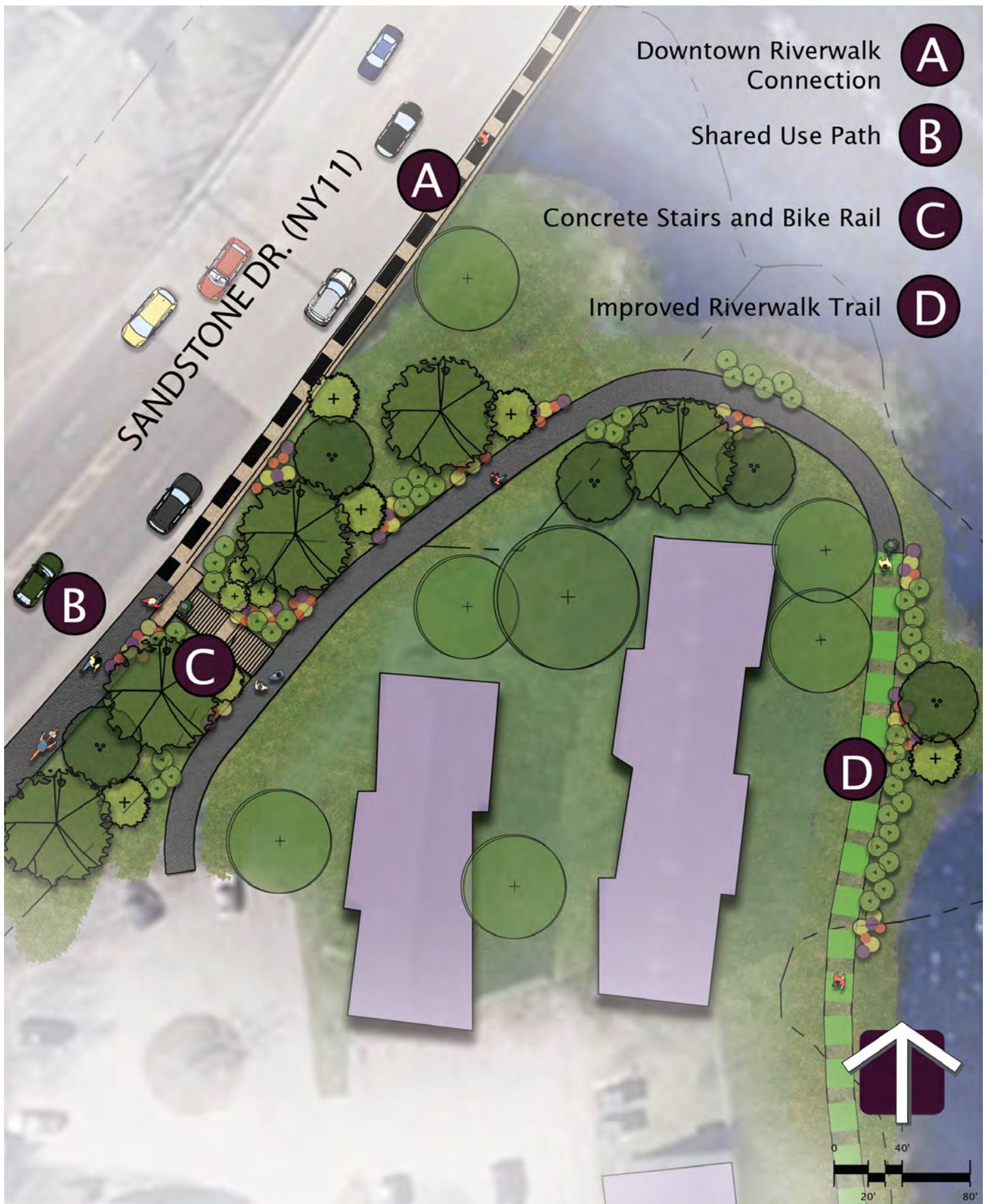
Proposed Conditions – Mural Walk



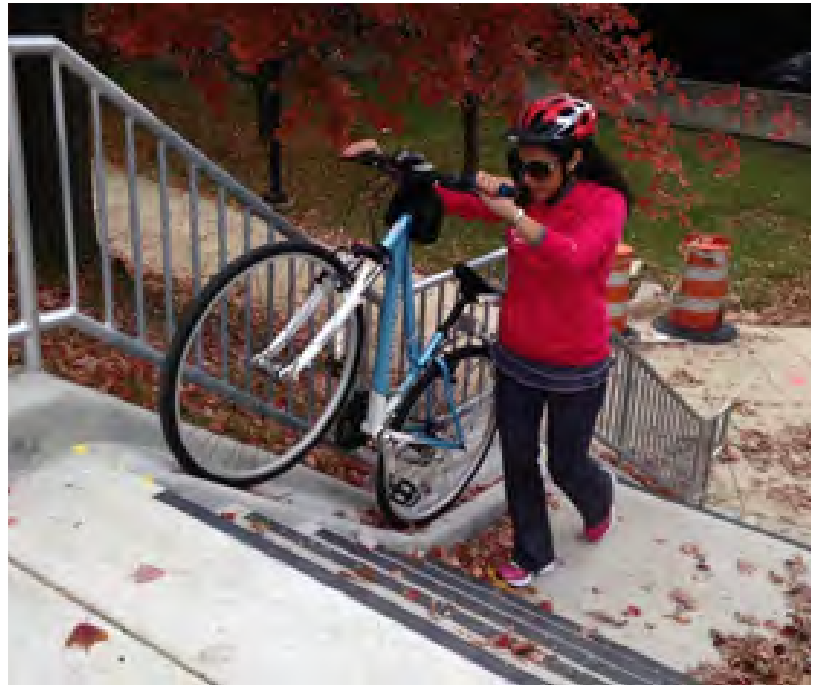
Proposed Conditions – Mural Walk Connection to Sandstone Drive Shared Use Path



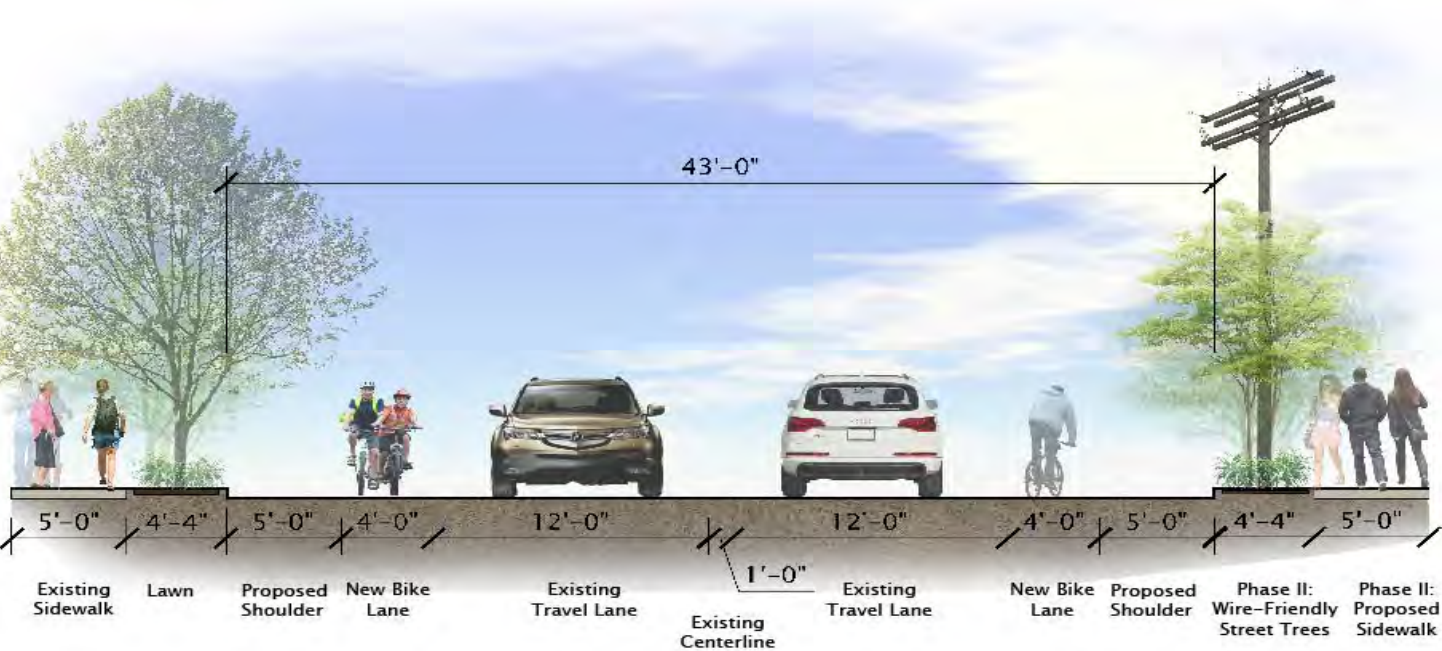
Proposed Conditions – Riverwalk – Maple Street Trailhead



Proposed Conditions – Riverwalk Trail - Sandstone Drive Staircase Detail



Proposed Conditions- Sandstone Drive Staircase- Bike Rail example



Proposed Conditions – Maple Street Bike Lanes Roadway Cross-Section – Looking West (Phase 1 & 2)

Timeframe for Implementation

The total timeframe for implementation is approximately three years. A timeframe for individual project components follows:

6-12 months

- **Maple Street Bike Lanes** - Building upon existing components of the Riverwalk, the Village will focus on implementing the Maple Street pavement restriping project to build out the proposed bike lanes on Maple Street. This is a low-cost first step that can connect various trail systems into the existing Riverwalk network. This is critical first step that will build momentum for the overall project and safely connect existing alternative transportation networks to Downtown in the first phases of implementation. This provides the community with immediate change and opportunities to test out the bike network while the final design and engineering take place in the background for the other components of the full Riverwalk system are completed.
- **Mural Walk Artwork & Temporary Shared-Use Path Connection** - Using the existing parking lot where the Mural Walk is proposed, the Village will install a pavement marking project along the proposed Mural Walk corridor to identify the shared-use during the engineering process. This will allow the complete Riverwalk network to be used by the Village residents and visitors during the final design and construction process. During the preliminary design of the shared-use path components of the project, the Village will coordinate with NYSDOT on work along Route 11 and the bridge abutment where the Mural Walk is proposed. The Village can work with local art committees and organizations to begin the artwork sourcing process. A design competition in partnership with local universities, the Village and local art organizations may be the best route to selecting the artwork for the bridge abutments. This can be done in parallel to the engineering work and build excitement about the eventual construction of the shared use path along the Mural Walk.

12-36 months

- Overall Project Riverwalk Construction Documentation
- Select a consultant to complete the construction documents for the Riverwalk project.
- Complete preliminary and final design of the Riverwalk project.
- Secure NYSDOT Design Approval and PS&E Approval for work along NY Route 11
- Secure Army Corps and APA permits for work along Raquette River
- Put the project out to bid and secure a contractor for construction
- Implementation and Construction

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. This project will work in unison with proposed public improvements to increase activity in the Downtown. Project success can be measured indirectly through:

- Number of Visitors
- Adjacent Property Values
- Increased Retail Business

B - DOWNTOWN STREETScape ENHANCEMENT



Project Title

Downtown Streetscape Enhancement

DRI Funding Request

Total DRI Funds: \$ 2,780,000

Total Project Cost: \$ 2,780,000

Project Description

The Market Street Corridor serves as the walkable community center of the Village of Potsdam and encompasses the Market Street National Historic District. Essential components of the Market Street streetscape enhancement project include ADA accessibility, decorative crosswalks, intersection improvements to Market, Main and Depot Streets, reconstructed concrete sidewalks, pedestrian scale lighting, improved traffic islands at the intersection of Market and Main, bike racks, benches and landscape enhancements. Landscape improvements will include the installation of street trees with porous paving along the corridor to create a continuous natural viewshed within the downtown. The improvements will enhance the historic character of the business district and aid in the overall preservation of the landmark district. Downtown Streetscape Enhancements were included as a high priority in Potsdam's "2012-2022 Comprehensive Plan" and its "2012 Downtown and Waterfront Revitalization Plan."

The proposed design interventions are expected to transform Market and Raymond Streets from a car-centric corridor into a walkable pedestrian focused corridor. As a key connector between multiple destinations downtown, pedestrian accessibility, comfort and safety are important. The improvements will seamlessly connect to the proposed Riverwalk connection on Raymond Street. Market Street sidewalks will include historical and artistic geomarkers within the paving to remind visitors and residents that they are walking along the Downtown Riverwalk. The geomarkers will activate the streetscape and add a creative

layer of placemaking to the Market Street corridor. Additionally, an attractive streetscape is not only functional, but can help to spur downtown economic activity.

The project will also improve safety through the upgrade of signals at the intersections of Market and Elm Street and Main and Market. The proposed signal upgrades will facilitate a safer pedestrian experience in Downtown Potsdam, traffic signals at critical intersections will be upgraded to include a Leading Pedestrian Interval (LPI). A leading pedestrian interval provides pedestrians a head start, typically 3 to 7 seconds, to enter the crosswalk before turning vehicles are given the opportunity to turn. It will enhance pedestrian visibility within the crosswalk and reduce any potential conflicts. LPIs have been shown to reduce pedestrian-vehicle collisions by 60% at treated intersections.

Project Location or Address

Market Street from the intersection with Depot Street to the intersection of Main and Maple Streets and Raymond Street from the intersection with Market Street to its terminus at Garner Park and Sandstone Drive.



Property Owner/Sponsor

Village of Potsdam

Capacity

The Village of Potsdam has over 40 years of experience in undertaking successful downtown revitalization initiatives utilizing a wide range of state, federal and private investments. Potsdam's portfolio includes investments in public facilities, infrastructure, historic preservation (facade renovation through gut rehabilitation), the development of waterfront parks and small business lending. In addition to its recognition as a Downtown Revitalization Initiative community, Potsdam has been recognized by the Secretary of Housing and Urban Development, and the Preservation League of New York for its downtown revitalization efforts.

Project Partners

New York State Department of Transportation

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Strengthen Potsdam's connection to the Raquette River and natural areas by enhancing waterfront access and providing recreational experiences.
- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
- Become a regional hub for transportation through enhanced vehicle, bicycle, pedestrian and transit connections throughout downtown and surrounding areas.
- Boost tourism through creative placemaking and establishing community branding and wayfinding.
- Utilize green infrastructure to create a modern downtown space that is environmentally sustainable.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish.
- Elevate Global Recognition of the region as one of the special places on the planet to visit, live, work and study
 - Create and manage a transformational regional "brand" which powerfully communicates the unique identity and resources of the people, places and products of the North Country region.

Anticipated Revitalization Benefits

The proposed project is classified as a high priority, transformative project in Potsdam's "2012 Downtown and Waterfront Revitalization Plan" which is an appendix to Potsdam's 2012-2022 Comprehensive Plan". The Streetscape Enhancement Project is the centerpiece of the community's efforts to revitalize downtown Potsdam.

- Enhance ADA accessibility and safety in the downtown.
- Streetscape enhancements will support other proposed public improvement projects including the Downtown Riverwalk.
- Enhance downtown Potsdam's historic character.
- Encourage multi-modal visitation downtown by providing safe pedestrian crossings at roadway intersections, well illuminated sidewalks, shared roadway and wayfinding signage.
- Create an inviting atmosphere for residents of the community as well as visitors to the North Country-Adirondack region.
- Invite the investment of private capital in downtown real estate, businesses, arts and entertainment venues downtown.
- Support SUNY Potsdam, Clarkson University and St. Lawrence Health Systems' recruiting and retention efforts by offering a visually attractive and commercially viable downtown.

Public Support

A high level of public support for this project was expressed at the second Public Open House on March 3rd, 2020. Residents supported the investment of DRI funding into public improvements that improve accessibility and reinforce other investments in cultural hubs.

The Potsdam Community Survey conducted in January and February 2020 found that community members strongly supported streetscape improvements that would provide safe, pedestrian friendly access to the downtown. Respondents indicated streetscape improvements as the greatest opportunity in the downtown for public spaces. Respondents also supported the linking of downtown with surrounding public land, the enhancement of bicycle and pedestrian connection as well as the utilization of green infrastructure.

Jobs Created

No jobs will directly result from this project.

Project Budget and Funding Sources

		Source		
Item	Cost	Sponsor	Other Contribution	DRI Request
Site Preparation	\$512,770	-	-	\$512,770
Demolition	\$117,100	-	-	\$117,100
Construction	\$1,294,603	-	-	\$1,294,603
Amenities (benches, bike racks, etc.)	\$139,950	-	-	\$139,950
Landscaping	\$41,420	-	-	\$41,420
Soft Costs	\$673,870	-	-	\$673,870
Totals:	\$2,780,000*	-	-	\$2,780,000*

*Totals rounded to the nearest \$1000

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional landscape architecture, engineering, and planning firm, CLA Site in March 2020. Overall construction costs are reasonable and align with industry standards. In coordination with on-going public infrastructure (sewer and water) improvements the projects together are feasible and will provide the much-needed surface improvements for critical public rights-of-way in the Downtown. The combined benefit of a cohesive streetscape will spur investment on Market, Raymond, Main and Depot Streets.

The Village utilized grant funding received through a previous Local Waterfront Revitalization Program grant and local cash match to commission a topographic survey and a set of design development documents for the proposed Streetscape enhancement project. In preparation for the development of plans for the project, Potsdam held a community planning forum at the schematic design phase to gather public input on design alternatives. Potsdam also has presented the proposed design development documents at a number of public information meetings and open houses related to its DRI proposal.

Regulatory Requirements

The project will require the approval of the Village of Potsdam and the issuance of a building permit. Since the project involves public spaces it will need to meet requirements of the Americans with Disabilities Act. The project will require a Highway Work Permit from NYSDOT for minor work within State ROW. For full street reconstruction and changes to curb alignment, a design approval document will need to be prepared for NYSDOT review and approval. All design documentation would need to meet NYSDOT standards and specifications. Coordination with private property owners will be required prior to construction.

Images of Current Conditions



Existing Conditions – Market Street Looking North from Main Street



Existing Conditions – Market Street Looking South from Elm Street

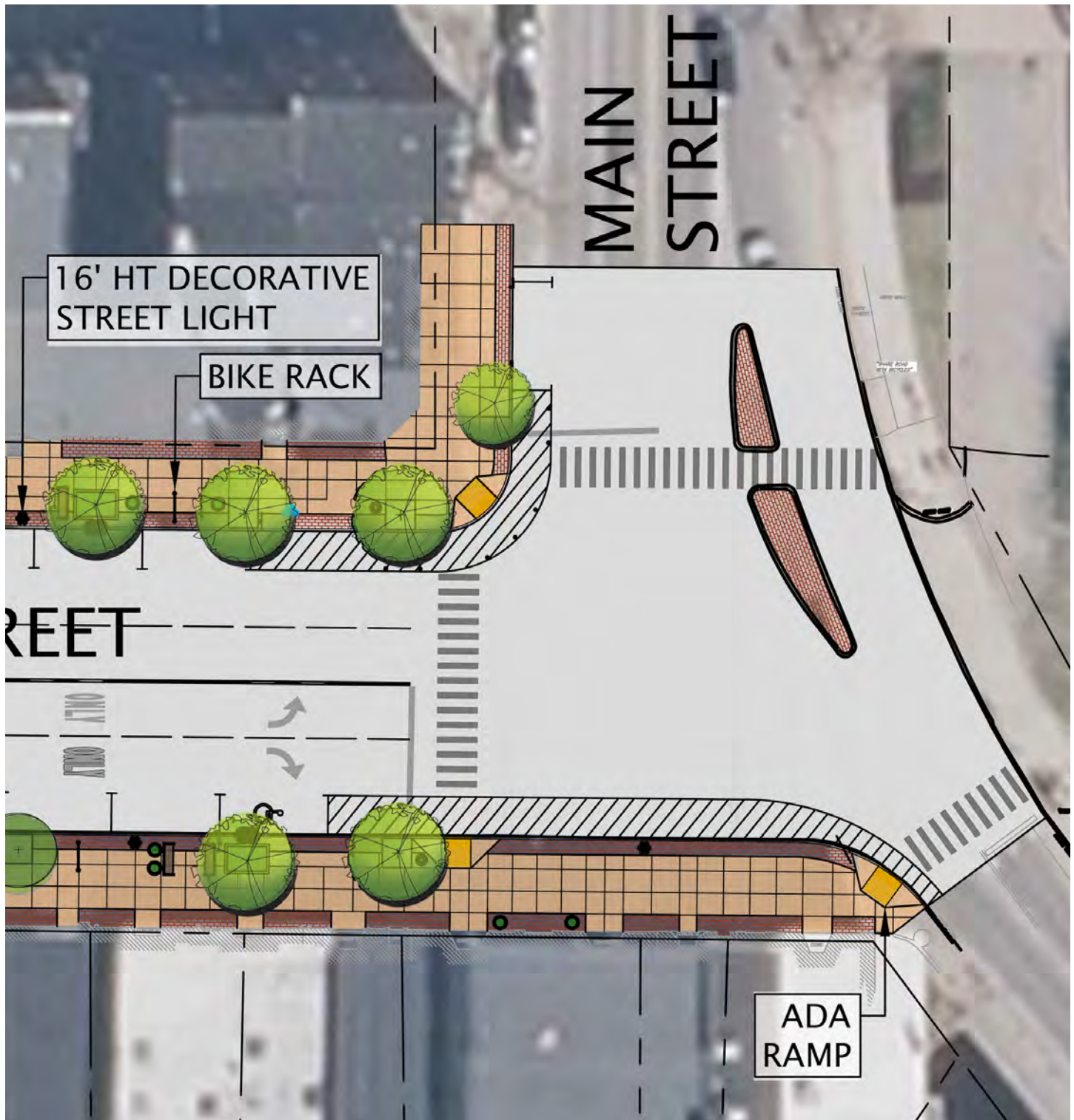


Existing Conditions – Raymond Street Looking West from Market Street

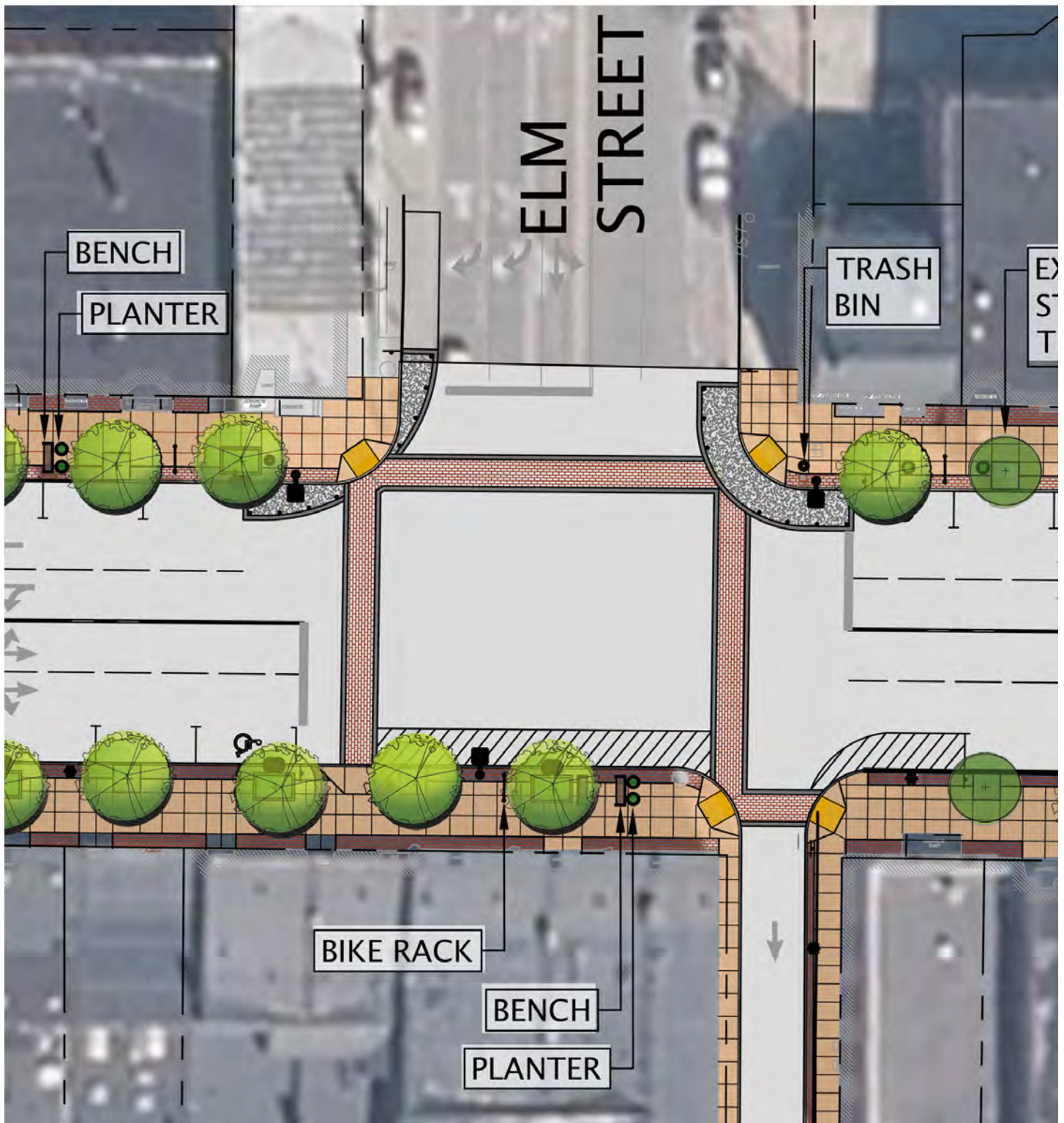
Images of Proposed Conditions



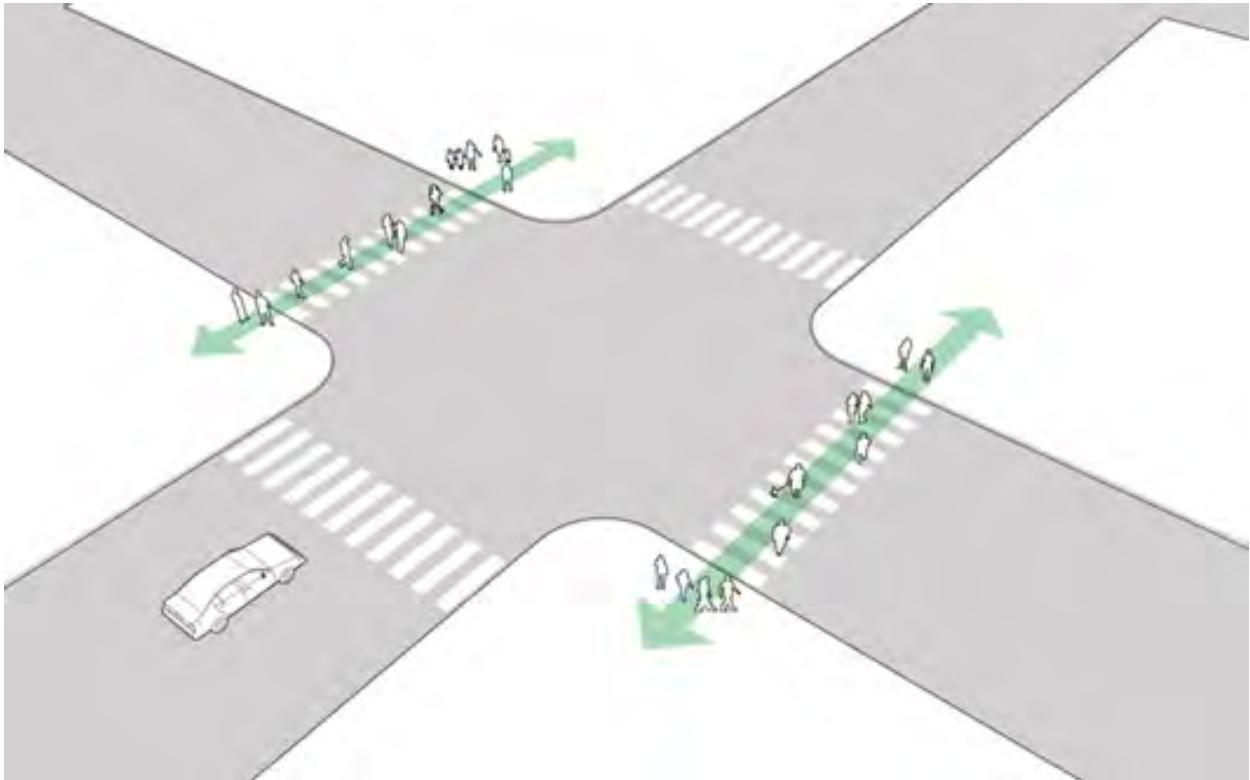
Proposed Conditions



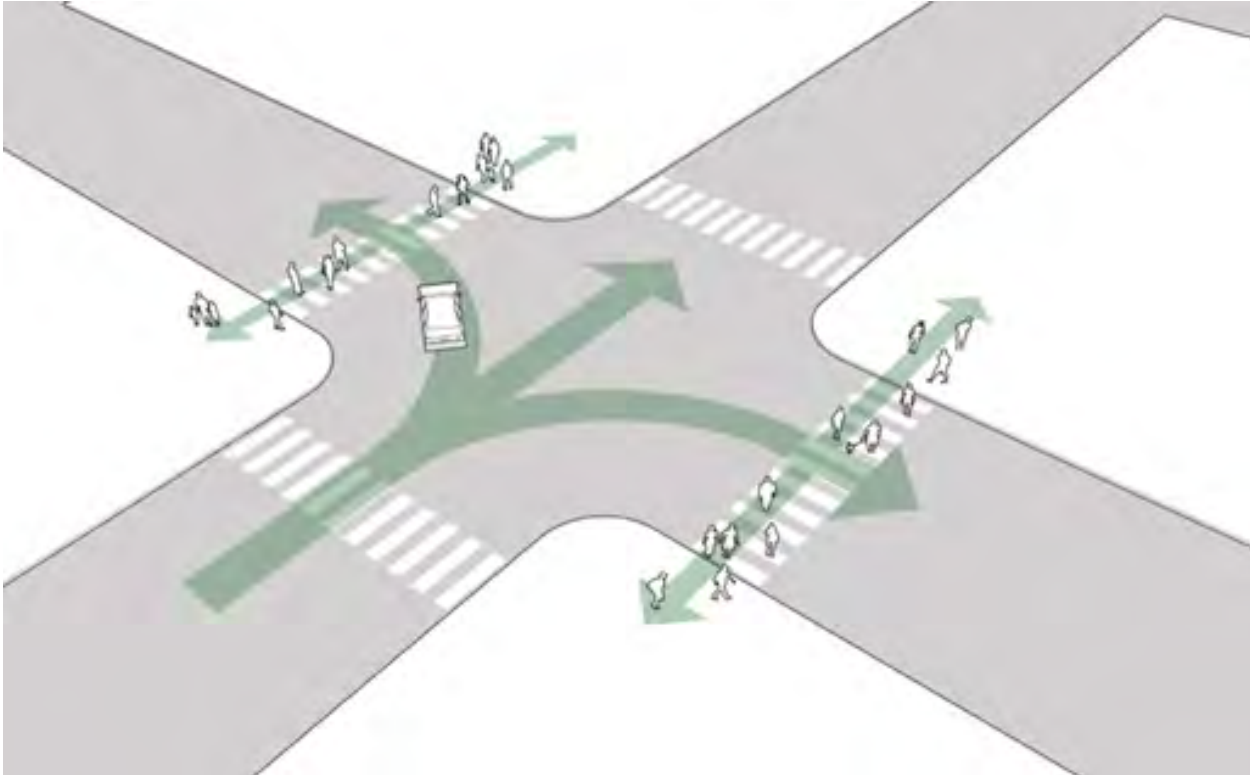
Proposed Conditions – Intersection of Maple, Main and Market Streets



Proposed Conditions – Intersection of Market, Elm and Raymond Street



Proposed Conditions – Example of Pedestrian Interval - Phase 1: Pedestrians Only. Pedestrians are given a minimum 3–7 second head start entering the intersection.



Proposed Conditions – Example of Pedestrian Interval - Phase 2: Pedestrians and cars. Through and turning traffic are given the green light.

Reference: National Association of City Transportation Officials, Urban Street Design Guide, published by Island Press.



Proposed Conditions – Examples of Geomarkers

Timeframe for Implementation

Medium-Term Steps (1 – 3 years):

- Village to Secure Design Consultant: The village will require a project manager to ensure its goals are implemented during the construction of the project.
- Complete Design of Project Components
- Village to Secure Design Contractor
- Secure NYSDOT Design Approval and PS&E Approval

Long Term Steps (3-5 years):

- Construction

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. This project will work in unison with proposed public improvements to increase activity in the Downtown. Project success can be measured indirectly through:

- Number of Visitors
- Adjacent Property Values
- Increased Retail Business
- Street Tree Vitality

C - DEVELOPMENT OF THE FALL ISLAND SKATEPARK AND OUTDOOR ART GALLERY



Project Title

Development of The Fall Island Skatepark and Outdoor Art Gallery

DRI Funding Request

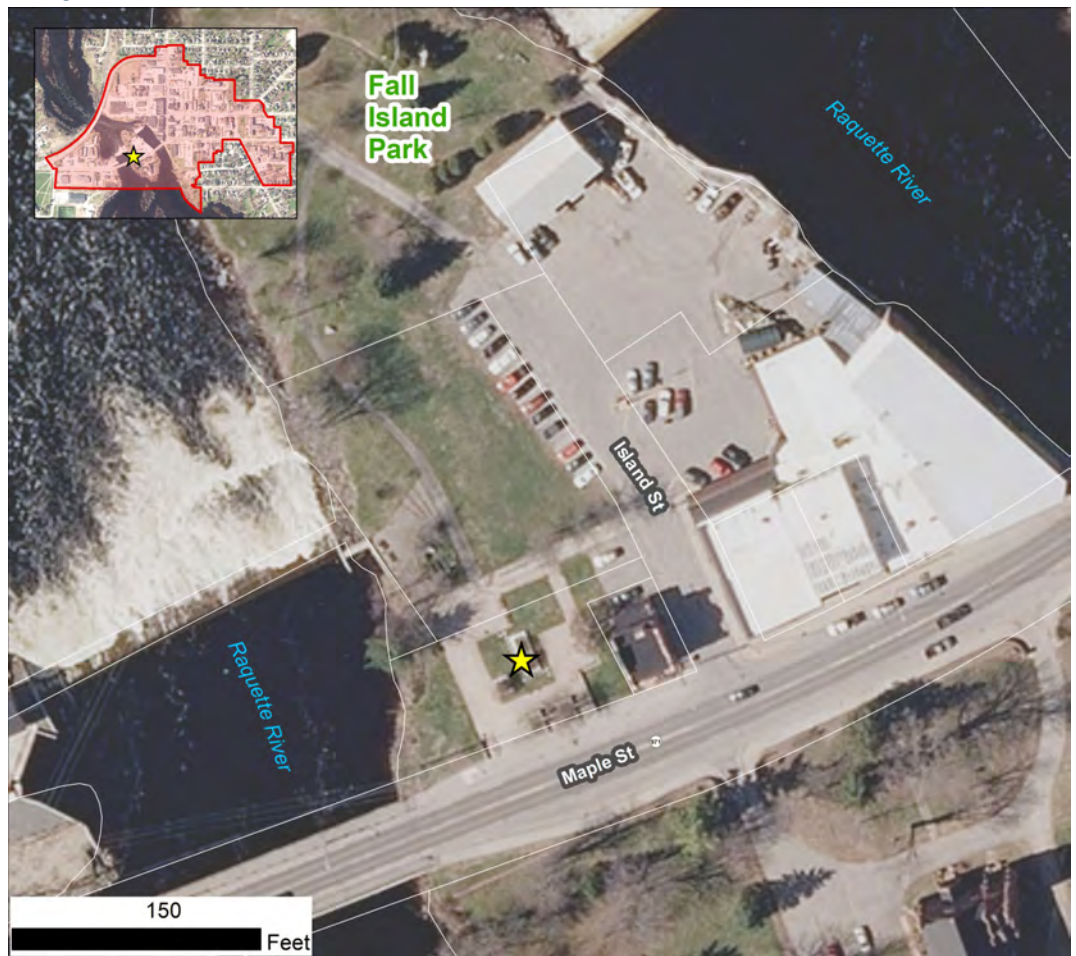
Total DRI Funds: \$258,000

Total Project Cost: \$348,000

Project Description

Fall Island Skatepark and Outdoor Art Gallery reimagines the underused plaza area of Fall Island Park into a multi-use skatepark, sculpture park, walkway and seating area of the Riverwalk Trail. The plaza site adjoins the sidewalk on Maple Street and currently consists of flower boxes, public benches, and a ramp. These amenities are in poor condition and do not garner significant usage from residents or visitors. However, the park's location and the existing elements can be creatively repurposed into a high-quality skateboard park for all ages and spectators. The sculptures and protected seating areas are an integral part of the skatepark design such that the new park can best serve multiple interests and age groups, providing an active and safe experience. The Fall Island Skatepark and Outdoor Art Gallery will create a new downtown attraction that will reinvigorate the plaza area and serve as a connector for foot traffic from the Maple Street sidewalk to the north side of Fall Island and the proposed Downtown Riverwalk Trail.

Project Location or Address



Property Owner/Sponsor

Village of Potsdam in partnership with North Country Skateboarders

Capacity

The Village of Potsdam has over 40 years of experience in undertaking successful downtown revitalization initiatives utilizing a wide range of state, federal and private investments. Potsdam's portfolio includes investments in public facilities, infrastructure, historic preservation (facade renovation through gut rehabilitation), the development of waterfront parks and small business lending. In addition to its recognition as a Downtown Revitalization Initiative community, Potsdam has been recognized by the Secretary of Housing and Urban Development, and the Preservation League of New York for its downtown revitalization efforts.

The North Country Skateboarder's team includes several local professionals who have completed construction projects in the Potsdam area and internationally. Budgets from previous projects range from \$30,000 to \$1,000,000 and include hardscape and plaza landscape designs, civil engineering projects, and artistic architectural designs. Matthew Mazzotta, an artist and resident of Canton, recently completed a project that was named "Architecture Project of the Year" at the Tate Modern in London in 2018, beating many top international architects for the award. Nick Sheehan of J. E. Sheehan Contracting Corp. is a known contractor in the Potsdam area with several successful construction projects.

Project Partners

- North Country Skateboarders
- Raquette River Lion's Club

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Strengthen Potsdam's connection to the Raquette River and natural areas by enhancing waterfront access and providing recreational experiences.
- Develop new and support existing community festivals, sporting events and year-round entertainment activities that serve all generations and boost tourism.
- Boost tourism through creative placemaking and establishing community branding and wayfinding.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Solicit national and international sporting and recreation events to use as a tool for regional recognition, tourism diversity and economic impact.
- Elevate Global Recognition of the region as one of the special places on the planet to visit, live, work and study

Anticipated Revitalization Benefits

In Potsdam and surrounding towns there are currently no public amenities that accommodate those who enjoy wheeled sports. The Fall Island Skatepark and Outdoor Art Gallery will not only provide a destination and resource for many temporary and long-term residents of Potsdam but also activate the town's underutilized areas and encourage pedestrian flow towards the nearby downtown businesses due to the park's walkable location. The Fall Island Skatepark will require a much lower cost of construction than the past-proposed Pine Street Skatepark, as the design repurposes existing concrete elements in Fall Island Park and minimizes the purchasing of new equipment and hardscape. The park will support other proposed public improvement projects including the Downtown Riverwalk, and Downtown Streetscape Enhancement.

Public Support

A high level of public support for this project was expressed at the second Public Open House on March 3rd, 2020. Residents specifically supported the enhancement of public recreational spaces for children and families.

The Potsdam Community Survey conducted in January and February 2020 found that community members utilized and valued the existing public trails and parks in the downtown. Respondents encouraged pedestrian improvements that would provide access to the waterfront. Over 42% respondents indicated that the linking of waterfront areas with surrounding public land was the most important issue in the downtown.

Additionally, a Youth Engagement activity conducted at Potsdam Middle School on March 4th, 2020 found that students desired the improvement of parks and outdoor spaces. Students specifically suggested a skatepark as one of the opportunities for downtown.

Jobs Created

No jobs will directly result from this project.

Project Budget and Funding Sources

		Source	
Item	Cost	Sponsor	DRI Request
Removals and Excavation	\$35,000	-	\$35,000
Phase 1 Environmental Site Assessment	\$2,800	-	\$2,800
Skate Park Elements	\$158,500	-	\$158,500
Pedestrian Walkway	\$10,000	\$10,000*	-
Custom Art Benches	\$10,500	-	\$10,500
Artwork (3 Sculptures)	\$50,000	-	\$50,000
Legal	\$1,000	-	\$1,000
Architecture and Design	\$40,000	\$40,000**	-
Engineering	\$40,000	\$40,000**	-
Totals:	\$348,000***	\$90,000	\$258,000***

* Raquette River Lion's Club donation

** North Country Skateboarder's contribution in in-kind services

*** Totals rounded to the nearest \$1000

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional engineering firm, J. E. Sheehan Contracting Corp.

The Raquette River Lion's Club performs ongoing maintenance for Fall Island Park. The Club has committed to maintain the new Fall Island Skatepark by cleaning debris, trimming brush and trees. The Village will be responsible for lawn maintenance, the repair of broken structures as well as tree removal.

Regulatory Requirements

The following permits and approvals are required for this project:

- Local Town and Village Approvals as needed
- Local development board approvals, if applicable
- SEQRA

Images of Current Conditions

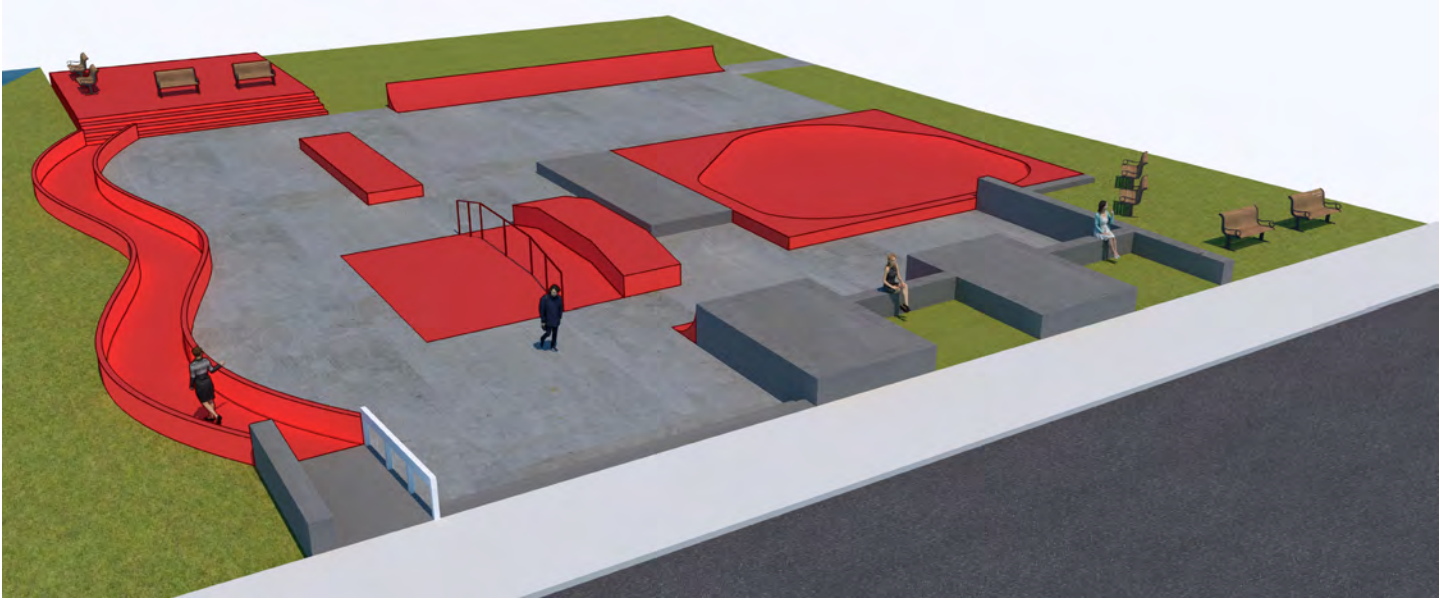


Existing Conditions – Fall Island Park looking South towards Maple Street

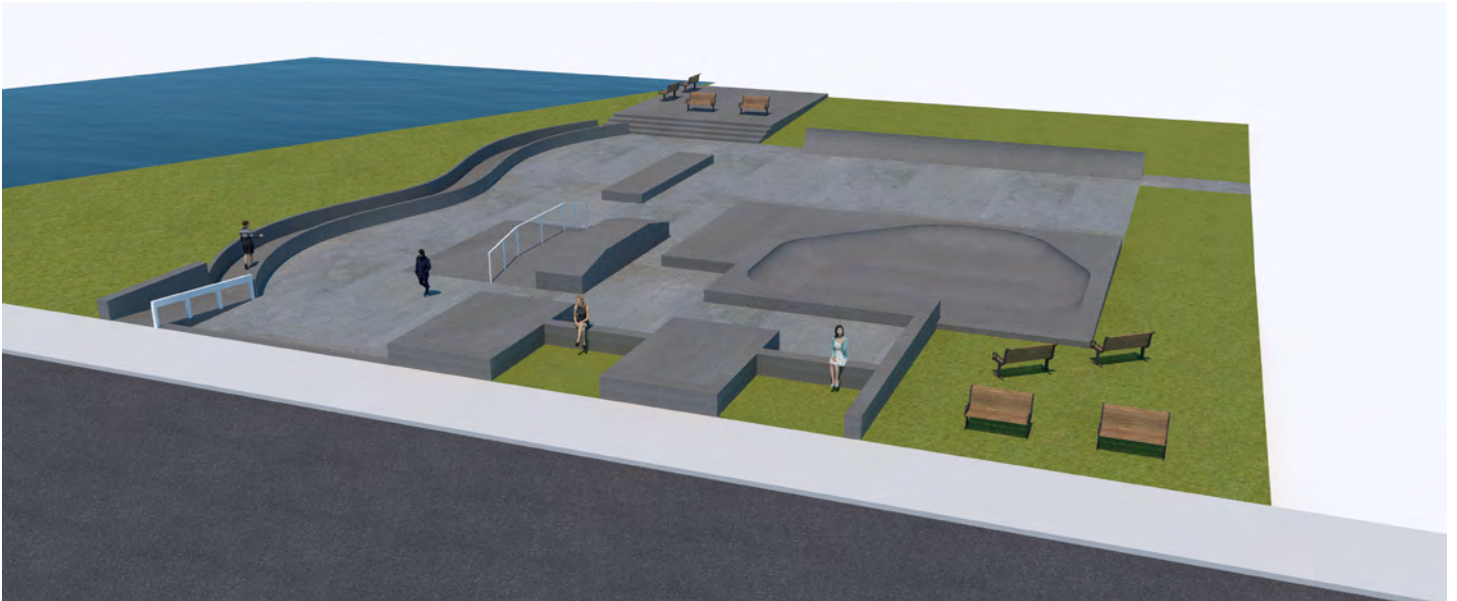


Existing Conditions – Fall Island Park looking South East towards Maple Street

Images of Proposed Conditions



Proposed Rendering – Fall Island Park looking North, showing new construction in Red



Proposed Rendering – Fall Island Park looking North East, final design.

Timeframe for Implementation

The total timeframe for implementation is approximately 11 months. A timeframe for individual project components follows:

- Design – 1 month
- SEQR – 1 month
- Project Review – 4 months
- Site Preparation – 1 month
- Construction – 2 months
- Selection of Artwork – 1 month
- Artwork Installation – 1 month
- Total Timeframe – 11 months

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact of the project could be measured by the following metrics:

- Number of patrons per year utilizing the facility.

D - NORTH COUNTRY CHILDREN'S MUSEUM EXPANSION (PHASE III)



Project Title

North Country Children's Museum Expansion (Phase III)

DRI Funding Request

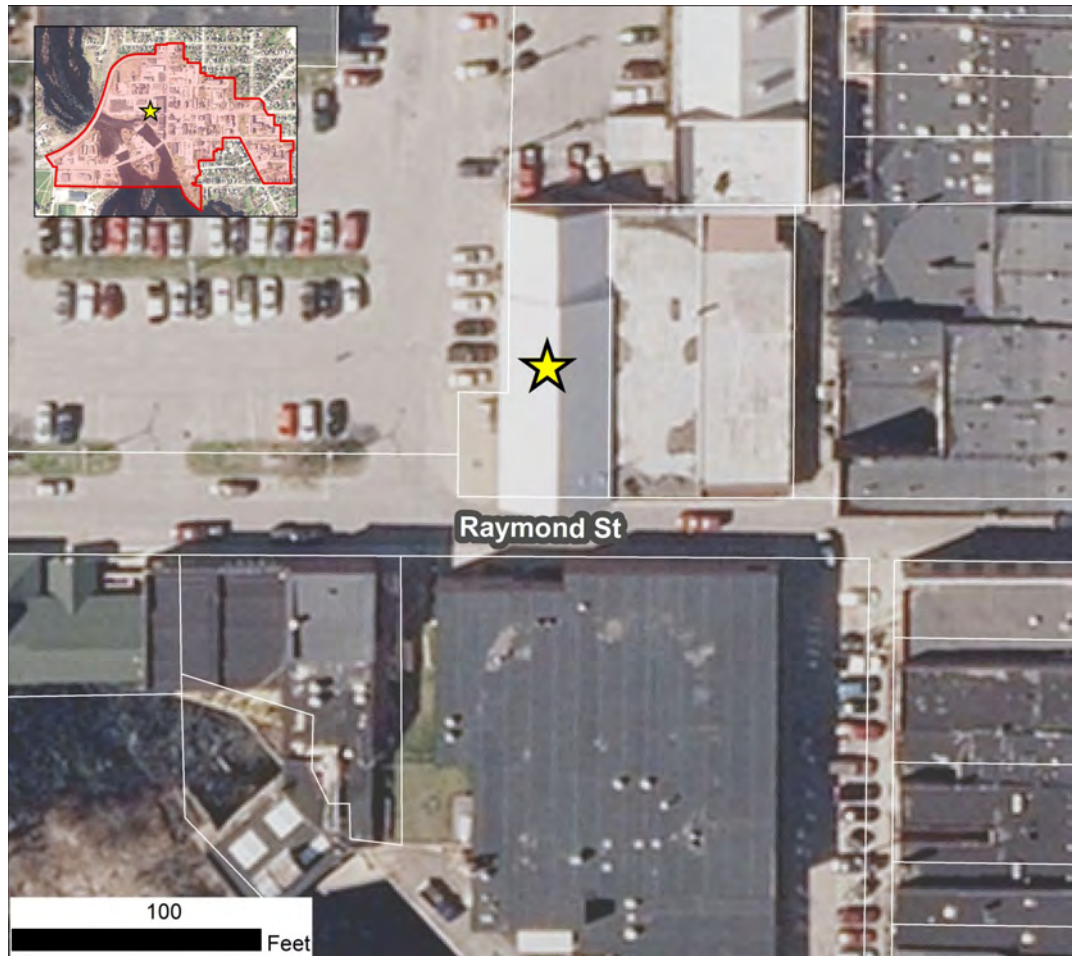
Total DRI Funds: \$1,400,00

Total Project Cost: \$1,900,000

Project Description

The North Country Children's Museum (NCCM) is a non-profit museum located on the first floor of a two-story building. NCCM will increase visitor capacity by expanding into the vacant second floor space and renovating the basement and first floor spaces to accommodate an elevator. The total renovated area will be 5,124 square feet. The second floor will house permanent exhibits, an additional program room, bathroom facilities, expanded office space and classroom space. First floor renovations will improve current classroom and office spaces and add an ADA accessible elevator. Basement renovations will include the addition of storage space for program materials. Finally, exterior improvements will include remodeling the museum entryway to accommodate the required emergency exit stairs from the second floor as well as a covered enclosure.

Project Location or Address



Property Owner/Sponsor

Sharon Williams, Executive Director

North Country Children's Museum

Capacity

NCCM has demonstrated a successful business model through eight years of sustainability and growth.

The North Country Children's Museum (NCCM), founded in 2012, established an educational and cultural center for North Country families. From 2012 to 2018, community members including university faculty ran traveling weekly programs for children throughout St. Lawrence, Jefferson, and Franklin Counties. This Museum Without Walls brought STEAM (science, technology, engineering, arts, and math) education to the region. During this time, NCCM conducted a capital campaign raising over \$1,000,000 in public and private funds to purchase and revitalize a long-vacant historic building, the Red Barn, at 10 Raymond Street in Potsdam's downtown district. NCCM was awarded funding as a priority project of the North Country Regional Economic Development Council in the 2016 CFA grant cycle. The project was completed on schedule, and in July 2018, NCCM opened this state-of-the-art cultural and educational center.

Phase I of the project resulted in the creation of three full-time professional jobs: Executive Director, Arts Educator, and Science Educator. NCCM has also created university credit internship opportunities for college students and volunteer opportunities for community

members. NCCM has 15 college and high school interns each semester and 10 regular community volunteers.

Phase II of the project completed a roof over the accessible ramp, installed air conditioning, and created a permanent part-time Program Coordinator position. An additional \$100,000 of funding was secured for this phase, which was completed in May 2019. The annual operating budget increased to \$200,000. NCCM's total assets are valued at \$1,136,000 with \$250,000 in working capital and a \$30,000 endowment through the Northern New York Community Foundation.

Project Partners

- Private Investors
- Numerous local institutions and foundations including Clarkson University, Community Bank, Adirondack Foundation, Canton-Potsdam Hospital, St. Lawrence University, Cloudsplitter Foundation.

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Strengthen partnerships with local institutions.
- Showcase Potsdam as a destination for arts, music and theatre by improving facilities, marketing events and attracting new opportunities for performances.
- Develop new and support existing community festivals, sporting events and year-round entertainment activities that serve all generations and boost tourism.
- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish.
 - Develop tourism infrastructure to transform the region by driving community development and leveraging private investment.
- Elevate Global Recognition of the region as one of the special places on the planet to visit, live, work and study
 - Create and manage a transformational regional "brand"
- Create the greenest energy economy in the state
 - Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.

Anticipated Revitalization Benefits

- The NCCM expansion will increase the current \$655,000 in estimated revenue generation in the downtown.
- The expansion will provide additional STEAM programs and exhibits for families and attract visitors downtown.
- The project will create 2 part time educator positions.
- The project will provide a space where parents and children can comfortably play together, learning new content and strengthening their relationships.
- The project is in close proximity to the following proposed DRI projects: Downtown Riverwalk Trail, Downtown Streetscape Improvements, SLC Arts Center and Market Square Mall Renovations. The project is also in close proximity to the LWRP project for Garner Park improvements.

Public Support

Over 640 families hold membership with the North Country Children's Museum. The museum provides discounted memberships for families whose children qualify for free/reduced school lunch. Currently 20% of members receive this discount.

A high level of public support for this project was expressed at the second Public Open House on March 3rd, 2020. Residents considered the investment of DRI funds in community centers as vital towards creating a common culture and sense of place within Potsdam.

The Potsdam Community Survey conducted in January and February 2020 found that community members desired more activities in the downtown for children and families. Over 70% respondents indicated that the reuse of vacant buildings was the most important issue in the downtown.

Jobs Created

The project will include the addition of two part-time museum educators, as well as part time contract work including bookkeeping and cleaning services.

Acquisition of Real Property

The property is currently owned by the project sponsor and no additional property acquisition is needed for this project.

Project Budget and Funding Sources

		Source		
Item	Cost	Sponsor	Other Contribution	DRI Request
Site Preparation	\$55,000	-	-	\$55,000
Final Design	\$75,000	-	-	\$75,000
Construction	\$900,000	\$168,000*	-	\$732,000
Contingency	\$90,000	-	-	\$90,000
Exhibit Design	\$90,000	\$90,000*	-	-
Exhibit Installation	\$690,000	\$242,000*	-	\$448,000
Totals:	\$1,900,000	\$500,000	-	1,400,000

*Pending Capital Campaign and grants from St. Lawrence IDA, NYSCA, John Ben Snow Foundation, Corning Foundation, USDA Rural Development, IMLS/Inspire Small Museums, Stewart's Shops Foundation, Northern NY Community Foundation, Arconic Foundation, and Northern NY Power Proceeds Allocation Grant.

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional architecture firm, Brooks Architecture in January 2020. Overall construction costs are reasonable and align with industry standards.

The project sponsor contribution will include grant sources such as St. Lawrence IDA, NYSCA, John Ben Snow Foundation, Corning Foundation, USDA Rural Development, IMLS/Inspire Small Museums, Stewart's Shops Foundation, Northern NY Community Foundation, Arconic Foundation, and Northern NY Power Proceeds Allocation Grant. Additionally, the sponsor intends to raise \$75,000 from individual donors through a Capital Campaign that began in February 2020. Community Bank has indicated in writing a willingness to provide interim financing.

During the first year in the permanent facility in 2018, NCCM exceeded both visitorship and membership projections. This enabled the institution to meet and expand the museum's mission and vision and serve a growing market.

An Economic Impact Study by Clarkson University found that the NCCM has an estimated annual revenue generation of \$655,000.

Regulatory Requirements

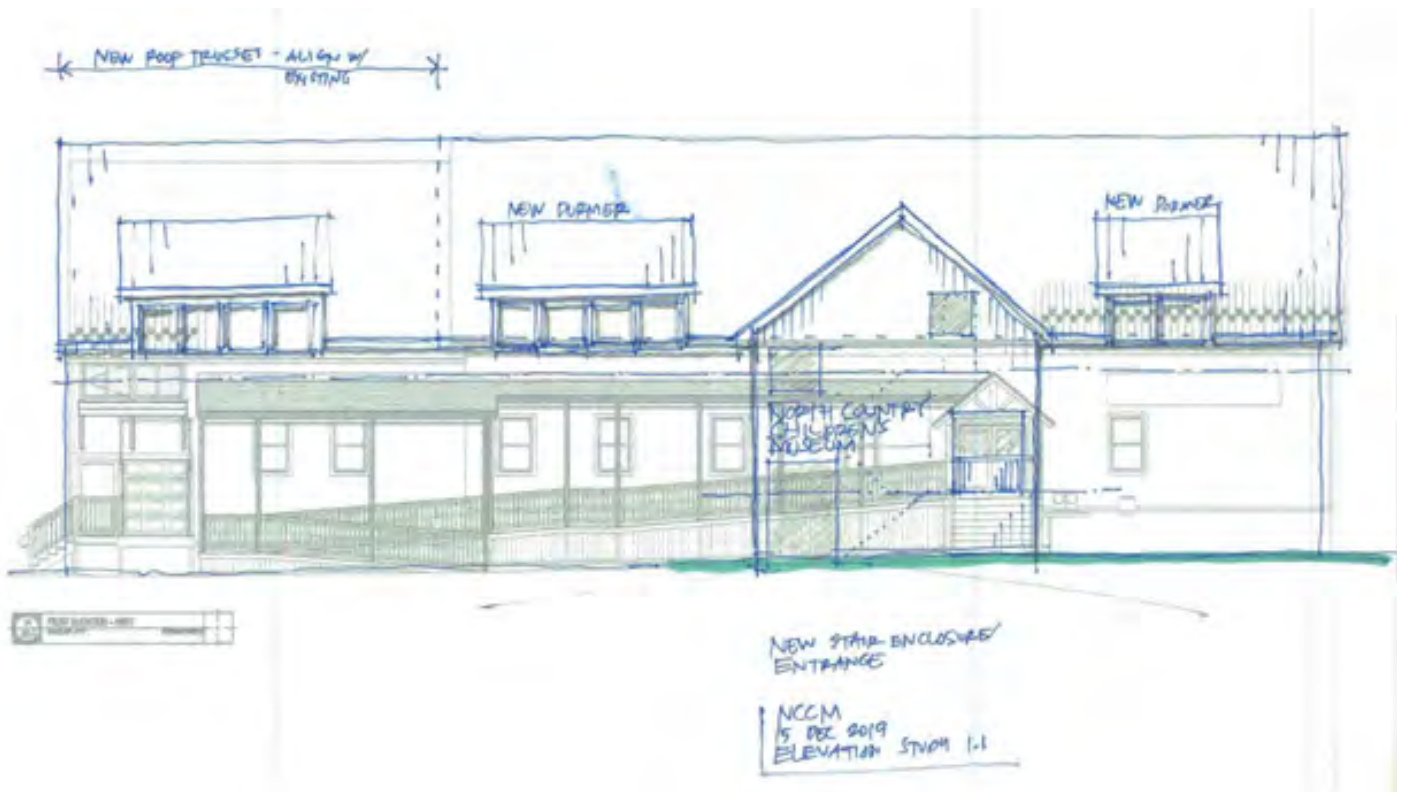
- Hazardous material testing and abatement
- Site Plan review and approval by Village Board.
- Building permits
- Permission for use of municipal parking space for emergency exit stairs

Images of Current Conditions

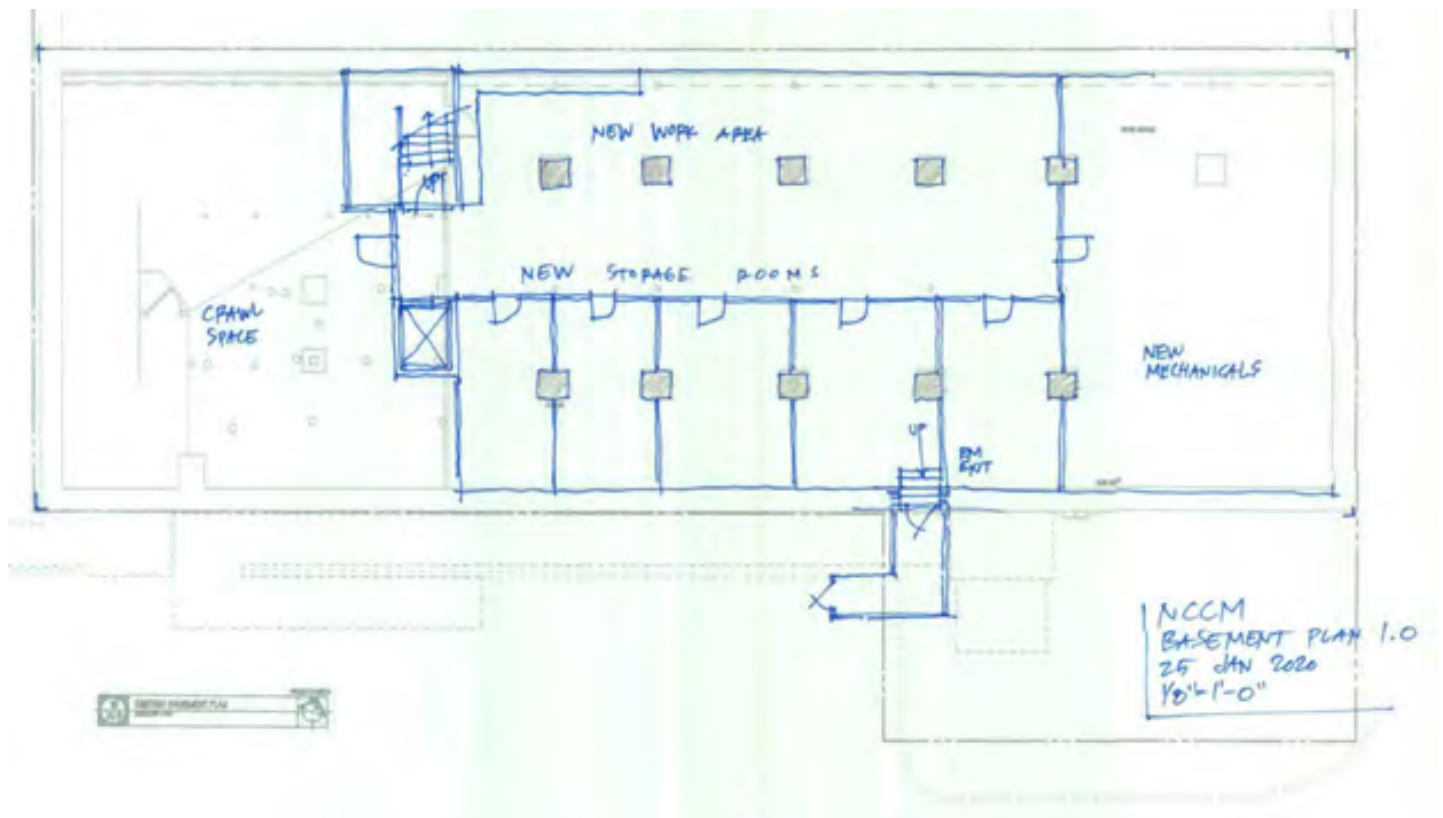


Existing Conditions – Building Exterior looking North East from Raymond Street

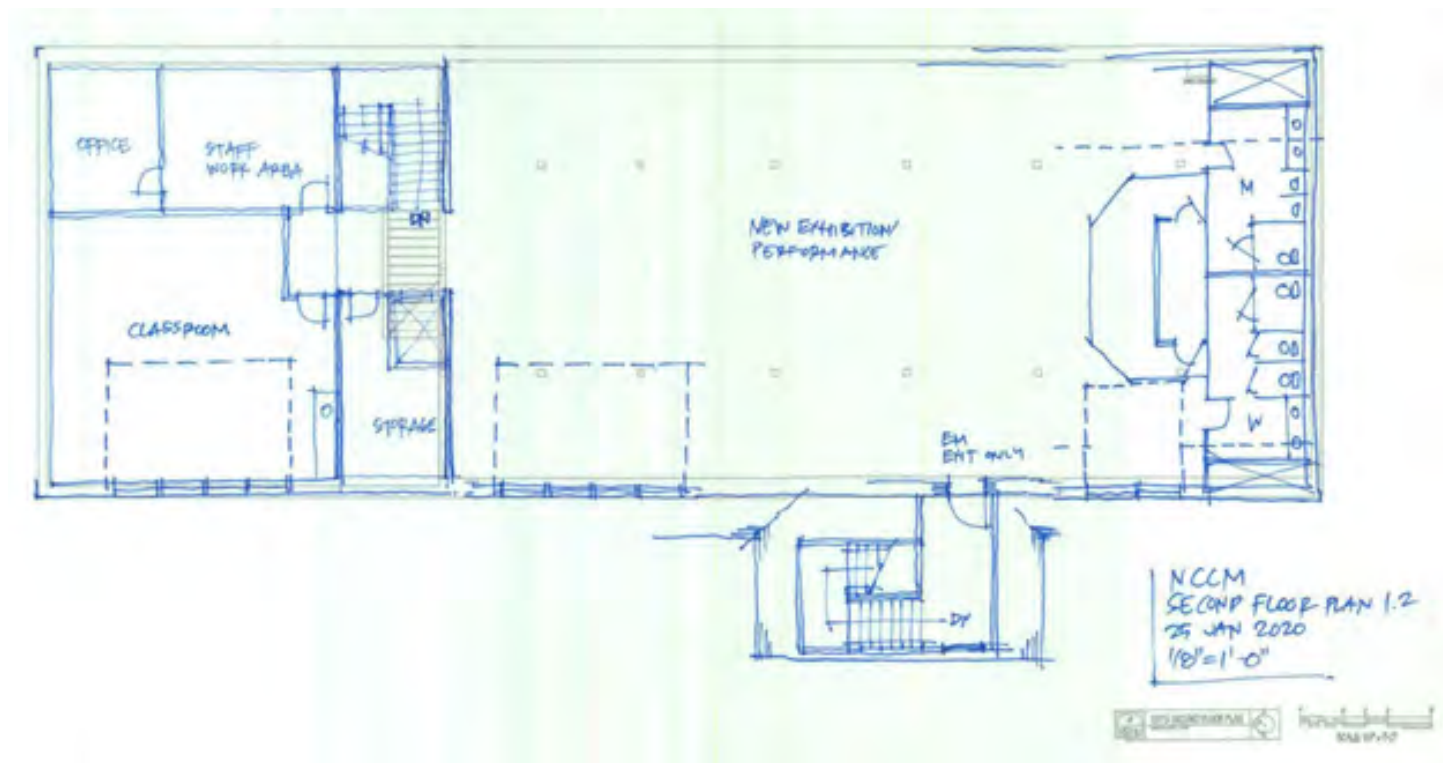
Images of Current and Proposed Conditions



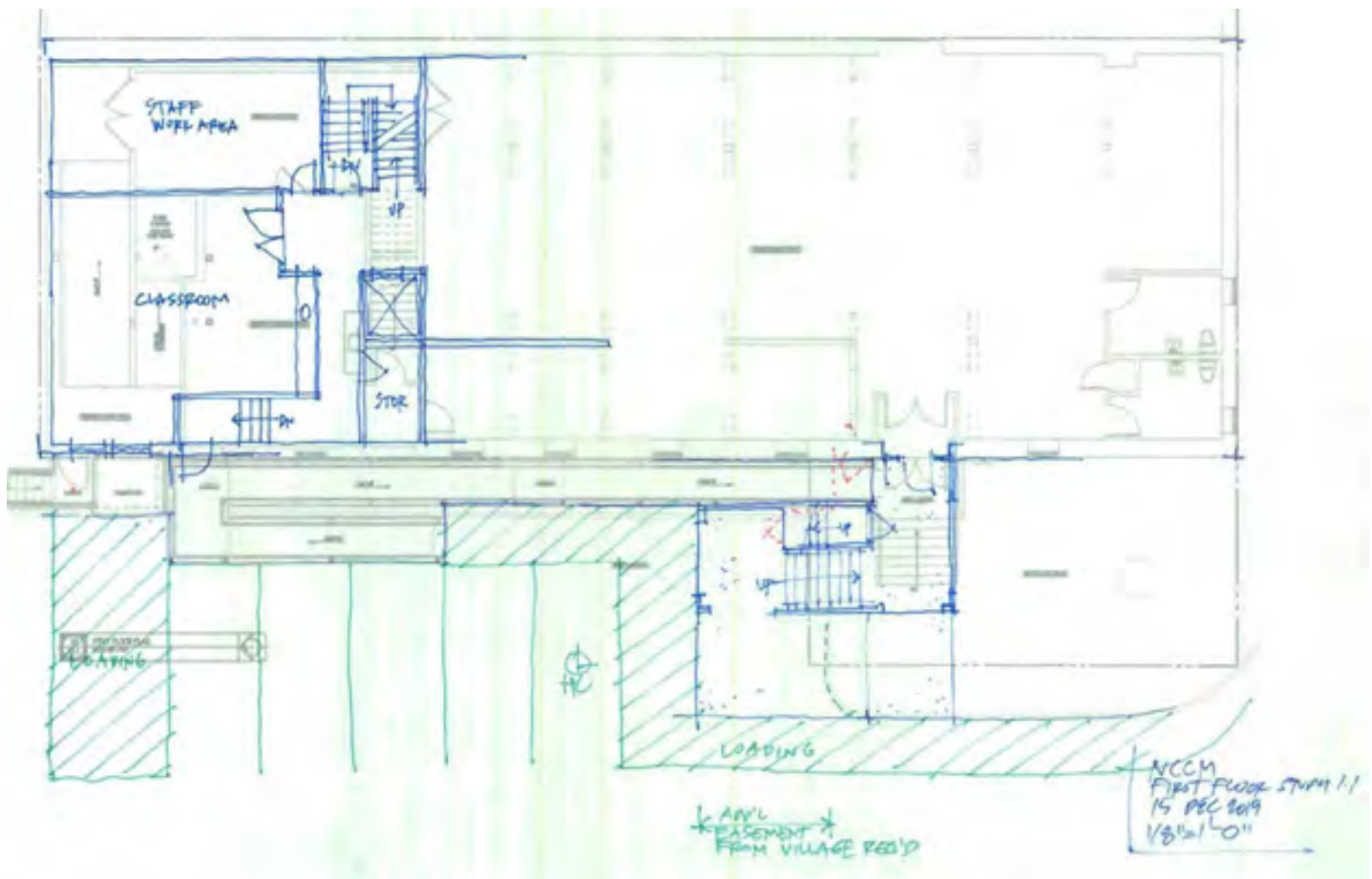
Existing and Proposed Exterior Improvements – Looking East



Existing and Proposed Basement Floorplan



Existing and Proposed First Floor Plan



Existing and Proposed Second Floor Plan

Timeframe for Implementation

- Capital Campaign – Ongoing (began February 2020, prior to contracting)
- Design – 4 months
- Construction – 6 months
- Exhibit Fabrication – 5 months
- Exhibit Installation – 1 month
- Total Timeframe – 1 ½ - 2 years

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact of the project could be measured by the following metrics:

- Number of annual visitors
- Annual revenues
- Number of annual memberships
- Number of programs and program attendance

E - RELOCATION AND EXPANSION OF THE POTSDAM FOOD CO-OP



Project Title

Relocation and Expansion of the Potsdam Food Co-Op

DRI Funding Request

Total DRI Funds: \$1,659,000

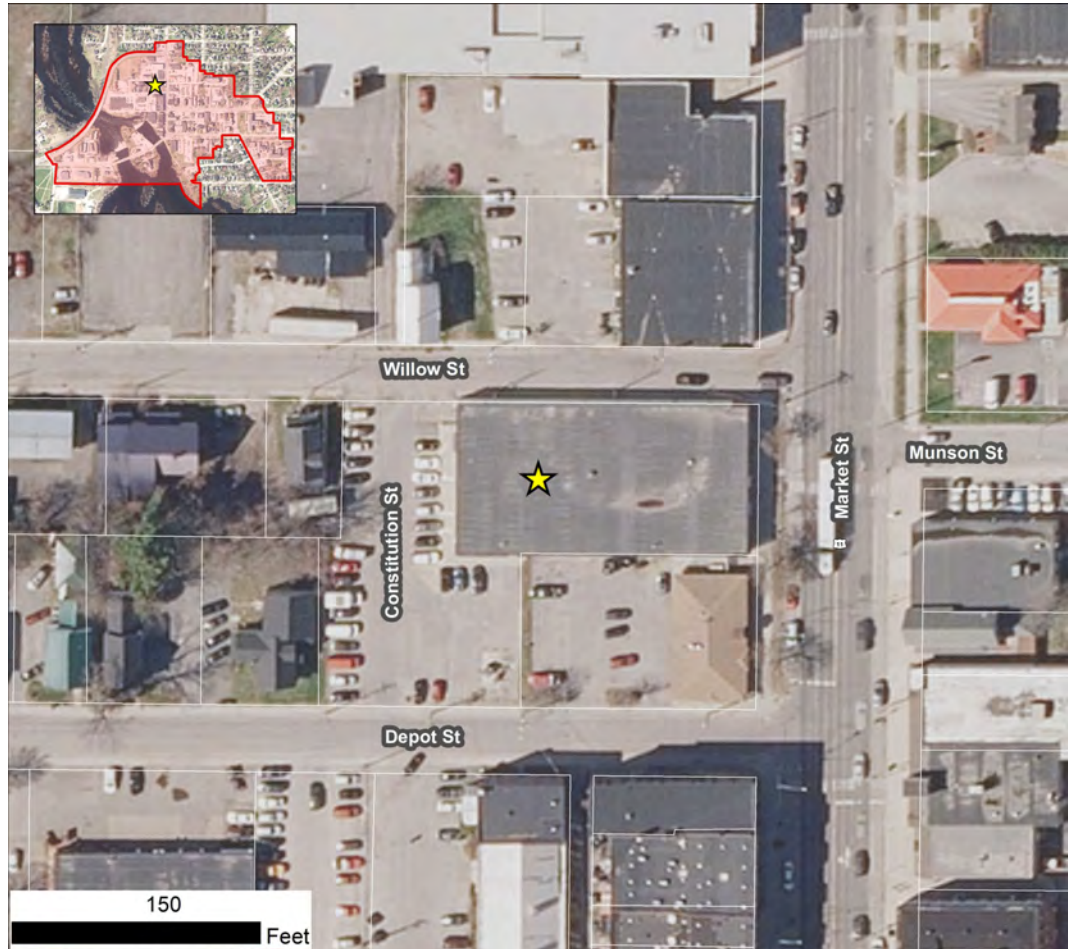
Total Project Cost: \$2,966,000

Project Description

This project includes the relocation and expansion of the Potsdam Food Co-op (Co-op), a long-established specialty and whole foods store in downtown Potsdam that has been in operation for 47 years. The Co-op has outgrown its current downtown location and will be moving to a new downtown location at 63 Market Street. The proposed project includes expanding 2,500 square feet of sales area to 4,000 square feet of sales area. The new location also provides space to include offices, a classroom or meeting space, restrooms, storage, a walk-in cooler/freezer and a bakery and deli production area. The new location will allow for a fully ADA compliant space, expanding the reach of those served by the Co-op.

Project Location or Address

The Project is located at 63 Market Street



Property Owner/Sponsor

The property owner is the Potsdam Food Co-op and the Project Sponsor is Erica LaFountain, Potsdam Food Co-op President. Site control for the new property at 63 Market Street is in progress. A Letter of Intent for the Purchase of Real Estate has been signed with an anticipated closing date of November 2020.

Capacity

The Potsdam Food Co-op has demonstrated significant capacity to implement and sustain large projects over its nearly 50-year history. In that time, the organization has successfully implemented three moves and an expansion on their current property eighteen years ago. The current General Manager has worked at the store since 2008 and his management team exhibits a longevity not found in many businesses today. The Co-op's 1,088 Member-Owner households are represented by a diverse 12-member Board of Directors which are committed to the implementation of this project.

The Potsdam Food Co-op has formed a Fundraising committee which has initiated steps to form a nonprofit Friends of the Potsdam Food Co-Op. This nonprofit is anticipated to expand opportunities for grant funding and tax-deductible private donations.

The project sponsor will contribute \$1,294,975 to the overall project cost through a combination of funding sources including private donations, fundraising, member loans, commercial loans as well as the sale of the existing property at 24 Elm Street. An additional \$512,000 in grant funding is anticipated through the Healthy Food Financing Initiative (HFFI), CDBG, USDA Rural Energy for America and United Natural Foods, Inc. (UNFI).

Project Partners

Project partners include the Co-op Board and Co-op member-owners.

Strategies

The project aligns with the following Potsdam DRI Goals:

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Leverage Potsdam's food scene which provides access to local food, farmers markets and a variety of dining options.

The project aligns with the following North Country REDC Strategies:

- Increase and expand direct marketing sales with consumers, institutions, restaurants and grocery stores to capitalize on the region's burgeoning local food movement.
- Maintain, establish and expand the presence of storage, processing and distribution facilities in the region to promote the sales of value-added agricultural products that are sold locally and globally.
- Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.

Anticipated Revitalization Benefits

The relocation and expansion of the Potsdam Food Co-op offers a number of revitalization benefits in downtown Potsdam including:

- Reliable access to local, organic and healthy food at an affordable price
- A stable, honest and robust marketplace for North Country Farmers
- A welcoming place to shop, interact and participate in the local community
- Offers community members a model of environmentally respectful food and agricultural practices and cooperative ownership
- Revitalizes an underutilized downtown building and creates a downtown destination
- The project will create additional full-time jobs with the expansion of retail space and the ability to support a full bakery and deli department

Public Support

The Potsdam Food Co-op is a member-owned organization with nearly 50 years of support by the community. The Co-op includes nearly 1,100 member-owner households with a proven track record of leveraging financial resources to grow and meet demand.

Several letters of support were collected for this project from a number of community institutions including, Clarkson University, the St. Lawrence County IDA, Clarkson Institute for a Sustainable Environment, North Country Savings Bank, St. Lawrence Health System, SUNY Potsdam and several residents.

The project received a high level of public support based on input from the Public Open House #2, held on March 3, 2020 at the Potsdam Community Room, 18 Elm Street, Potsdam.

Jobs Created

The Potsdam Food Co-op currently employs 11 full-time and 15 part-time employees. By moving the store into one building on one floor, efficiency will increase, and sales are projected to double. It is anticipated that with the expansion, up to five part-time jobs will be converted to full-time positions.

Acquisition of Real Property

The project sponsor is in the process of securing the project site at 63 Market Street and has signed a Letter of Intent for the Purchase of Real Estate. The anticipated closing date is November 2020.

Project Budget and Funding Sources

		Source		
Item	Cost	Sponsor	Other Contribution	DRI Request
Property Acquisition	\$625,000	\$425,000	\$200,000**	-
Renovation	\$1,048,150	-	-	\$1,048,150
Fixtures and Equipment (retail: shelving, refrigeration, office equipment, registers)	\$361,550	\$61,550	\$300,000**	-
Retail Refrigeration	\$50,000	-	-	\$50,000
Fixtures and Equipment (kitchen)	\$33,100	-	-	\$33,100
Additional Inventory	\$120,000	\$108,000	\$12,000**	-
Project Manager	\$30,000	\$30,000	-	-
Interest During Project	\$20,000	\$20,000	-	-
Business Disruption	\$22,500	\$22,500	-	-
Start-up Promotion	\$5,000	\$5,000	-	-
Permanent Exterior Signage and Artwork	\$25,000	-	-	\$25,000
Start-Up Additional Staffing	\$5,200	\$5,200	-	-
Design Fees	\$351,825	-	-	\$351,825
Working Capital/Overrun Allowances	\$268,532	\$117,725	-	\$150,807
Totals:	\$2,966,000*	\$795,000*	\$512,000**	\$1,659,000*

* Totals rounded to the nearest \$1000

** Anticipated grants through the Healthy Food Financing Initiative (HFFI), CDBG, USDA Rural Energy, UNFI

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional architecture firm, Renew Architecture and Design.

A Market Study developed by G2G Research Group indicates that there is significant sales potential to be realized by Potsdam Food Co-op. However, the limitations in the existing store's facility (its small size and poor/inefficient layout) hamper the Co-op's ability to capture more of the available sales potential that exists within its market area. The study concludes that the Potsdam Food Co-op should relocate its store to a larger facility (with its sales floor and deli/production area housed within the same building), in order to better-serve its customers, compete more effectively with other foods store competitors, and realize more of the sales potential that exists within its market area. Based on the sales potential within the market area, the study recommends that the new/larger store have about 4,000 to 4,500 square feet of sales area.

Regulatory Requirements

- Phase I site environmental review
- Instrument surveys, deed description, map certified to Potsdam Food Co-op
- Builder permit
- Property acquisition

Images of Current Conditions



Existing Conditions – Looking West from Market Street

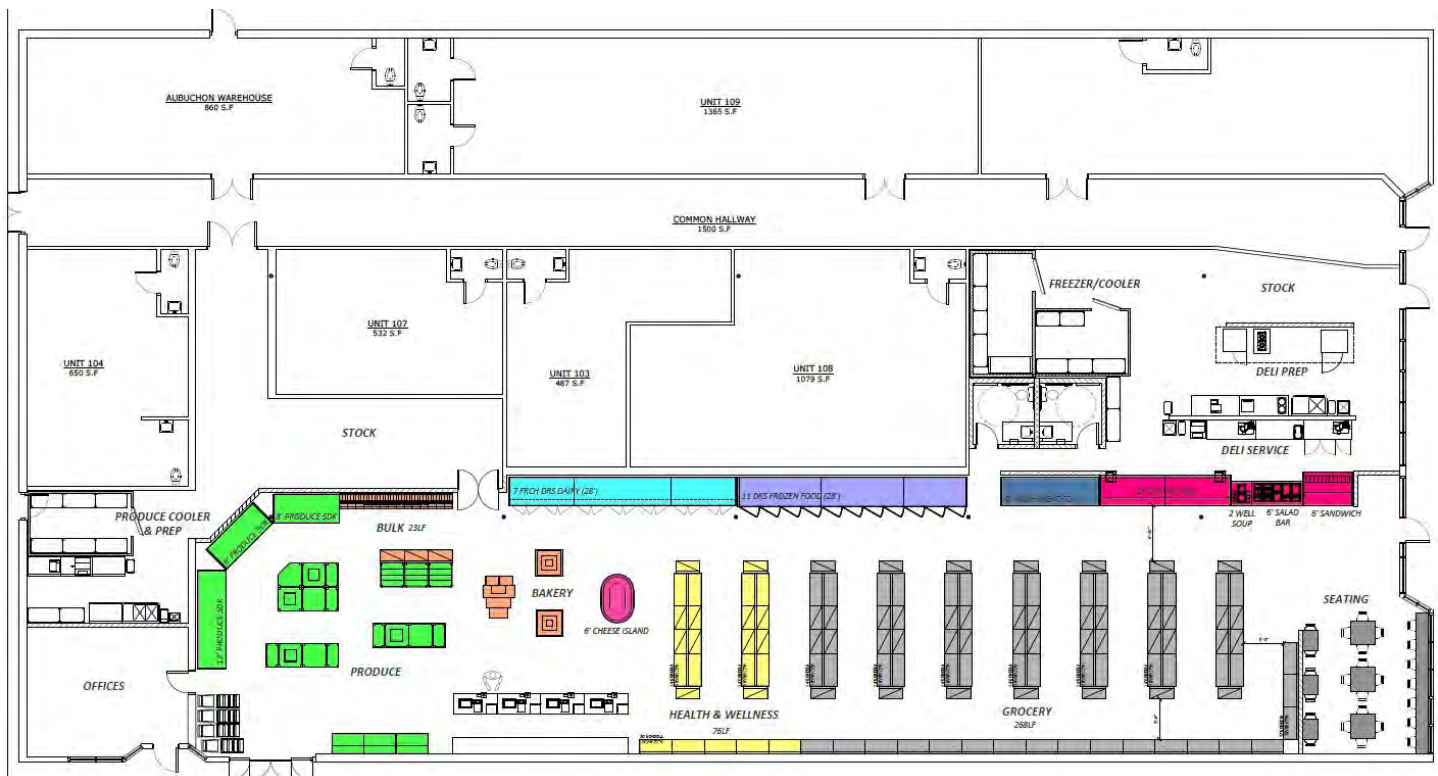
Images of Proposed Conditions



Proposed Conditions – Exterior looking west from Market Street



Proposed Conditions – Concept Plan A



Proposed Conditions – Concept Plan B

Timeframe for Implementation

- Site Control, purchase agreement – November 2020 closing date
- Fundraising, design and construction documents – 12 months
- Planning reviews, permits – 3 months
- Construction – 9 months
- Move-in and open – 1 month
- Total Timeframe – 1 – 1 ½ years

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact of the project could be measured by the following metrics:

- Annual Sales Revenue
- Increased membership
- Usage of commercial kitchen space

F - EXPANSION OF THE SANDSTONE DINER



Project Title

Expansion of The Sandstone Diner

DRI Funding Request

Total DRI Funds: \$118,000

Total Project Cost: \$257,000

Project Description

This project will expand the seasonal ice cream stand, “Scoops” at 22 Main Street into a 1940s/1950s themed seasonal outdoor diner. The seasonal diner will offer breakfast and lunch as well as dessert and ice cream products. In addition to the current ice cream products, an artisanal ice cream would be offered along with desserts made on premises with locally sourced wholesale products.

Exterior improvements will include facade renovation, the installation of a retaining wall and the addition of covered outdoor seating, allowing for socially distanced dining for up to 24 patrons.

Interior improvements will include the enhancement of existing kitchen facilities to support the diner, improvements to the heating/cooling system, as well as the renovation of the basement and installation of a larger freezer.

Project Location or Address



Property Owner/Sponsor

DNL Management, LLC (Duane Pelkey)

Capacity

The sponsor, Duane Pelkey, currently owns and operates two successful businesses in the downtown: a frozen yogurt shop, Yum Yum's Chilly Delight at 12 Main Street, as well as a seasonal ice cream stand, Scoops at 22 Main Street. The project sponsor has over 30 years of experience in the banking industry with 18 years of experience in commercial construction lending. The project sponsor will contribute \$139,500 to this project through a combination of owner's equity and private financing.

Project Partners

No partners identified.

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Attract and support innovation and entrepreneurship to generate new business and employment opportunities.

- Strengthen partnerships with local institutions.
- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Preserve Potsdam's renowned sandstone and unique architectural heritage by promoting renovation of historic buildings.
- Leverage Potsdam's food scene which provides access to local food, farmers markets and a variety of dining options.
- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.

This project aligns with the following North Country REDC Strategies:

- Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities, and catalyze the highest per capita rate of small business start-ups in the state
 - Foster development of small businesses and entrepreneurial activities that add value to local resources.
- Propagate an agricultural revolution as we help feed the region and the world
 - Increase and expand direct marketing sales with consumers, institutions, restaurants, and grocery stores to capitalize on the region's burgeoning local food movement.

Anticipated Revitalization Benefits

The creation of the Sandstone Diner offers a number of revitalization benefits in downtown Potsdam including:

- The project will create additional full-time jobs and part time jobs.
- The expanded structure would be constructed with preservation in mind to keep the general look of the current building.
- The larger space would allow for new employment opportunities along with increasing activity in this area of the downtown.
- Expansion of the building will increase the property tax collected by Potsdam.
- The project is adjacent to the proposed Roxy Theatre DRI project.

Public Support

Public support for this project was expressed at the second Public Open House on March 3rd, 2020. The Potsdam Community Survey conducted in January and February 2020 found that community members support more new businesses and more diverse businesses for a healthy economy. Over 87% respondents primarily interact with the downtown for dining.

Jobs Created

Upon completion, the project will create and sustain 2-3 full time jobs and up to 6 part time jobs.

Acquisition of Property

The property is currently owned by the sponsor and no additional property acquisition is needed for this project.

Project Budget and Funding Sources

		Source	
Item	Cost	Sponsor	DRI Request
Final Design/Engineering	\$15,300	\$15,300	-
Plumbing	\$7,500	\$7,500	-
Electrical	\$25,000	-	\$25,000
Heating/Cooling	\$18,000	-	\$ 18,000
Demolition	\$15,000	\$7,000	\$8,000
Commercial General Construction	\$ 79,000	\$20,500	\$58,500
FF&E	\$55,000	\$55,000	-
Painting	\$4,000	\$4,000	-
Exterior Improvements	\$20,000	\$12,000	\$8,000
Closing Costs	\$5,000	\$5,000	-
Working Capital	\$10,000	\$10,000	-
Permitting, Legal	\$3,200	\$ 3,200	-
Totals:	\$257,000	\$140,000*	\$118,000

*Totals rounded to the nearest \$1000

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional architecture firm, Renew Architecture and Design and appear to be consistent with industry standards.

Regulatory Requirements

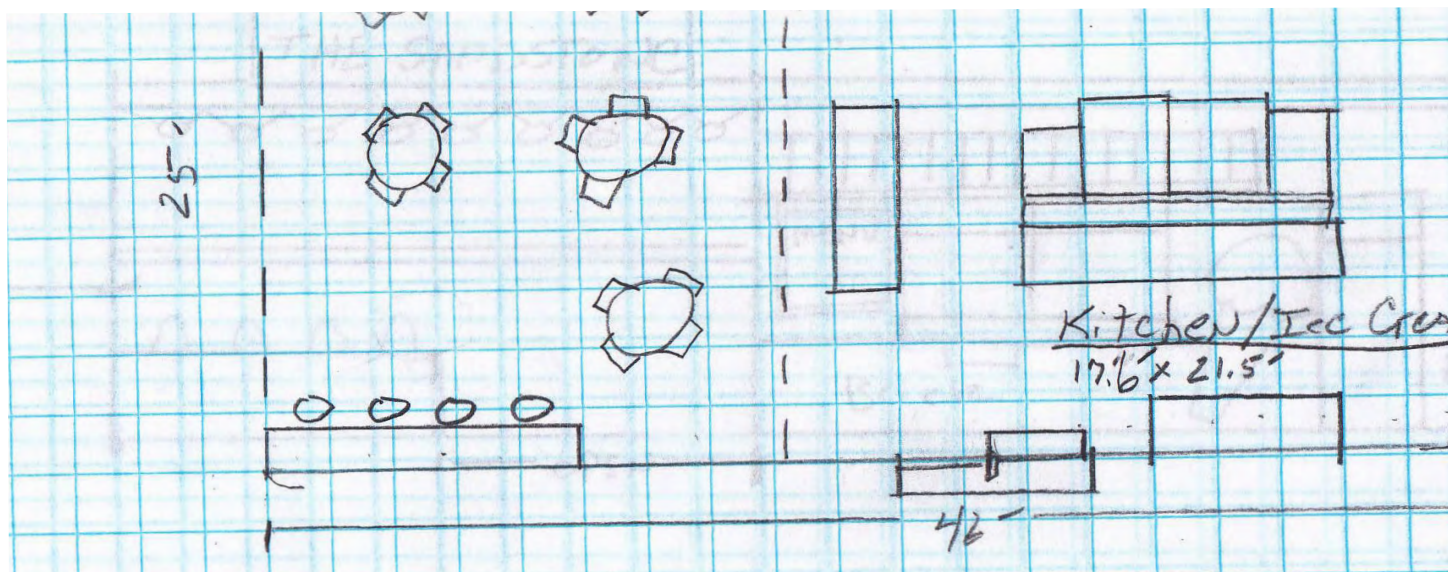
- Village Development Board Approvals
- NYS Uniform Fire Prevention and Building Code
- SEQRA

Images of Current Conditions

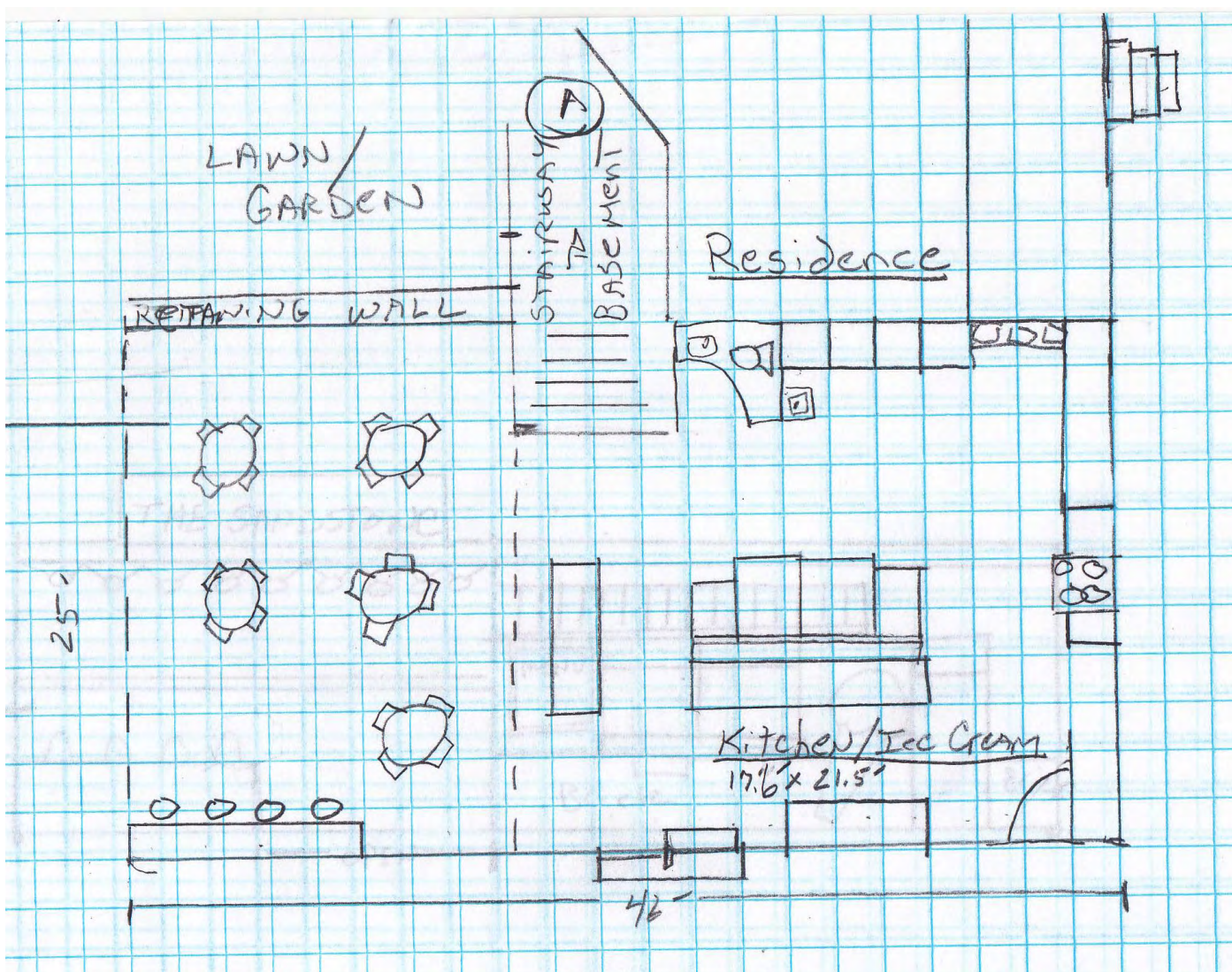


Existing Conditions – Looking North from Main Street

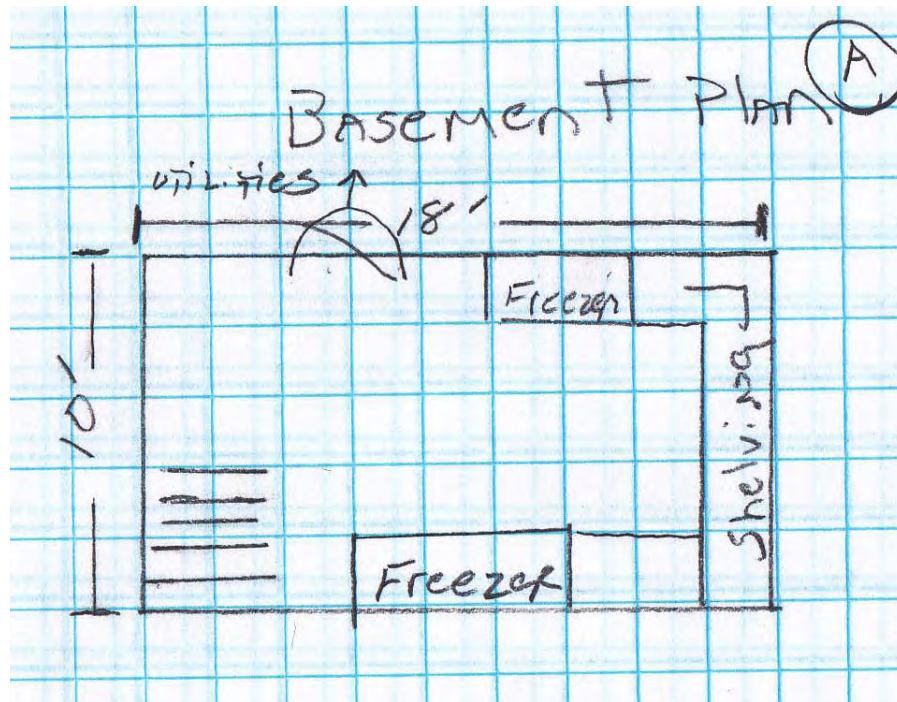
Images of Proposed Conditions



Proposed Condition Sketch - Front View looking North from Main Street



Proposed Condition Sketch - First Floor Plan



Proposed Conditions – Basement Plan.

Timeframe for Implementation

- Bidding – 1 month
- Planning reviews, permits – 2 months
- Selection of Contractor – 1 month
- Construction – 4 months
- Selection of staffing – Ongoing through construction period
- Total Timeframe – 8 months

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact can be measured by the following metrics:

- Growth in business revenues and employees.

G - REHABILITATION OF MARKET SQUARE MALL



Project Title

Rehabilitation of Market Square Mall

DRI Funding Request

Total DRI Funds: \$311,000

Total Project Cost: \$666,000

Project Description

Market Square Mall is a 60,000 square foot single story commercial building in downtown Potsdam. The building provides affordable office and retail space to 9 tenants offering a range of services such as insurance, dental office, laundromat, the Village Diner, and a professional architectural firm, among others.

The project sponsor purchased the building in 2020 and developed a long-term plan to rehabilitate the building. Water encroachment and facade deterioration have begun to affect the future viability and continued use of the building. The proposed renovations are the first phase and will include interior and exterior improvements.

Exterior renovations will include the replacement of 13,000 square feet of roofing, replacement of roofing on three existing canopies, as well as the construction of a new canopy on the south side of the building. The façade will be enhanced with new insulation, siding and paint. Finally, the project will include the addition of a tower on the South East portion of the building, creating a visual landmark and location for new signage. These improvements will be visible from adjacent proposed public improvement projects including Garner Park, the Downtown Riverwalk and Fall Island Park.

Interior enhancements include the renovation of two public restrooms to ADA compliant standards. The restrooms will support the existing businesses in the mall such as the Village Diner and will also be publicly accessible to pedestrians during business hours.

Project Locations or Address



Property Owner/Sponsor

Brooks Washburn is the project sponsor. The project sponsor is under contract to purchase the property from the current owner, Edward Murphy.

Capacity

Market Square Mall was the site of the Montgomery Ward Department Store. Following the closure of the department store in the 1980s, the building was purchased and subdivided into office and retail space. The building currently houses 9 commercial and retail tenants, including Brooks Architecture. The project sponsor, Brooks Washburn contracted to purchase the building in March 2020.

The project sponsor has owned and operated a successful architectural engineering and design firm in downtown Potsdam since 1991 and has been a tenant in the Market Square Mall for 10 years. The firm has completed projects for a range of government, institutional, commercial and residential buildings including the Potsdam Rescue Squad and Police Station, Roxy Theatre, Canton-Potsdam Hospital, Clarkson University and SUNY Potsdam.

The source of the project sponsor contribution to this project will be through private equity.

Project Partners

No partners identified.

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Attract and support innovation and entrepreneurship to generate new business and employment opportunities
- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Encourage environmental sustainability through green building techniques and energy efficient materials.

This project aligns with the following North Country REDC Strategies:

- Foster development of small businesses and entrepreneurial activities that add value to local resources.
- Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish.
- Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.

Anticipated Revitalization Benefits

- First phase in a long-term plan to renovate a 54,000 square foot building to continue supporting commercial tenants
- Renovations are anticipated to increase occupancy in vacant commercial spaces
- The project is in close proximity to the following proposed DRI projects: Downtown Riverwalk Trail, Downtown Streetscape Improvements, SLC Arts Center, and North Country Children's Museum. The project is also across the street from the proposed LWRP project for Garner Park improvements.
- The project will renovate public bathrooms, supporting the adjacent proposed DRI Downtown Riverwalk project and existing Garner park.

Public Support

A medium level of public support for this project was expressed at the second Public Open House on March 3rd, 2020.

The Potsdam Community Survey conducted in January and February 2020 found that over 66% of survey respondents indicated the availability of local businesses as the most important aspect of the downtown. Respondents also valued the enhancement of downtown's unique and historic urban design.

Jobs Created

The project is not anticipated to create full time jobs directly. The project may indirectly create new jobs through increased occupancy.

Acquisition of Real Property

The project sponsor is under contract to purchase the property from the current owner, Edward Murphy.

Project Budget and Funding Sources

		Source	
Item	Cost	Sponsor	DRI Request
Roofing Repairs	\$249,991	\$249,991*	-
Exterior Enhancements	\$239,902	-	\$239,902
Sign Tower	\$8,135		\$8,135
Interior Enhancements	\$33,431	\$33,431*	-
General Conditions	\$26,573	\$14,171*	\$12,402
Contingency	\$55,803	\$29,759*	\$26,044
Architecture & Engineering Fees	\$49,107	\$26,188*	\$22,919
Hazardous Material Testing	\$2,800	\$1,400*	\$1,400
Totals:	\$666,000*	\$355,000**	\$311,000*

* Total Costs rounded to the nearest \$1000

** Sponsor contribution secured through private equity

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional architecture firm, Brooks Architecture in August 2020. Overall construction costs are reasonable and align with industry standards.

Roofing and façade repairs are critical to the longevity of the building and retention of existing tenants. Improvements to the public bathrooms will support the increase in pedestrian activity associated with proposed public improvements to Garner Park and the Downtown Riverwalk.

The project sponsor has demonstrated a commitment to long term maintenance of the structure. The sponsor proposes to continue the renovations over the next five years to stabilize and improve the building. For the continuing work on the building, Brooks Washburn proposes to dedicate all excess revenue from the rents and leases after expenses into building improvements. Based on current rental data, this will be approximately a minimum of \$50,000 per year. These funds could also be used to leverage additional borrowed money for improvements.

Regulatory Requirements

- Phase 1 environmental testing and abatement
- Site Plan review and approval by Village and land use boards.
- Village building permits for construction and occupancy

Images of Current Conditions



Existing Conditions – Front Entrance Looking South from Depot Street



Existing Conditions – Looking Southwest from Depot Street

Images of Proposed Conditions



Proposed Conditions – Rendering Looking Southwest from Depot Street



Proposed Conditions – Rendering of North Side Main Entrance Looking South East from Depot Street



Proposed Conditions – Rendering of East Side (looking West)

Timeframe for Implementation

- Contracting – 1 month
- Design – 3 months
- Bidding – 1 month
- Construction – 6 months
- Total Timeframe – 1 year

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact can be measured by the following metrics:

- Number of commercial vacancies filled
- Increase in sales of retail tenants

H - REVITALIZING THE ROXY THEATRE FAÇADE



Project Title

Revitalizing the Roxy Theatre Façade

DRI Funding Request

Total DRI Funds: \$58,000

Total Project Cost: \$115,000

Project Description

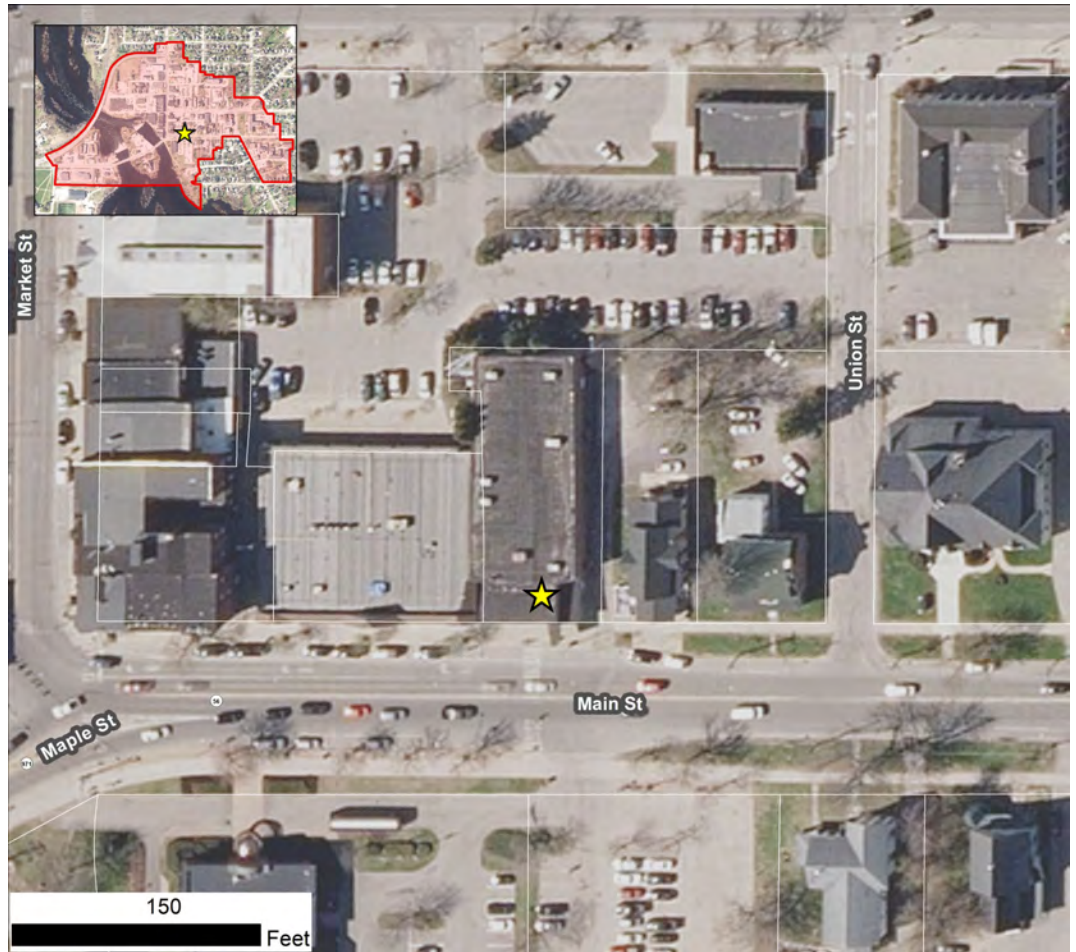
Façade alterations to The Roxy Theatre, the Village of Potsdam's movie house for sixty years, will encourage a sense of community, safety, and appeal. The project scope will revitalize the property with improvements to the main entrance, addition of an interior vestibule, replacement of the signboard, alterations to glazing, and installation of brick wall infill on the façade.

In providing a new storefront and clear ingress, improving lighting and signage, and creating symmetry of façade materials, the modifications will provide a greater sense of place and harmony in the streetscape while maintaining the mid-century character of the original structure. The scope includes creation of a brick infill with clerestory windows at a former storefront. Matching the iconic green brick and glazing patterns maintains the building's overall street presence while guiding visitors to the theater's main entrance. This infill removes the impression of vacancy, while the central storefront and entry lighting provide

a space for congregation. A new airlock vestibule provides energy efficiency, safe egress, and reduces maintenance and cleaning from elements being carried into the lobby. This project contributes to Potsdam's overall improvement goals by revitalizing an entertainment destination, bringing in more visitors who will not only contribute to the theater's success, but visit local restaurants, bars, and shops before or after a movie. Located just outside a National Historic District, the owner seeks to make the theater complimentary to the rich historic architectural landscape of downtown, which these improvements will achieve.

The proposed Roxy Theatre improvements are adjacent to the proposed Sandstone Diner DRI project.

Project Location or Address



Property Owner/ Sponsor

Jeffry A. Szot

Capacity

Owner Jeffry Szot operates two additional theaters in Canton and Massena. He has extensive experience in routine maintenance of these theaters, and recently renovated a historic marquee at the Canton theater. As owner of three local theaters, he has full knowledge of what is required to maintain a safe, well-kept, and successful theater business. Since taking ownership of the property in late 2019, he has analyzed the structure with the assistance of a local architect to determine the extent of renovations the theater needs and reviewed his financial capacity to contribute to the work.

Project Partners

Property owner, Jeffry Szot, is committed to funding 50% of the project and looks to fund the remainder using DRI funding. He has contracted with Architect Brooks Washburn for the design, who has 30 years of experience on similar projects locally.

Strategies

The project touches upon multiple goals of the Potsdam DRI program. It assists in maintaining existing long-time downtown businesses, showcases and attracts visitors to local arts and cultural spaces, and encourages development of business partnerships including area restaurants and bars. Replacement of the aging storefront with new, more air sealed and insulated materials increases the building's overall energy efficiency. Addition of vestibule space reduces air infiltration from the exterior, creating a "greener" building envelope. The theater is a local attraction that provides local people, students, and visitors with entertainment year round. Revitalizing the exterior increases its visibility, encourages increased visitation, and enhances the overall appearance of the streetscape and built environment.

The Village's comprehensive plan aligns with many of these goals. It looks to reduce fossil fuel consumption by making its infrastructure and building stock more efficient and sustainable. The theater looks to provide the exterior with LED lighting and reduce energy consumption through this renovation. Lighting for pedestrian safety, accessible entry, and upgraded egress are tenants of complete streets as adopted by the village. By renewing the face of the theater, the project allows for continued economic growth through breathing life into a community entertainment staple for sixty years.

This project aligns with the following Potsdam DRI Strategies:

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Showcase Potsdam as a destination for arts, music and theatre by improving facilities, marketing events and attracting new opportunities for performances.
- Boost tourism through creative placemaking and establishing community branding and wayfinding.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish.
 - Develop tourism infrastructure to transform the region by driving community development and leveraging private investment.
- Elevate Global Recognition of the region as one of the special places on the planet to visit, live, work and study
 - Create and manage a transformational regional "brand"

Anticipated Revitalization Benefits

Short and mid-term benefits: Community support and visibility increase after the renovation. These improvements are anticipated to generate an increase in theater attendance. A clean, fresh, well maintained façade will catch the eye of more patrons and will provide a sense of success and revitalization to downtown. Modernization and well-executed renovation increase property value for the owner.

Long term benefits: Cleaning maintenance will be reduced with the vestibule absorbing exterior dirt, water and debris. Energy costs will decrease with introduction of the air lock and more efficient envelope. An improved main entrance and lighting are anticipated to enhance safety. Exterior lighted, clear signage entices onlookers to the marquee showings. Façade design promotes harmony within the built environment and overall comfort on the street for the public, facilitating walkability.

Co-benefits: Expected increases to theater attendance will ultimately benefit other downtown businesses. Patrons coming to downtown to see a show tend to stay in the area before or after an event for a meal, a drink, or to shop. This benefits local bars, restaurants, and retail within walking distance of the theater. The neighboring ice cream parlor may see increase in sales directly before or after show times. Improvements to properties along a street tend to encourage other owners to make improvements to their properties. This ultimately benefits the area with beautification of the block, increased property values, and sustainable economic development.

Public Support

The Potsdam DRI Program has received public support from residents through signed petitions as well as multiple letters of support from community partners and organizations. These include the public library, SLC Arts, the Russell Theatre Committee, Cinema 10, and many other residents. As the Roxy is an important part of the downtown community in Potsdam, its' maintenance and aesthetic are of great importance to the surrounding residents, and its improvement is strongly supported by local residents as well as area businesses and organizations.

A high level of public support for this project was expressed at the second Public Open House on March 3rd, 2020. Residents considered the investment of DRI funds in cultural centers as vital towards creating a sense of place within Potsdam.

The Potsdam Community Survey conducted in January and February 2020 found that community members desired more activities in the downtown for children and families, additional opportunities in the arts as well as more year-round entertainment. Over 50% of respondents primarily interact with the downtown for entertainment. Comments from respondents indicated support for renovating the Roxy theatre.

Jobs Created

Increased traffic and reduction in overhead costs may encourage additional part-time jobs required to maintain the theater, as well as security in existing positions.

Acquisition of Real

Property owner/sponsor has full rights and ownership to the property, and there is no need for acquisition of additional real property in this scope.

Project Budget and Funding Sources

		Source	
Item	Cost	Sponsor	DRI Request
General Conditions	\$8,280	\$4,140	\$4,140
Construction of Façade	\$83,149	\$41,575	\$41,575
10% Contingency	\$9,643	\$4,822	\$4,822
Design Fees	\$8,486	\$4,243	\$4,243
Environmental Testing	\$5,000	\$2,500	\$2,500
Totals:	\$115,000*	\$58,000*	\$58,000*

*Totals rounded to the nearest \$1000

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional architecture firm, Brooks Architecture in January 2020.

The Village of Potsdam seeks to maintain its existing long-time businesses and encourage new businesses to consider downtown. Improvements planned for the Roxy theater are within the means of owner and the improvements offer longevity to the structure.

Regulatory Requirements

In order to move forward, the project will require grant funding approval, phase 1 environmental survey, and hazardous material testing. Upon receipt of hazardous material results, a scope must be developed for any required remediation as applicable. The architectural documents must be fully developed, and any local approvals must be received by the planning board for the exterior modifications.

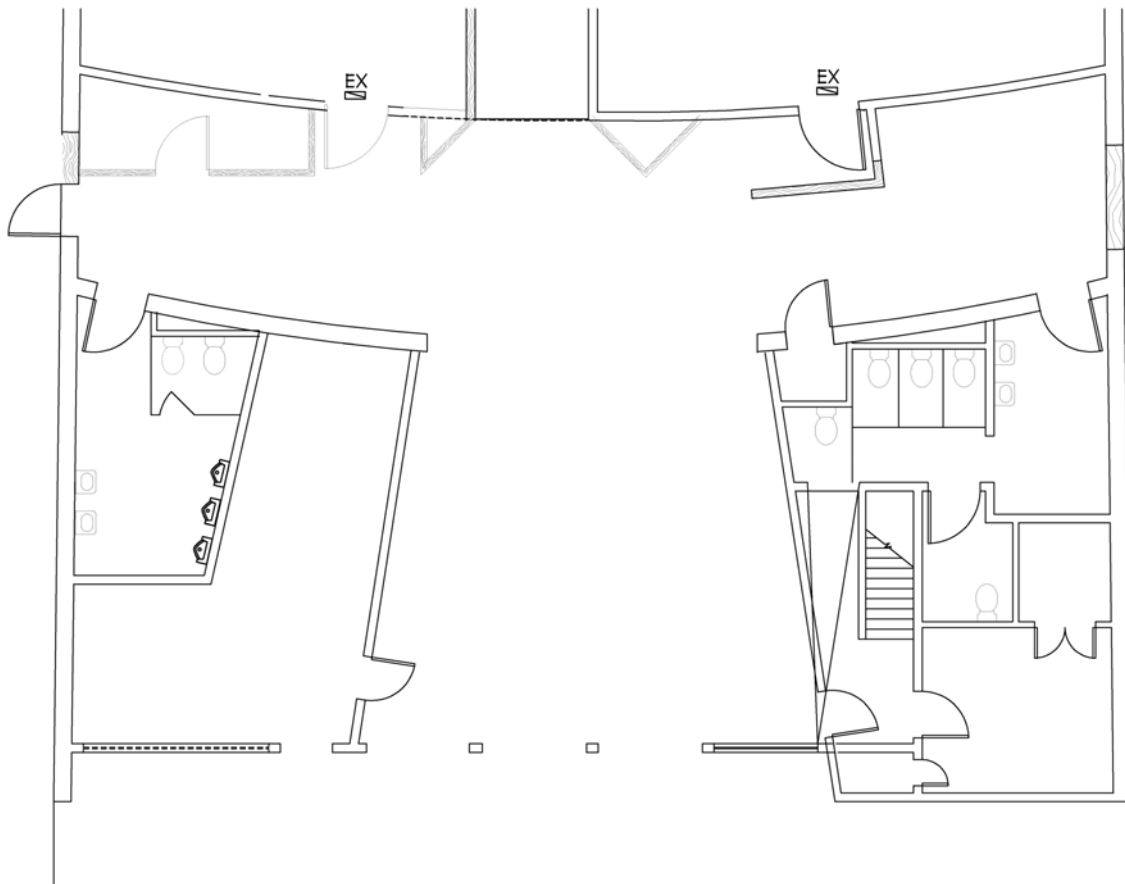
Upon selection of a contractor, building and demolition permits must be obtained for the work. Sidewalk accommodations should be made while work is taking place. Additionally, sign design requires application and approval from the Village before renovation occurs.

Since the project is outside of the historic district, historic review will not be required. However, the design should be sympathetic to the building's mid-century architecture as well as the adjacent properties. A request for comment from area historic resources agencies is recommended.

Images of Current Conditions

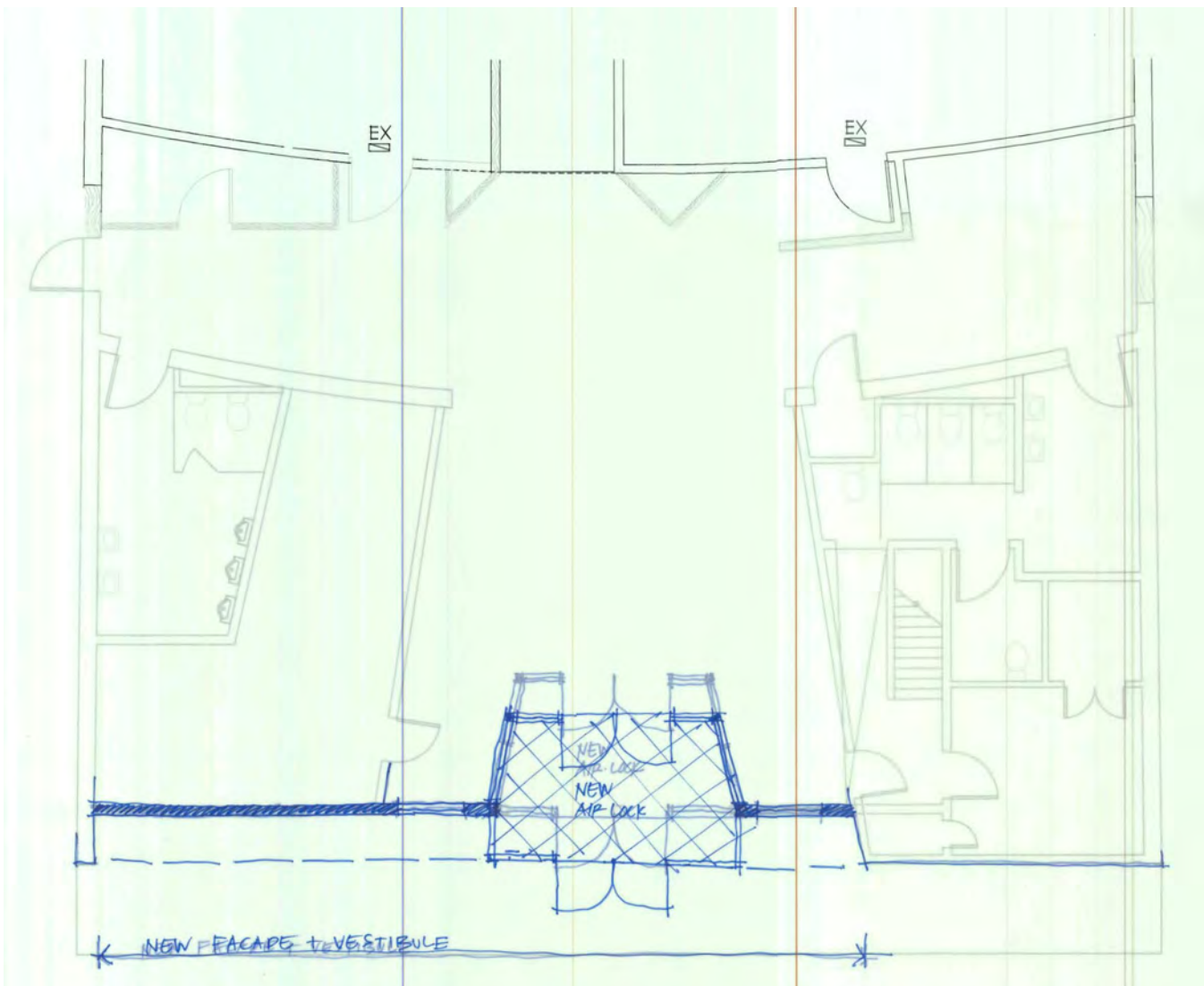


Existing Conditions – From Main Street looking North

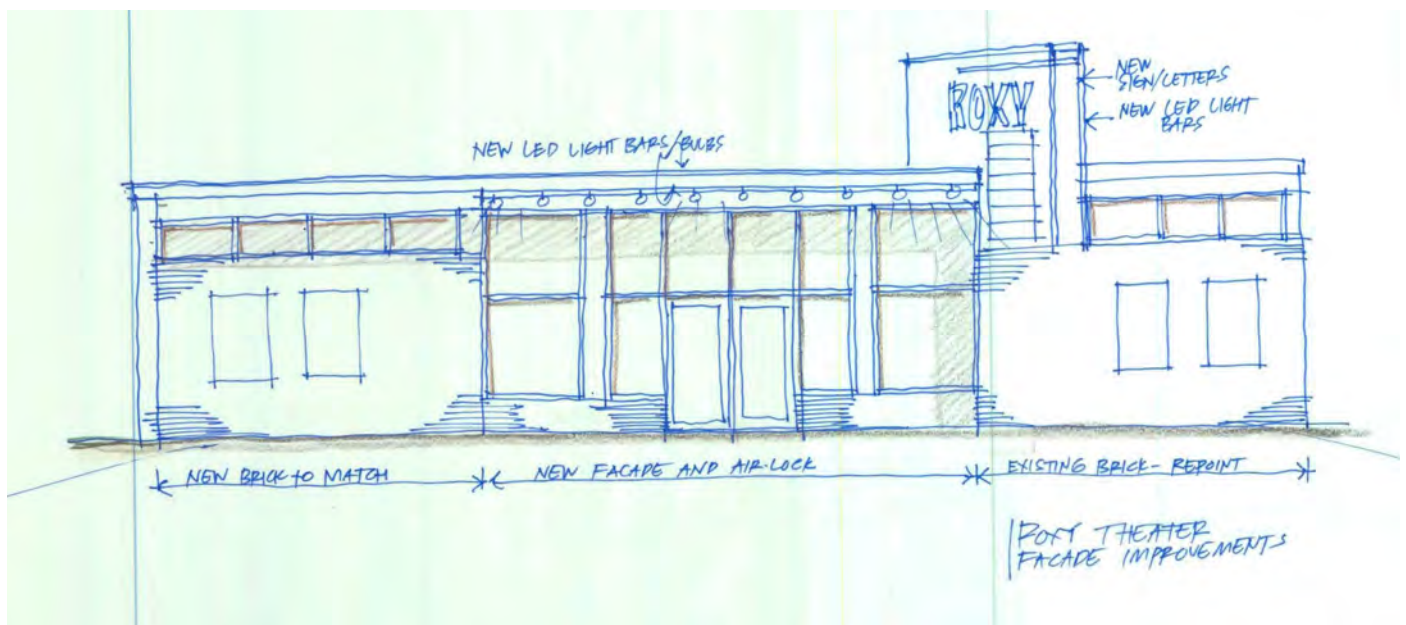


Existing Conditions - Partial First Floor Plan

Images of Proposed Conditions



Proposed Conditions - Partial First Floor Plan



Proposed Conditions - From Main Street looking North

Timeframe for Implementation

- Contracting – 1 month
- Design – 2-3 months
- Bidding – 1-2 month
- Construction – 4 -5 months
- Total Timeframe – 8 months – 1 year

Project Reporting

The owner has contracted for the project architect to perform construction monitoring services. This will ensure follow through by builders from project start to final payment of the contractor when construction is complete.

Upon completion of the project, the owner will monitor the overall impact of the project and report on findings. The impact study may include increases in ticket sales, concession, and theater audience turn out, positive feedback received by patrons, changes in website traffic or calls to the theater, or increases to the property value.

I - INTERIOR AND EXTERIOR RENOVATIONS TO 59 MARKET STREET



Project Title

Interior and Exterior Renovations to 59 Market Street

DRI Funding Request

Total DRI Funds: \$203,000

Total Project Cost: \$405,000

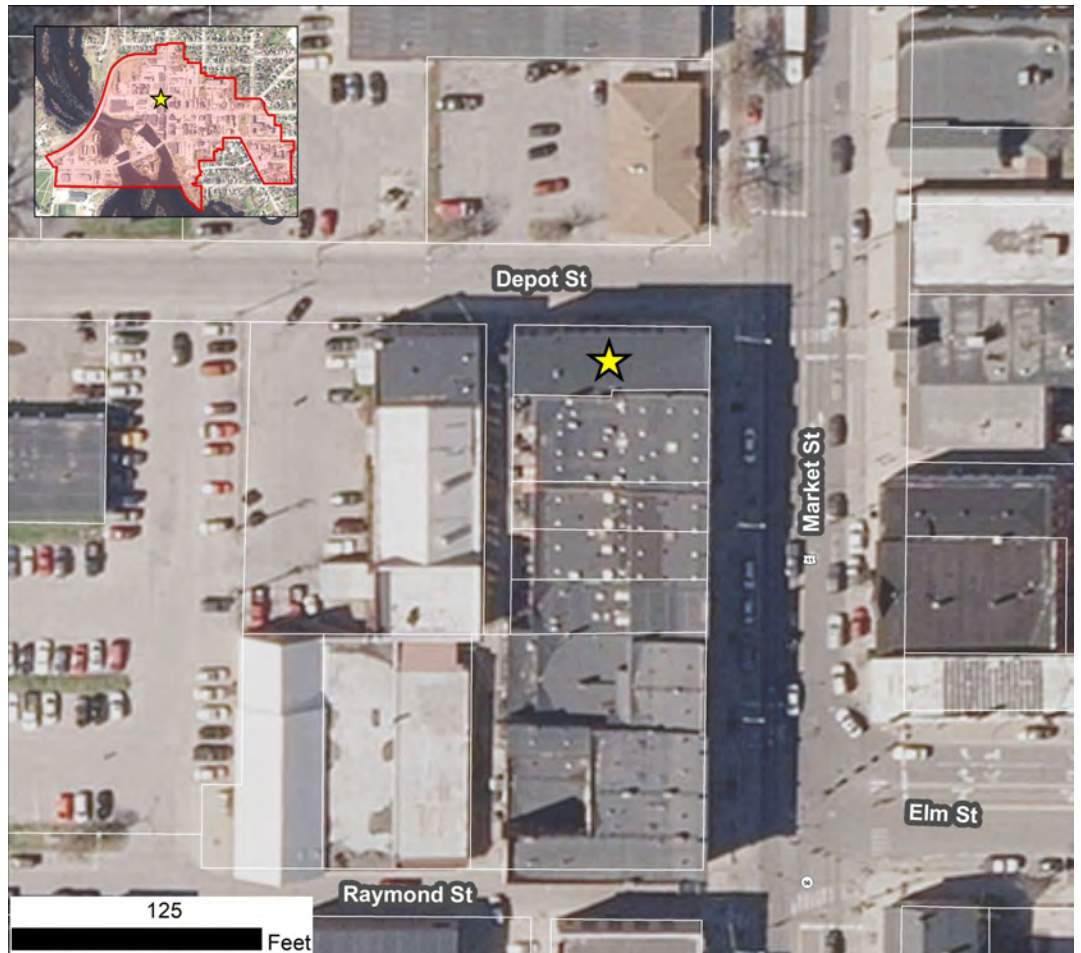
Project Description

The project includes interior and exterior improvements to 59 Market Street, the location of McDuffs Tavern. Exterior improvements include constructing an ADA compliant entrance while preserving the 19th century architecture of the building. Additional improvements include renovating the current entrance stairs, windows, front doorway, façade improvements and a new roof. Interior improvements include the renovation of the basement level to create a multi-use space with integrated multi-media functionality. This will include new flooring, bathrooms, a multi-media business platform and a high efficiency boiler.

This project is the second stage of building improvements that were first completed in 2015 when the current owner purchased the property. Stage one of this process included a \$250,000 investment by the property owners which involved new windows on the upper floors, exterior repairs and interior renovations to the bar area and kitchen and 9 apartments on the third and fourth floors.

Project Location or Address

The project is located at 59 Market Street. This is within and is designated as a contributing building in the Market Street Historic District listed in the National Register of Historic Places.



Property Owner/Sponsor

The Project Sponsors and property owners are Nicolas Zirn and Alice McClure of El Cabello Negro, LLC and McDuff's Tavern.

Capacity

The implementation of this project will be carried out by the Project Sponsors, Nicolas Zirn and Alice McCure of El Cabello Negro, LLC. The project sponsors have demonstrated their capacity to implement large scale building renovations with the completion of the first stage of building improvements to 59 Market Street. Upon purchasing the building in 2015, the Project Sponsors invested \$250,000 into the building which included the installation of new windows on the upper floors, exterior repairs and interior renovations to the bar and kitchen and to the 9 apartments on the third and fourth floors. The second stage of building upgrades would include finishing the façade improvements, creating an ADA accessible entrance and renovating the basement to be used as a multi-use space with multi-media functionality.

Project Partners

No partners identified.

Strategies

The project aligns with the following Potsdam DRI strategies:

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Preserve Potsdam's renowned sandstone and unique architectural heritage by promoting renovation of historic buildings.
- Encourage environmental sustainability through green building techniques and energy efficient materials.
- Leverage Potsdam's food scene which provides access to local food, farmers markets and a variety of dining options.
- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.

This project aligns with the following North Country REDC Strategies:

- Foster development of small businesses and entrepreneurial activities that add value to local resources.
- Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish.
- Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.
- Maximize North Country utilization of energy efficiency resources and programs that reduce total housing and energy costs.

Anticipated Revitalization Benefits

Short and mid-term benefits: As a portion of the scope includes upgrading to high-efficiency heating and replacement of windows with more efficient glazing, the work will assist in reducing the building's utility consumption and reliance on fossil fuels, doing a small part in making the village greener, and relieving the owner from overhead costs. Repairs and exterior upgrades increase the property value and encourage adjacent building owners to make similar upgrades. Addition of building space will cause an increase in community interest and bookings of the rentable event space.

Long term benefits: Community revitalization efforts often result in increase of public participation, visitor traffic, and interest in new business investment in the area. The nine apartments in the building will be more marketable with a renovated façade. Lifespan of new heating units, windows and roofing allow the owner to invest more deeply in development of the business and maintenance of the residential units, which will result in growth and financial security for the property. The increased accessibility and visibility of the restaurant will expand the pool of customers the bar will receive. Building a reputation of a welcoming, well-kept, and fun local business will guarantee success for years to come.

The construction of an ADA accessible entrance will create a downtown destination that is inclusive and accessible to people of all ages and abilities. Combined with the proposed Downtown Streetscape Improvements proposed by the Village, this project has the potential to significantly enhance the aesthetics and accessibility of this area of downtown. It should be noted that the ramp will be located within the public right of way and will require approvals from the municipality to conduct the work and ensure that the sidewalk on Depot Street remains ADA compliant.

Co-benefits: A community space in the basement of McDuff's provides a location for parties, events, business functions, concerts and shows. Each private event, or public function that occurs in the space creates networking opportunities and partnerships. Catered events and musical performances nurture the cultural scene of Potsdam and support local artists. Guests at private events may experience McDuff's for the first time and become regular patrons. Local community members and visitors of all ages and backgrounds will feel more welcome with these changes, creating a destination for events, meals, and nightlife.

Public Support

The project received a medium to low level of public support at the March 3rd, 2020 Public Open House. However, based on input in the Online Community Values Survey, 54% of survey respondents value making downtown a regional destination for entertainment, art and culture. The Interior and exterior renovations to 59 Market Street will contribute to making downtown a regional destination by creating a multi-media space in the basement and preserving the historic character of the building exterior.

Jobs Created

Upon completion of the building upgrades and renovations, it is anticipated that operations of the business will increase by 20% which will allow for the creation of an additional 1-2 full-time jobs.

Acquisition of Real Property

The owner has site control of the property for this scope of work and no acquisition of real property is required. However, the ramp will be located within the public right of way and will require necessary permits and approvals from the municipality to conduct the work and ensure that the sidewalk on Depot Street remains ADA compliant. The project should also coordinate with the Downtown Streetscape Enhancement projects proposed by the Village of Potsdam for DRI funding.

Project Budget and Funding Sources

		Source	
Item	Cost	Sponsor	DRI Request
General Conditions	\$20,540	\$10,270	\$10,270
Handicapped Access Ramp	\$65,584	\$32,792	\$32,792
Basement Renovation	\$72,353	\$36,177	\$36,177
New First Floor Windows	\$11,250	\$5,625	\$5,625
New Entry Door. Sidelights and Transom Window	\$12,320	\$6,160	\$6,160
Repair and Repaint Cornice	\$4,002	\$2,001	\$2,001
Clean, Repoint and Seal Masonry	\$96,995	\$48,498	\$48,498
Replace Roof	\$53,502	\$26,751	\$26,751
Contingency (10%)	\$33,654	\$16,827	\$16,827
Architect's and Engineer's Fees	\$29,616	\$14,808	\$14,808
Environmental Testing and Survey	\$5,000	\$2,500	\$2,500
Total	\$405,000*	\$203,000*	\$203,000*

*Totals rounded to the nearest \$1000

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional architecture firm, Brooks Architecture in January 2020. Overall construction costs are reasonable and align with industry standards.

Repair to the roof is a necessary expense to the continued health of the building. Other improvements to the façade and accessibility modifications allow for a new market of customers the business and downtown can accommodate. Creating a welcoming environment for a multi-generational and diverse customer base expands the business's income opportunity.

The Project Sponsors have a demonstrated history of undertaking large-scale renovation projects at 59 Market Street and will contribute \$206,000 toward construction of the project.

Regulatory Requirements

- Village building permits for construction and occupancy
- Phase 1 Environmental Survey
- Hazardous materials testing
- NY State Historic Preservation Office (SHPO) Architectural Review

Images of Current Conditions



Existing Conditions – 59 Market Street Exterior looking South West from Market Street

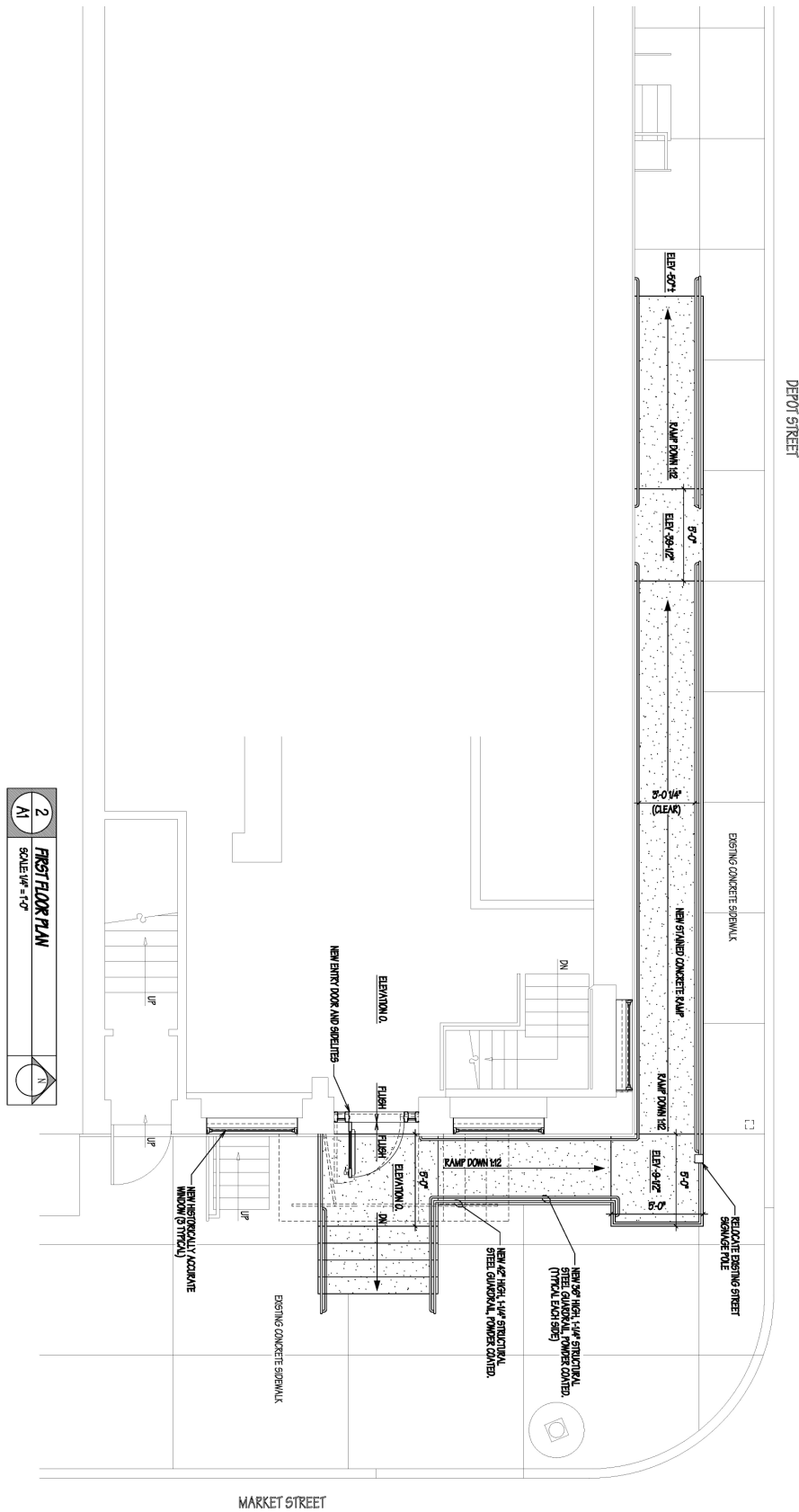
Images of Proposed Conditions



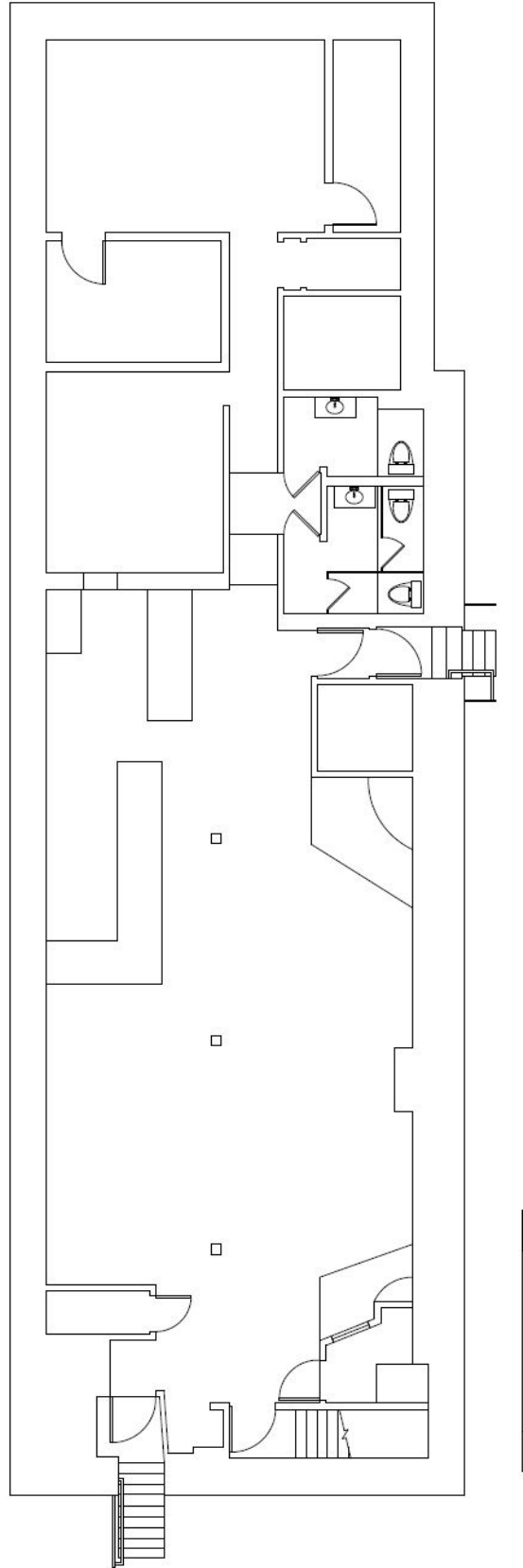
Proposed Conditions – 59 Market Street Exterior looking West from Market Street



Proposed Conditions – 59 Market Street Exterior looking South from Depot Street



Proposed Conditions – 59 Market Street 1st Floor Plan – Top View



Proposed Conditions – 59 Market Street Basement Floor Plan – Top View

Timeframe for Implementation

The total timeframe for implementation is approximately 10 months. The timeframe for individual project components follows:

- Notification/Grant Contract – 1 month
- Architectural for SHPO Review – 1 month
- SHPO Architectural Review – 1 month
- Final architectural documents – 2 months
- Bidding/contracting – 1 month
- Construction – 4 months
- Total Timeframe – 10 months

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact of the project could be measured by the following metrics:

- Annual sales revenue
- Community and non-profit organization events utilizing the new basement facility

J - EXPANSION OF THE CLARKSON INN



Project Title

Expansion of the Clarkson Inn

DRI Funding Request

Total DRI Funds: \$600,000

Total Project Cost: \$2,500,000

Project Description

Expansion and interior renovation of the Clarkson Inn will include 20 new rooms, a modern meeting space and fitness center. The rooms will be designed to fit the classic and unique character of the Inn. A new fitness space will be added and include a mixture of cardio and strength training equipment. Additional upgrades will be made to the existing space, including the replacement of furniture, fixtures, and equipment with an emphasis on improvements to the overall technological offerings. Finally, the plan calls to add 300 to 600 square feet of meeting space to provide additional incentives for travelers to stay downtown and host meetings and events.

Project Location or Address



Property Owner/Sponsor

Clarkson Hospitality Developers, LLC is the project sponsor. The project contact is Manish Patel, CFO of Visions Hotels, the parent company of Clarkson Hospitality Developers, the managing firm for the Clarkson Inn. The project will be executed in partnership with J.R. Weston Inc/Clarkson University, the property owner.

Capacity

The Clarkson Inn was built in 1985 by the Potsdam Urban Renewal Agency in partnership with Clarkson University's Alumni Council and Board of Trustees. The Inn is owned by J.R. Weston, Inc., a for-profit, tax-paying subsidiary of Clarkson University. Profits from J.R. Weston provide scholarships to Clarkson students.

Clarkson University has a history of investment in the downtown university campus through public-private partnerships. In 2008, Clarkson University completed the renovation of Lewis House for incubator space. A \$10 million renovation of Peyton Hall and Old Main was completed in June 2010 utilizing grant funding from the New York Power Authority. In Fall 2016, Clarkson Hall was renovated for the health science programs with private investment by Clarkson University. In December 2017, the \$1.6 million Phase I renovation of Damon Hall was completed through a public-private partnership among Clarkson University, National Grid, the Northern Border Regional Commission, the St. Lawrence County IDA, and the New York Power Authority. In addition, Clarkson University has invested in the supporting infrastructure for the downtown campus, including parking lot and road renovations and electrical and safety requirements.

Project Partners

Clarkson University is a project partner as the property owner.

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Strengthen partnerships with local institutions.
- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Promote a diverse range of housing options downtown, supporting the needs of all income levels
- Showcase Potsdam as a destination for arts, music and theatre by improving facilities, marketing events and attracting new opportunities for performances.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Develop tourism infrastructure to transform the region by driving community development and leveraging private investment.

Anticipated Revitalization Benefits

- The project is anticipated to create 3 full-time positions.
- The project will add an additional 20 rooms to the only hotel in the DRI area, driving hotel guests to downtown retail, restaurants and entertainment.
- Expansion of the Inn will support increased tourism generated through other proposed DRI projects including the Whitewater Park, North Country Children's Museum and Snell Theatre.
- The project is adjacent to proposed public improvements including the Riverwalk and Streetscape Improvements. Additionally, the project is in close proximity to Ives Park, a popular destination for visitors.

Public Support

Public support for this project was expressed at the second Public Open House on March 3rd, 2020.

The Potsdam Community Survey conducted in January and February 2020 found that 44% of community members most valued the creation of jobs. Over 53% respondents indicated the most valuable outcome for downtown revitalization would be to create a downtown environment that attracts workers and local businesses.

Jobs Created

The project is anticipated to create 3 full-time positions.

Acquisition of Real Property

The property is owned by J.R. Westons Inc/Clarkson University who is working in partnership with the project sponsor.

Project Budget and Funding Sources

		Source	
Item	Cost	Sponsor	DRI Request
Building Addition	\$1,786,800	\$1,186,800*	\$600,000
Furniture, Fixtures and Equipment	\$418,000	\$418,000*	-
Technology Upgrades	\$139,000	\$139,000*	-
Architecture & Engineering Fees	\$50,000	\$50,000*	-
Closing Costs and Attorney Fees	\$25,000	\$25,000*	-
Pre-Opening Expenses	\$81,200	\$81,200*	-
Totals:	\$2,500,000	\$1,900,000*	\$600,000

*Source of sponsor contribution will be a combination of owner's equity and private financing.

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by Visions Hotels in August 2020. Overall construction costs were examined and determined to align with industry standards.

Regulatory Requirements

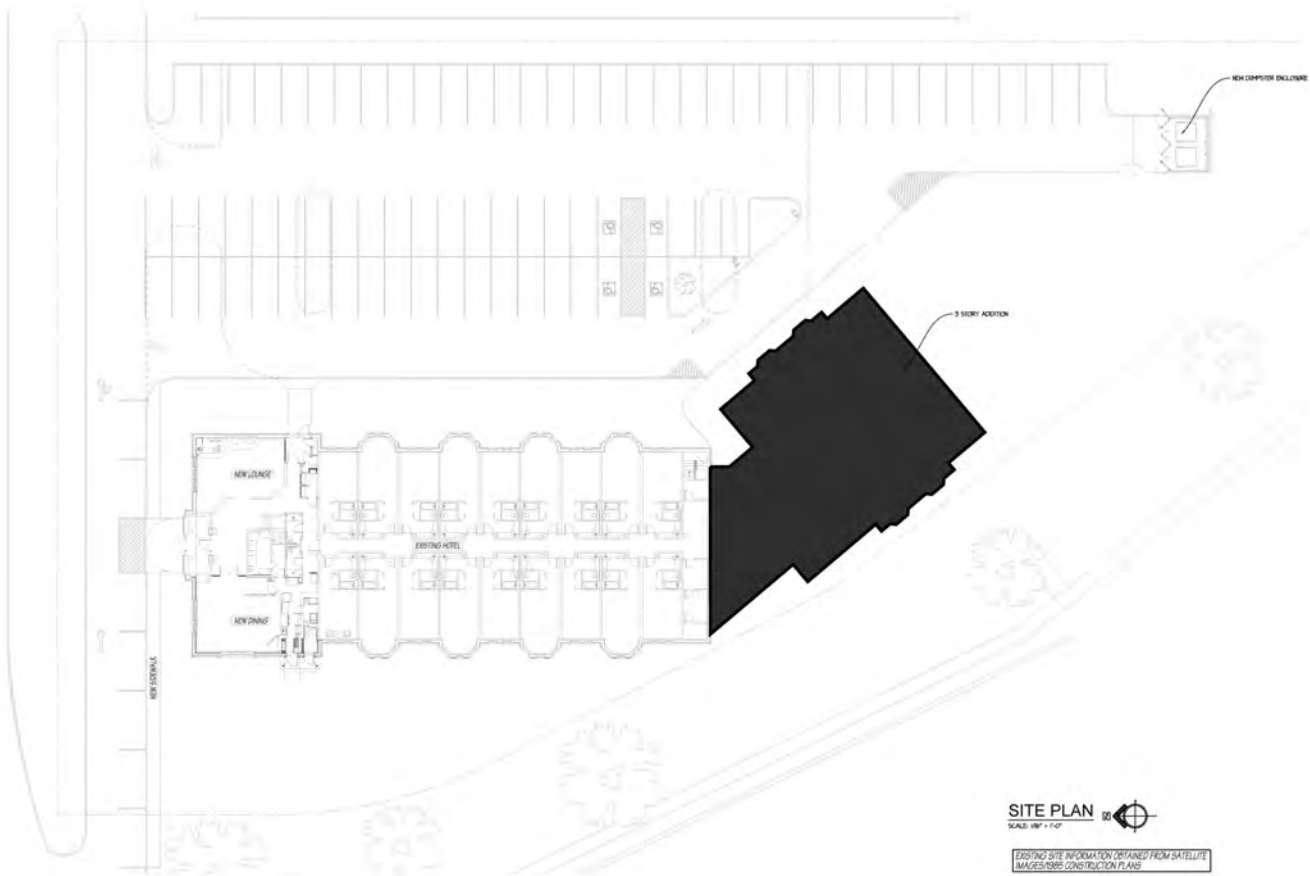
- Site Plan review and approval by Village and land use boards.
- Village building permits for construction and occupancy
- SEQRA

Images of Current Conditions



Existing Conditions – Hotel Exterior looking South East from Main Street

Images of Proposed Conditions



Timeframe for Implementation

- Permitting – 1 months
- Design – 3 months
- Final Design – 3 months
- Bidding – 1 months
- Construction – 8 months
- Total Timeframe – 1 ½ years

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact can be measured by the following metrics:

- Number of hotel guests
- Community and non-profit organization events utilizing the new meeting facility

K - REVITALIZING THE NORTH COUNTRY ARTS CENTER



Project Title

Revitalizing the North Country Arts Center

DRI Funding Request

Total DRI Funds: \$578,000

Total Project Cost: \$1,287,000

Project Description

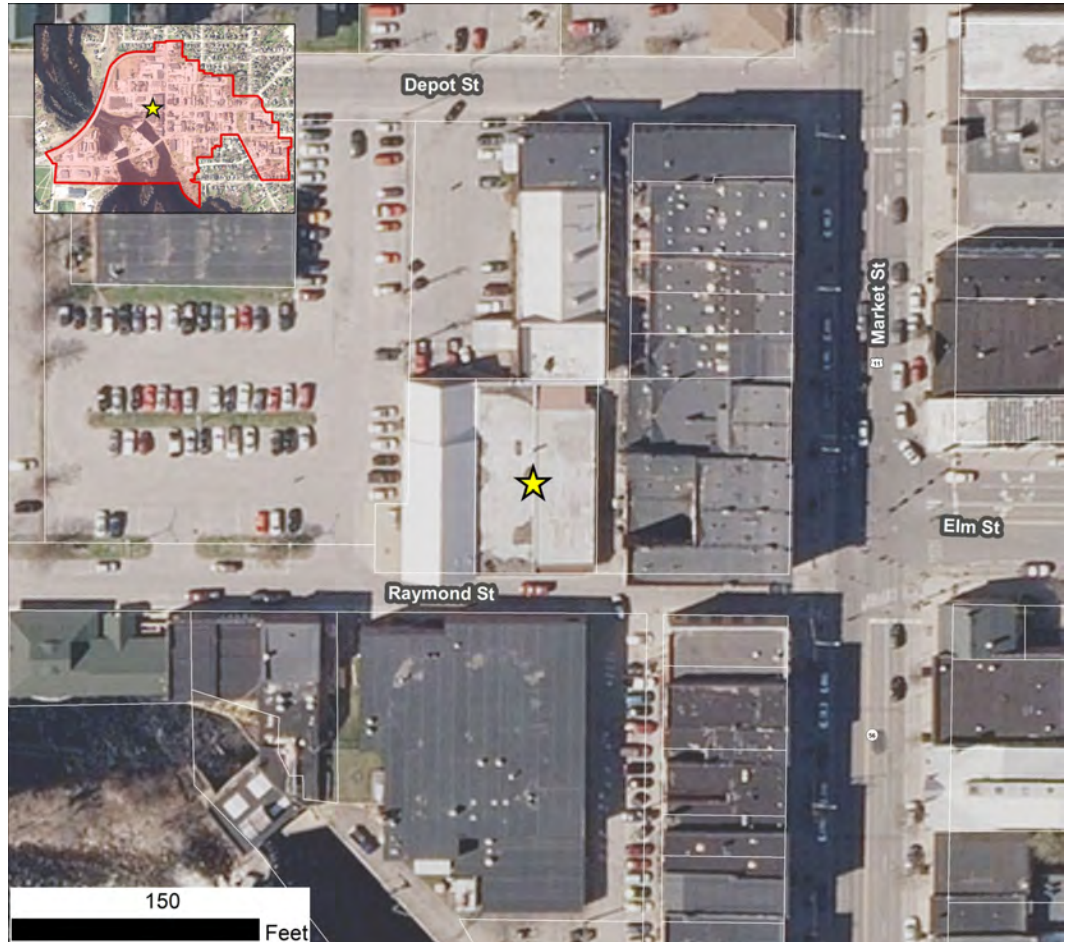
St. Lawrence County Arts Council is purchasing 6-8 Raymond Street, an 11,283 square foot, two storefront building in downtown Potsdam that adjoins directly to the North Country Children's Museum. The building currently houses a thrift store and the Creative Spirit Katya Greer Memorial Art Gallery.

The sponsor will renovate over 7000 square feet of the first floor and basement, optimizing the use of the storefront for the greatest amount of visibility. The renovated first floor will include a retail store, professional art gallery, class/conference room, office spaces, bathrooms, and a kiln. The downstairs will include the existing art gallery with upgrades, a new performing arts wing with dance or music rehearsal room and private practice room, and a visual arts wing with an open concept makers' space, offering specialized equipment including drawing tables, photography lighting, ceramics wheels, and print-making equipment for artists and students. Each individual programmed space is one that is not currently available to the public in this region. The project will also remove the existing garage to create a unique pocket park at the back entrance. The first-floor space currently houses the Best Friends Thrift shop in the Eastern half of the building. This store will remain as a tenant following the building purchase.

The total project cost includes the interior renovation of the space and facilities as well as the installation of an ADA accessible elevator. Exterior renovations will include new windows and the construction of pocket park on Raymond Street. In addition to renovations cost, the total project cost includes the purchase of the new building, new and increased staffing, as well as specialized equipment. These costs will be contributed by the project sponsor.

Project Location or Address

6-8 Raymond Street, Potsdam, NY 13676



Property Owner/Sponsor

St. Lawrence County Arts Council - Maggie McKenna, Executive Director

Capacity

The St. Lawrence County Arts Council (SLC Arts) is a non-profit organization that began as the Arts and Humanities council in 1972. The organization was re-incorporated in 1989 and again in 1999 to the current St. Lawrence County Arts Council. The organization creates and supports arts initiatives in St. Lawrence County and the surrounding region through exhibits, programming, performances, and community events.

St. Lawrence County Arts Council had a successful storefront in downtown Potsdam until 2013. Since 2008, St. Lawrence County Arts Council has maintained the status as the sole State and Local Partner for St. Lawrence, Jefferson and Lewis Counties for the New York State Council on the Arts (NYSCA). The state agency supplies general operating support and

over \$60,000 in state funds each year to redistribute to artists and arts organizers across the 3-county territory. This annual project, funded with a 3-year grant commitment, has been successfully completed every year for the last 12 years. Until December 2019, St. Lawrence County Arts Council occupied approximately 4,000 square feet of space in Old Snell Hall and managed community rentals in various facilities.

The project sponsor will contribute \$477,675 to the overall project cost through a combination of funding sources including USDA Rural Development Community Facilities Loan (\$187,000), generated income (\$97,975), and an anticipated growth campaign (\$192,700). An additional \$190,762 in funding is anticipated through NYSCA operating support and NYSCA Facilities Capital Grant. The project sponsor has also secured a \$20,000 grant from RVRDA and a \$20,000 equipment donation.

SLC Arts 5-year projected budget estimates a total of \$478,000 in generated income between 2020-2025. Generated income includes rental income, sales, registration and class fees. SLC Arts will launch a Growth Campaign to raise \$450,000 for operations support.

Project Partners

- Private Investors
- USDA Rural Development
- NYSCA

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Strengthen partnerships with local institutions.
- Showcase Potsdam as a destination for arts, music and theatre by improving facilities, marketing events and attracting new opportunities for performances.
- Develop new and support existing community festivals, sporting events and year-round entertainment activities that serve all generations and boost tourism.
- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish.
 - Develop tourism infrastructure to transform the region by driving community development and leveraging private investment.
- Elevate Global Recognition of the region as one of the special places on the planet to visit, live, work and study
 - Create and manage a transformational regional “brand”
- Create the greenest energy economy in the state
 - Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.

This project aligns with the following Village of Potsdam Comprehensive Plan goals:

- The Village should strive to make Potsdam the center for the arts in Northern New York State by:
 - Supporting efforts to create a Multi-Arts Center in the Village.
 - Coordinating with local arts organizations and the universities to promote arts events that occur on campus.
 - Developing arts festivals.
 - Developing financial and technical assistance products to assist artists, craftspeople and arts-related businesses in the Village.

Anticipated Revitalization Benefits

- The project will transition 2 part time employees to full-time and add an additional part-time and full-time position. By 2025, the project is expected to add two additional full-time and two part-time positions.
- Provide more space for artists and events driving creative development in Downtown Potsdam.
- Creation of a pocket park on Raymond Street.
- The project is also in close proximity to the proposed DRI Riverwalk Trail, DRI Streetscape Improvements and DRI North Country Children's Museum Expansion project; as well as the proposed LWRP project for Garner Park improvements.

Public Support

A high level of public support for this project was expressed at the second Public Open House on March 3rd, 2020. Residents considered the investment of DRI funds in community centers to be vital towards creating a common culture and sense of place within Potsdam. Public comments specifically supported investments in the proposed Arts Center.

The Potsdam Community Survey conducted in January and February 2020 found that community members felt that the artistic heritage of the community should be celebrated. When asked what the most valuable outcome would be for the DRI, the most common response was "Make downtown a regional destination for entertainment, art and culture". Nearly 28% of respondents most frequently engaged with the downtown for public arts and culture. Additionally, over 70% respondents indicated that the reuse of vacant buildings was the most important issue in the downtown.

Letters of support have been received from Clarkson University, local artists, and community members.

Jobs Created

St. Lawrence County Arts Council has one full-time director and five part-time employees and intends to increase staffing to five full-time employees, three part-time employees, and an independent cleaner.

Acquisition of Real Property

The project sponsor is in the process of securing the project site and has signed a sale/purchase agreement with the realtor. The anticipated closing date is October 2020.

Project Budget and Funding Sources

		Source		
Item	Cost	Sponsor	Other Sources	DRI Request
Interior Renovation (floors, ceilings, walls)	\$291,075	-	-	\$291,075
Commercial Restrooms	\$83,678	-	-	\$83,678
Exterior windows on side and back of building	\$21,000	-	-	\$21,000
Elevator (three-stop)	\$75,000	-	-	\$75,000
Exterior Renovation	\$16,440	-	-	\$16,440
Contingency (10%)	\$47,075	-	-	\$47,075
Architectural and Engineering Professional Fees	\$34,703	-	-	\$34,703
Village Permits (building, site, sign, planning board)	\$7,029	-	-	\$7,029
Phase 1 environmental site assessment	\$1,800	-	-	\$1,800
Building Purchase	\$200,000	\$180,000 ^a	\$20,000 ^b	-
New and increased staff, 2020-2023	\$448,437	\$271,675 ^{cd}	\$176,762 ^e	-
Office equipment (desks, tables chairs)	\$5,000	\$5,000 ^d	-	-
Specialized equipment (lighting, drawing tables, sound equipment)	\$28,000	\$14,000 ^d	\$14,000 ^f	-
Professional Art Equipment (printmaking studio)	\$20,000	-	\$20,000 ^g	-
Legal	\$2,000	\$2,000 ^a	-	-
Professional Venue Design	\$5,000	\$5,000 ^a	-	-
Totals:	\$1,287,000*	\$478,000*	\$231,000*	\$578,000*

a. Anticipated USDA Rural Development Community Facilities Loan

b. Secured St. Lawrence River Valley Redevelopment Agency Grant

c. Anticipated generated income

d. Anticipated growth campaign

e. Anticipated NYSCA operating support

f. Anticipated NYSCA Facilities Capital Equipment Grant

g. Secured equipment donation

* Total costs rounded to the nearest \$1000

Feasibility and Cost Justification

Preliminary cost estimates for construction were developed by a professional architect firm, Renew Architecture and Design in September 2020. Overall construction costs are reasonable and align with industry standards.

Regulatory Requirements

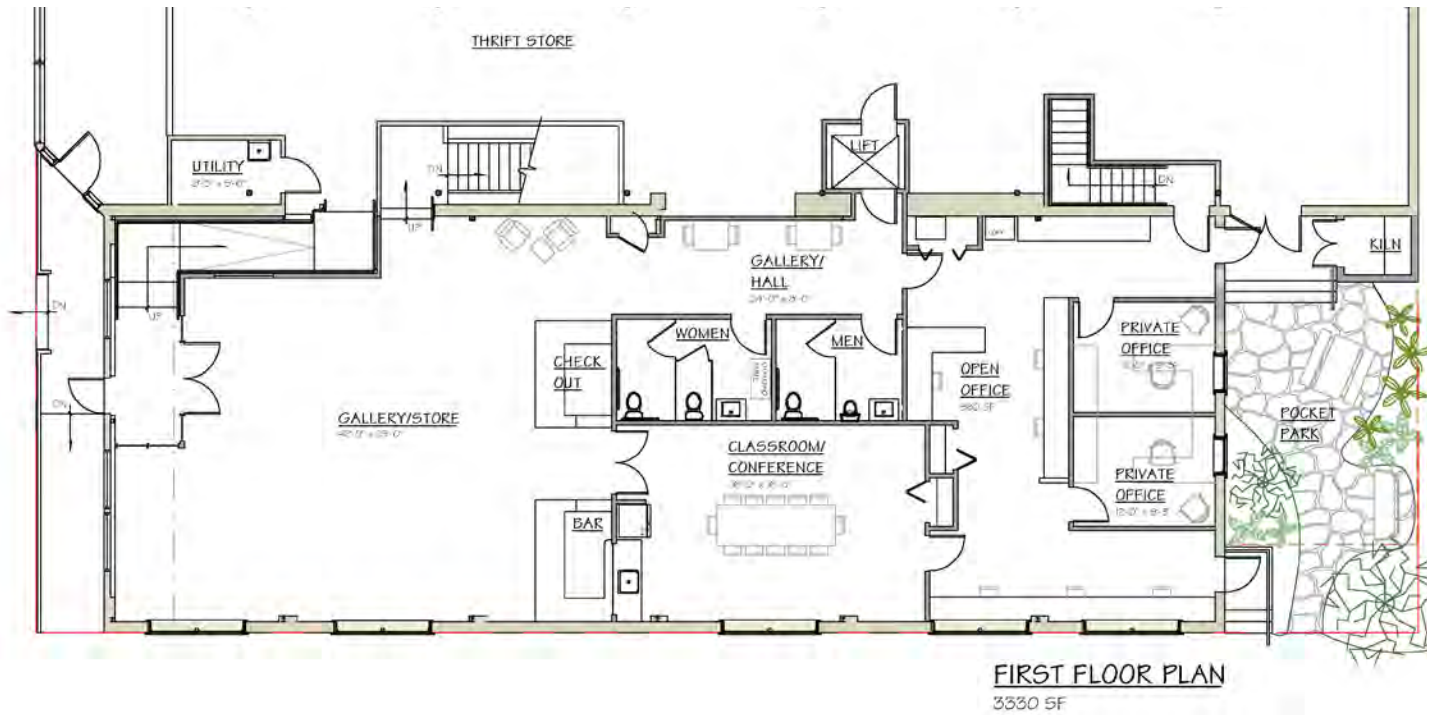
- Village Development Board Approvals
- NYS Uniform Fire Prevention and Building Code
- SEQRA

Images of Current Conditions

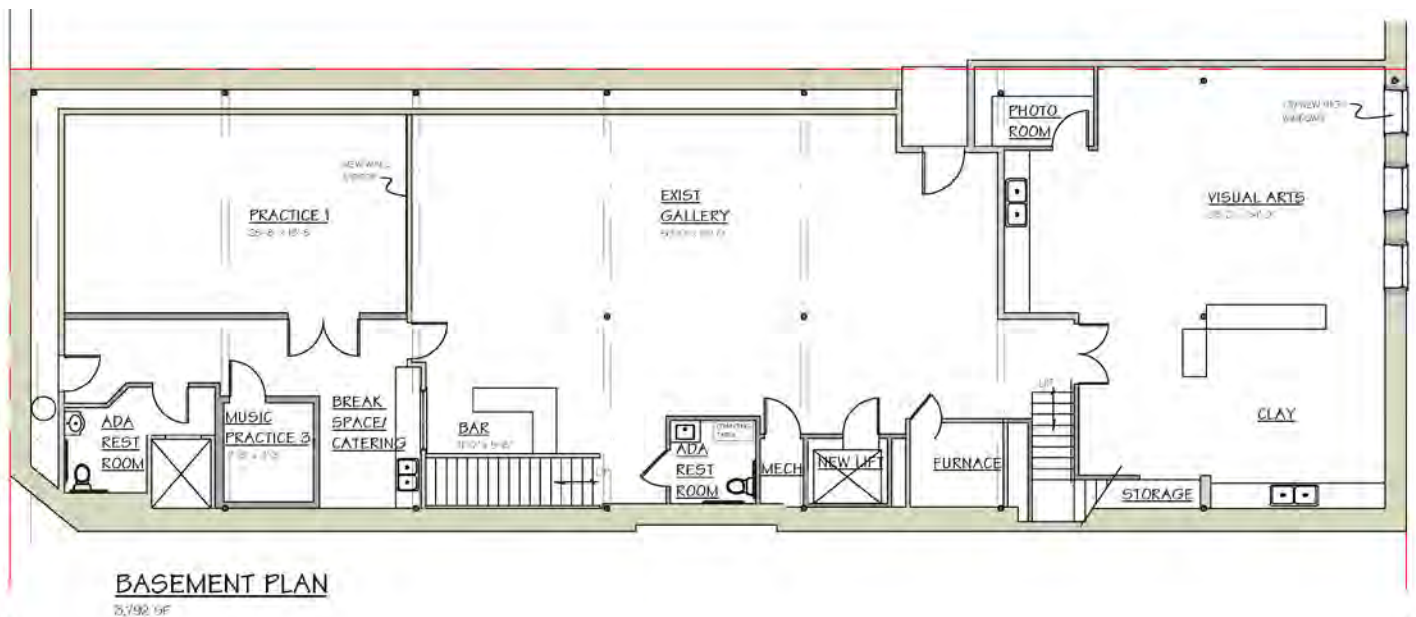


Existing Conditions – Front View from Raymond Street

Images of Proposed Conditions



Proposed Conditions – First Floor Plan, Top View (Front entrance on Left)



Proposed Conditions – Basement Plan

Timeframe for Implementation

- Capital Campaign – Ongoing
- Finalize Building Purchase – Expected Fall 2020
- Construction (including Pocket Park) – 2.5 – 3 years
- Total Timeframe – 3 years

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact can be measured by the following metrics:

- Number of annual visitors
- Annual revenues in retail store
- Annual revenues in gallery spaces
- Number of events
- Number of programs and program attendance

L - THE RENOVATION OF DAMON HALL



Project Title

The Renovation of Damon Hall

DRI Funding Request

Total DRI Funds: \$900,000

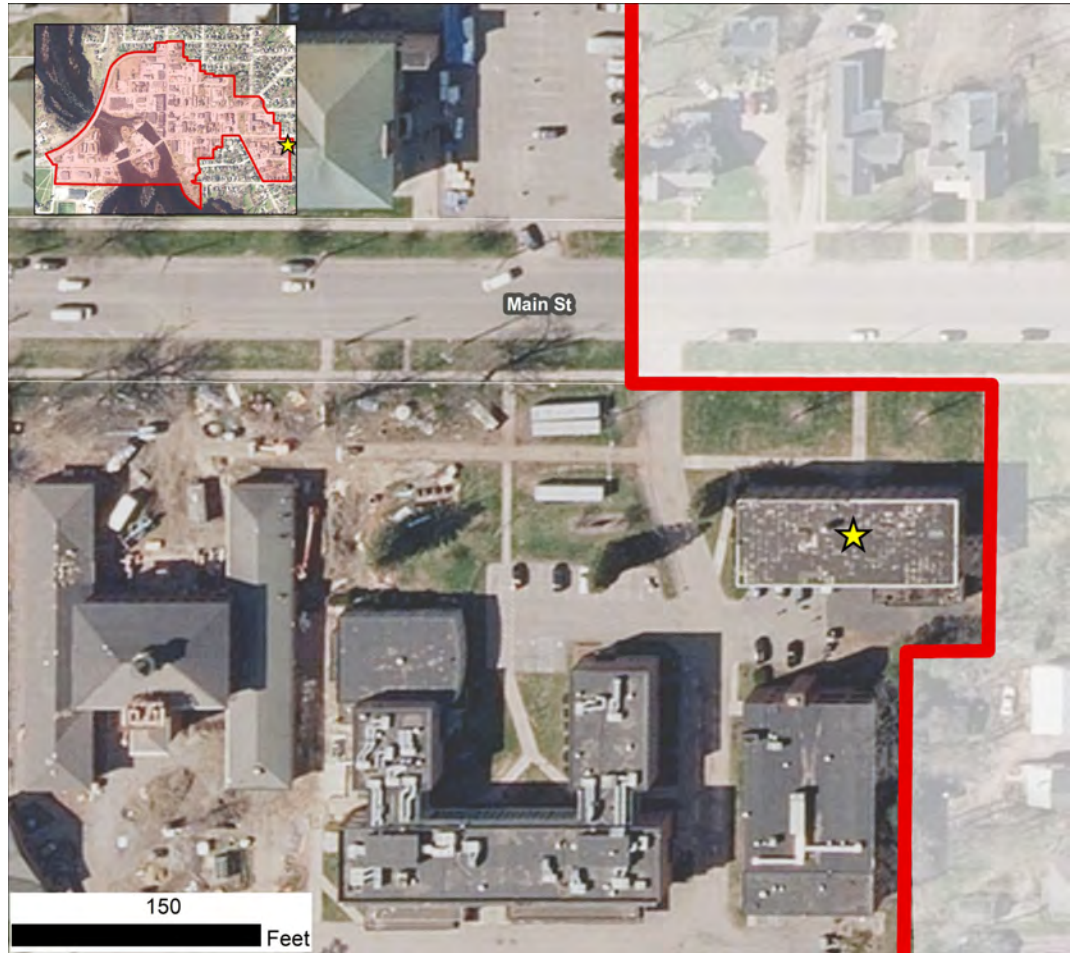
Total Project Cost: \$2,516,000

Project Description

This project will complete the Phase III renovation of Damon Hall by renovating the third floor and adding a service elevator. Clarkson University has previously invested over \$1.6 million in the Phase I and II interior and exterior renovations of the building which restored the basement, first and second floors. The third and final phase of the project will complete the transformation of the 20,000 square foot building into advanced manufacturing incubator space. The project will include interior renovation, utility upgrades, the expansion of parking, window remediation and structural modifications for the installation of a service elevator. The renovated space is anticipated to support up to 50 employees. Damon Hall is already an economic engine that has helped retain startup companies and completing the project will expand the capacity the building to support additional companies.

Project Location or Address

67 Main Street, Potsdam, NY



Property Owner/Sponsor

Clarkson University / Robert Cree, CFO

Capacity

Clarkson University has a history of investment in the downtown university campus through public-private partnerships. In 2008, Clarkson University completed the renovation of Lewis House for incubator space. A \$10 million renovation of Peyton Hall and Old Main was completed in June 2010 utilizing grant funding from the New York Power Authority. In Fall 2016, Clarkson Hall was renovated for the health science programs with private investment by Clarkson University. In December 2017, the \$1.6 million Phase I renovation of Damon Hall was completed through a public-private partnership among Clarkson University, National Grid, the Northern Border Regional Commission, the St. Lawrence County IDA, and the New York Power Authority. In addition, Clarkson University has invested in the supporting infrastructure for the downtown campus, including parking lot and road renovations and electrical and safety requirements.

The project sponsor will contribute \$1,115,000 for the completion of this project with an anticipated contribution of \$500,000 through National Grid and the Northern Border Regional Commission Grant.

Project Partners

No partners identified.

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Attract and support innovation and entrepreneurship to generate new business and employment opportunities.
- Preserve Potsdam's renowned sandstone and unique architectural heritage by promoting renovation of historic buildings.
- Encourage environmental sustainability through green building techniques and energy efficient materials.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish.
- Create the greenest energy economy in the state
 - Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.
- Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities, and catalyze the highest per capita rate of small business start-ups in the state
- Foster development of small businesses and entrepreneurial activities that add value to local resources.

Anticipated Revitalization Benefits

Completion of this project will provide both expanded space for additional hires for current tenants and the opportunity for future companies to move in and employ people. With the existing incubator spaces on the downtown campus almost at capacity, the completed space will ensure that no new company created in Potsdam lacks space to stay, grow, and impact the community. Bringing a vacant building back to full life will enhance the streetscape of the downtown, and the activity within and around the building will provide energy that aligns with the DRI for Potsdam.

Public Support

Public support for this project was expressed at the second Public Open House on March 3rd, 2020.

The Potsdam Community Survey conducted in January and February 2020 found that, 54% of respondents indicated the most valuable outcome for downtown revitalization would be to create a downtown environment that attracts workers and local businesses. Respondents also valued the enhancement of downtown's unique and historic urban design. Additionally, over 70% respondents indicated that the reuse of vacant buildings was the most important issue in the downtown.

Jobs Created

After completion, it is anticipated this project will create and sustain at least 15 full time jobs in the first year.

Acquisition of Real Property

The property is currently owned by the applicant and no additional property acquisition is needed for this project.

Project Budget and Funding Sources

		Source		
Item	Cost	Sponsor	Other Sources	DRI Request
Design	\$260,000	\$260,000	-	-
Permitting	\$20,000	\$20,000	-	-
Remediation	\$324,000	\$324,000	-	-
Exterior Renovation	\$250,000	\$150,000	-	\$100,000
Service Elevator	\$800,000	-	-	\$800,000
Utility Upgrades	\$240,000	\$90,000	\$150,000**	-
Interior Renovations	\$528,000	\$178,000	\$350,000**	-
Parking Expansion	\$93,500	\$93,500	-	-
Totals:	\$2,516,000*	\$1,115,000*	\$ 500,000**	\$900,000

* Total costs rounded to the nearest \$1000

** Anticipated contribution through National Grid and Northern Border Regional Commission Grant

Feasibility and Cost Justification

Detailed cost estimates for construction were provided in April 2020 by Clarkson University.

Regulatory Requirements

- Village Development Board Approvals
- NYS Uniform Fire Prevention and Building Code
- SEQRA
- SHPO

Images of Current Conditions

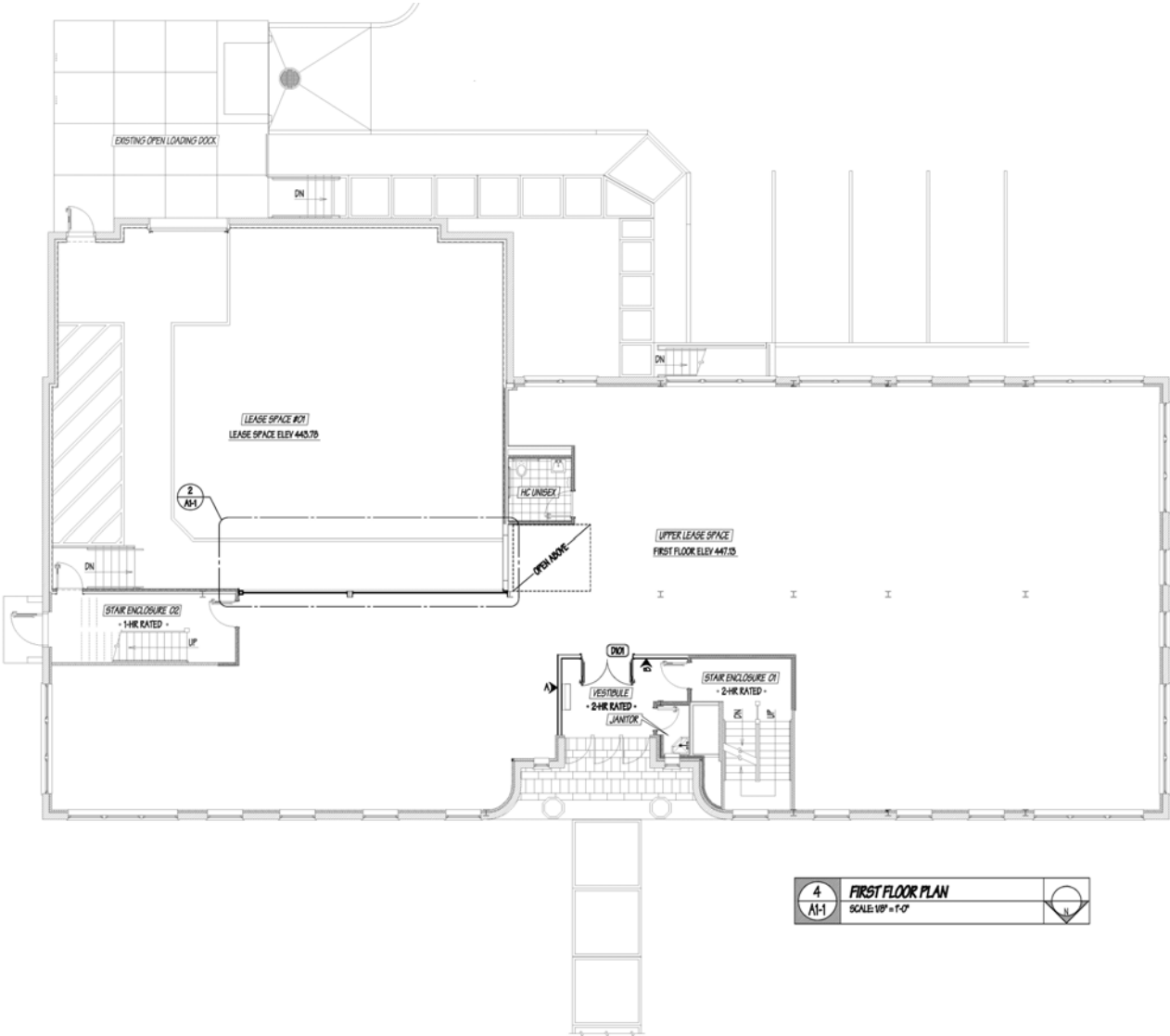


Existing Conditions – Damon Hall Exterior looking South West from Main Street

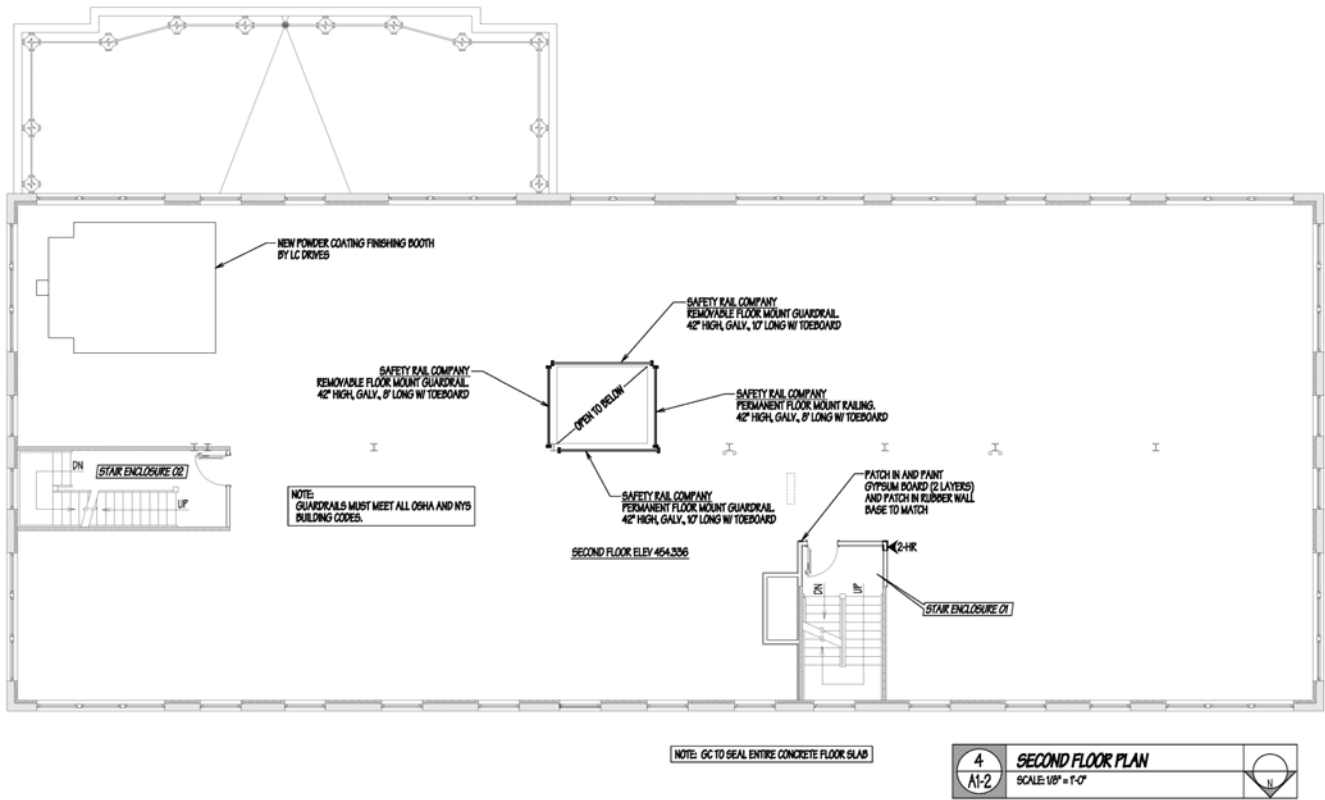


Existing Conditions – Damon Hall Third Floor Interior

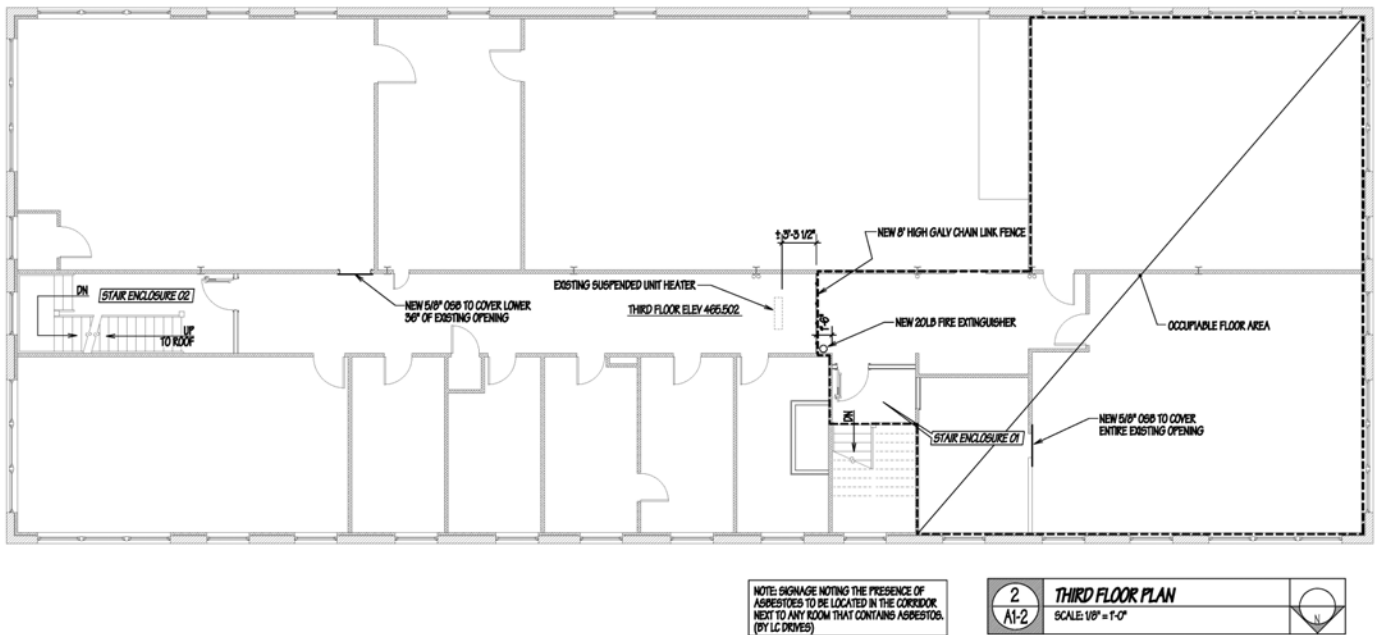
Images of Proposed Conditions



Proposed Conditions – First Floor Plan (Top View)



Proposed Conditions – Second Floor Plan (Top View)



Proposed Conditions – Third Floor Plan (Top View)

Timeframe for Implementation

- Design – 2 months
- Permitting – 2 months
- Construction – 20 months
- Total Timeframe – 2 years

Project Reporting

This project should be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. Performance and impact can be measured by the following metrics:

- Number of startups utilizing the new space
- Number of jobs

M - REBUILD DOWNTOWN POTSDAM



Project Title

Rebuild Downtown Potsdam

DRI Funding Request

Total DRI Funds: \$750,000

Total Project Cost: \$1,388,000

Project Description

The Rebuild Downtown Potsdam program is a collection of flexible grant funds that will provide eligible applicants with matching grant assistance for downtown revitalization. The program will include three grant programs:

- Rent Assistance Grant Program
- Main Street Building Renovation
- Quick Start Grant Program

The Rent Assistance Grant Program will incentivize new businesses to rent vacant commercial and mixed-use space in the downtown over a two-year period. The fund will provide matching grant assistance to offset rental costs for 75% of rent and utilities per month in year one. In year two, the program will match 50% percent of rent and utilities per month. Grantees will be required to commit to a three-year lease.

The Main Street Building Renovation fund will provide financing to property owners for the renovation of mixed-use and commercial buildings to preserve the project area's historic building stock and address the blight caused by substandard building conditions. The program will provide a dollar-for-dollar matching grant not to exceed \$50,000 for interior and exterior building repairs. Eligible repairs/replacement may include masonry, roofing, windows and doors, commercial facades, accessibility, energy conservation, HVAC, electrical, plumbing and interior commercial or residential room finishes. The construction of outdoor seating and patios, and public art may also be eligible.

In addition, the Main Street Building Renovation fund will provide assistance to businesses that require financial assistance to undertake capital improvements to meet public health, social distancing, workplace safety rules and guidelines related to the pandemic. These may include for example: protective barriers, HVAC air filtration systems, outdoor dining areas and fixtures and equipment having a valid business purpose. Applicants for COVID-19 assistance must demonstrate the need for such improvements.

The Quick Start Grant Program will provide matching grants for the lesser of 50% of project costs or \$10,000 that may be used for building and site improvements such as painting, signage, lighting, awnings, outdoor seating areas, planters or other improvements that help to create a sense of place.

Property Owner/Sponsor

Village of Potsdam

Capacity

The fund will be administered by the Village of Potsdam Planning and Development Director, Frederick Hanss. Mr. Hanss has 36 years of experience administering state and federally funded community/economic development projects. He was the principal developer of the 51-57 Market St. Redevelopment Project which reconstructed a fire-damaged block of the Market St. National Historic Register District. He has administered 2 New York Main Street grants and several facade rehabilitation projects in the Village of Potsdam.

Village Clerk/Treasurer Lori S. Queer and Deputy Village Treasurer Elise Deno will be responsible for the receipt and disbursement of project funds, project accounting and reporting.

The Village of Potsdam will partner with the Adirondack Economic Development Corporation (AEDC) to provide underwriting and grant development services. The AEDC currently administers the Village of Potsdam's Micro-Enterprise Revolving Loan Fund and the Potsdam Growth Fund, both of which provide debt financing for the start-up or expansion of small businesses within the Village. As noted, Potsdam will make these loan funds available to applicants requiring a match or additional financing for more costly projects.

For new businesses that receive Rent Assistance or a Quick Start grant, the Village of Potsdam will require that they work with the SUNY Canton Small Business Development Center (SBDC) or the Adirondack Economic Development Corporation (AEDC) to prepare a business plan that supports the business proposed.

Downtown property owners or businesses securing grant assistance through the Rebuild Downtown Potsdam program may also be eligible to apply for the Village of Potsdam's

Microenterprise Revolving Loan Fund or the Potsdam Growth Fund.

Project Partners

- Adirondack Economic Development Corporation
- SUNY Canton Small Business Development Center

Strategies

This project aligns with the following Potsdam DRI Strategies:

- Cultivate a sustainable economic environment that retains existing businesses and skilled professionals.
- Attract and support innovation and entrepreneurship to generate new business and employment opportunities.
- Encourage a variety of restaurants, shops and experiences downtown that are convenient and accessible to residents and visitors.
- Preserve Potsdam's renowned sandstone and unique architectural heritage by promoting renovation of historic buildings.
- Encourage environmental sustainability through green building techniques and energy efficient materials.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Put in place tools to attract private investment which will drive demand to revitalize and diversify communities and create a climate which allows entrepreneurs to flourish.
- Create the greenest energy economy in the state
 - Promote Smart Growth principles by encouraging adaptive reuse of existing structures and new residential construction in or near villages and hamlets.
- Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities, and catalyze the highest per capita rate of small business start-ups in the state
 - Foster development of small businesses and entrepreneurial activities that add value to local resources.

Anticipated Revitalization Benefits

The anticipated revitalization benefits of the fund include:

- Preservation of mixed-use and commercial buildings, including historic downtown properties
- Attraction and retention of small businesses and entrepreneurs
- Improved aesthetics of the downtown core
- Creation of employment opportunities in new or expanding companies downtown
- Additional housing in downtown and the Village
- Leveraging of other local and state grant funding to benefit downtown revitalization
- Increased number of residents, businesses and employees

- Preserve and enhance downtown's real property tax base
- Improved livability of downtown as a complete neighborhood

Public Support

A high level of public support for this project was expressed at the second Public Open House on March 3rd, 2020. Residents supported the establishment of programs to assist with façade renovations.

The Potsdam Community Survey conducted in January and February 2020 found that over 66% of survey respondents indicated the availability of local businesses as the most important aspect of the downtown. Additionally, 54% of respondents indicated the most valuable outcome for downtown revitalization would be to create a downtown environment that attracts workers and local businesses. Respondents also valued the enhancement of downtown's unique and historic urban design.

Project Budget and Funding Sources

		Source	
Item	Cost	Sponsor	DRI Request
Rent Assistance Grant Program	\$261,107	\$97,915*	\$163,192
Main Street Building Renovation Project	\$900,000	\$450,000**	\$450,000
Quick Start Grant Program	\$180,000	\$90,000**	\$90,000
Grant Administration (8%)	\$46,808	-	\$46,808
Totals:	\$1,388,000⁺	\$638,000⁺	\$750,000⁺

* Anticipated building owner (applicant) match (25% year one, 50% year two)

**Anticipated building owner (applicant) match (50%)

+ Costs rounded to the nearest \$1000

Feasibility and Cost Justification

The Rent Assistance Grant Program will incentivize the rental of vacant commercial space in the DRI area. The project sponsor has identified 11 vacant mixed-use and commercial buildings.

The Main Street Building Renovation and Quick Start Grant programs are intended to assist property owners primarily with interior and exterior renovations. The Village of Potsdam requested information on potential projects for DRI funding and received more than \$17 million in DRI requests for 34 interior and exterior building renovation projects. The Fund would help to address this significant demand for building improvement.

Images of Current Conditions



Existing Conditions – Looking North on Market Street from Main Street



Existing Conditions – Looking South on Market Street from Elm Street

Timeframe for Implementation

- Rent Assistance Grant Program – 2½ years
- Main Street Building Renovation – 2½ years
- Quickstart Grant Program – 2½ years

Note: These programs would be implemented concurrently.

Total timeframe for development and implementation: 2½ years

Project Reporting

The Rebuild Downtown Potsdam Program will be monitored for progress and adherence to the proposed timeline and budget. The following metrics will be tracked to measure the project's success:

- Number of properties assisted by the project
- Amount of private funds leveraged by the project
- Number of vacant commercial spaces filled
- Number of new businesses
- Number of new residential spaces
- Number of new residents

N - IMPLEMENT DOWNTOWN BRANDING CAMPAIGN



Project Title

Implement Downtown Branding Campaign

DRI Funding Request

Total DRI Funds: \$125,000

Total Project Cost: \$131,000

Project Description

The Village of Potsdam proposes to use DRI grant assistance to undertake and implement a local branding and marketing campaign focused on promoting Potsdam. The comprehensive marketing campaign will focus on development of a manual guiding the standards to be used in print and electronic media as well as for outdoor signage. A meaningful logo, tagline and color palette will be developed and used. Furthermore, a new Potsdam website will be created and used that better communicates important local government information but also promotes community assets, upcoming events and links to the Potsdam Chamber of Commerce, St. Lawrence County Chamber of Commerce, and Universities.

Project Location or Address

This project would be implemented throughout Downtown Potsdam.

Property Owner/Sponsor

Village of Potsdam

Capacity

The Village of Potsdam has over 40 years of experience in undertaking successful downtown revitalization initiatives utilizing a wide range of state, federal and private investments. Potsdam's portfolio includes investments in public facilities, infrastructure, historic preservation, the development of waterfront parks and small business lending. In addition to its recognition as a Downtown Revitalization Initiative community, Potsdam has been recognized by the Secretary of Housing and Urban Development, and the Preservation League of New York for its downtown revitalization efforts.

Project Partners

The Village would work with its principal partners, including the Potsdam Chamber of Commerce, the Town of Potsdam, SUNY Potsdam, Clarkson University and Canton-Potsdam Hospital to develop the branding. Other local partners such as Anchorspace, a flexible coworking office, space may assist in implementation.

Strategies

This project aligns with the following Potsdam's DRI Goals & Strategies:

- Strengthen partnerships with local institutions.
- Create an attractive, safe, walkable, accessible downtown through streetscape enhancements that reinforce a sense of community pride.
- Boost tourism through creative placemaking and establishing community branding and wayfinding.

This project aligns with the following North Country REDC Strategies:

- Activate tourism as a driver to diversifying North Country economies
 - Develop tourism infrastructure to transform the region by driving community development and leveraging private investment.
- Elevate Global Recognition of the region as one of the special places on the planet to visit, live, work and study
 - Create and manage a transformational regional "brand"
 - Foster the development and enhancement of sub-regional plans

Anticipated Revitalization Benefits

The branding and marketing campaign will elevate the profile of Downtown Potsdam, stimulating tourism and future private investment. Cohesive, consistent branding and signage will help to create a more welcoming environment for visitors and residents to explore. The installation of attractive banners will delineate the Downtown from the surrounding area, drawing visitors in. The Development and Implementation of Branding and Marketing was included as a high priority project in Potsdam's "2012 Downtown and Waterfront Revitalization Plan."

Public Support

A high level of public support for this project was expressed at the second Public Open House on March 3rd, 2020.

Project Budget and Funding Sources

		Source	
Item	Cost	Sponsor	DRI Request
Develop brand promise, logo, slogan, etc.	\$12,000	\$6,000*	\$6,000
Develop a manual	\$6,000	-	\$6,000
Website development	\$25,000	-	\$25,000
Design Placemaking, wayfinding signage	\$50,000	-	\$50,000
Implementation and Integration	\$35,000	-	\$35,000
Identification of outlets	\$3,000	-	\$3,000
Totals:	\$131,000	\$6,000*	\$125,000

*Committed/Secured

Feasibility and Cost Justification

A modernized marketing campaign paired with attractive signage and gateway features will refresh the image of Potsdam.

A strong partnership between the Village and the Potsdam Chamber of Commerce, the Town of Potsdam, SUNY Potsdam, Clarkson University and Canton-Potsdam Hospital demonstrates the feasibility of implementation.

Timeframe for Implementation

- Appointment of Committee, Selection of Design Firm – 3 months
- Develop Branding – 3 months
- Develop Design Manual – 3 months
- Development of Website, Design Guidelines – 6-9 months
- Implementation – 6-9 months
- Total Timeframe – 2 years

Project Reporting

This project will be monitored for progress and adherence to the proposed scope, budget and timeline outlined above. This project will work in unison with proposed public improvements to increase activity in the Downtown. Project success can be measured indirectly through:

- Increase in tourism and Downtown visitation
- Increase in local event participation
- Increase in Potsdam website traffic
- Increase in Social media metrics