

**CITY OF NORWICH
BROWNFIELD OPPORTUNITY AREA
REVITALIZATION PLAN**



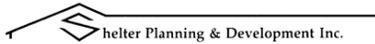
**Step 2 Nomination Study
City of Norwich, New York, Chenango County**



January 2018

The City of Norwich Step 2 BOA – Brownfield Opportunity Area Revitalization Plan (NYSDOS Contract No. C1000139) was prepared with the assistance of:

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This report was prepared for the City of Norwich and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program.



EXECUTIVE SUMMARY

This Revitalization Plan represents Step 2 of the Brownfield Opportunity Area (BOA) Program for the City of Norwich. The City of Norwich completed a Pre-Nomination study in January of 2009 that detailed a conceptual strategy for the City. This study produced an initial analysis of key properties and projects throughout the study area that have the potential to be returned to productive use as well as serve as catalysts for future revitalization. This report represents the second step in the planning process. It gives a better-defined, more detailed look at key properties throughout the area initially identified in the Pre-Nomination study. Subsequent analyses by the City and the Steering Committee resulted in minor changes to the boundary area, and in the removal of a number of properties that were considered non-essential in this process. The final Nomination product (Step 3) will focus more closely on a smaller number of sites.

The Steering Committee was comprised of: Christine Carnrike, Mayor, City of Norwich; Dee DuFour, Director of Finance; Robert Jeffrey, Northeast Classic Car Museum; Peg LoPresti, NBT Bank; Ann Coe, Norwich Business Improvement District Management Association (BIDMA); Anna McLaughlin, McLaughlin's Dept. Store; and Alex Larsen, Commerce Chenango and Development Chenango.

An Economic and Market Trends Analysis was completed as part of a Brownfield Opportunity Area (BOA) Revitalization Plan for the City of Norwich, New York. It analyzes demographic characteristics, economic conditions, industry trends, and real estate market conditions, and is designed to identify potential opportunities for the proposed BOA study area. Key observations and conclusions are listed below and the full study can be found in Appendix D.

- Low median household income levels and the limited financial assets of residents in the City restrict consumer spending potential. There is a need to attract consumers from the surrounding area and capitalize on the large number of people who work in Norwich but live elsewhere. The development of quality market-rate rental housing in the City could help to attract or retain young professionals who would spend money at local businesses.
- Retail development along Route 12 in the Town of Norwich has had a long-term negative impact on the City, drawing businesses, customers, and traffic away from the downtown commercial district. The number of retailers in the City is less than half what it was in 1997, and the City's share of total retail sales in Chenango County has fallen below 20% (from about 50% in the 1990s). Despite a decrease in the number of eating and drinking places, however, the City accounts for an estimated 35% of the county's restaurant sales. Food service establishments may be a potential niche area for the City.
- The retail trade area, defined as being within a 30-minute drive time of downtown Norwich, encompasses almost all of Chenango County and parts of southwestern Otsego County. Although population trends are similar to those in the City, the trade area has a higher percentage of married-couple families with children, a larger share of households in peak earning years (ages 35-54), and a much higher rate of homeownership than the City overall.
- Norwich has many long-running, highly successful festivals and events that draw

residents and visitors to the City. These include the Chenango Blues Festival, Gus Macker Basketball Tournament, Colorscape Chenango Arts Festival, and the Chenango County Fair. However, the lack of quality lodging in the City serves as a major barrier to increasing the economic impact of tourism and business travel.

- Although the size of the resident labor force has been stagnant to declining over the last 25 years, unemployment rates in Chenango County are typically close to state averages, and the manufacturing sector is in relatively good shape, with several companies investing in expansion projects.
- Agriculture, especially dairy farming, represents a major component of the Chenango County economy. Local leaders and organizations recognize the need to promote agricultural economic development and improve the economics of farming. Vacant and underutilized industrial buildings in the City of Norwich, especially those with rail access, could be used for the distribution and processing of local agricultural products.
- With the exception of large employers like NBT Bank that have their own buildings, most businesses that utilize offices are small and their needs can usually be met by existing structures in the City. As a result, there is little unmet demand for office space.
- The industrial real estate market in Norwich is characterized as “very soft.” Buildings suitable for manufacturing and warehousing generally sit on the market for long periods of time. A property that housed Norwich Aero until parent company Esterline relocated its operations to Mexico has been vacant since June 2016, and the price has been reduced from \$1,495,000 to \$799,000.
- Housing issues in the City of Norwich include a shortage of quality rental units – more than two-thirds of rental housing units are more than 50 years old – and the need for senior housing, including assisted living facilities. There is also an ongoing need for funding to make repairs and improvements to the large number of older housing units.

With assistance from the City’s consultants, the Steering Committee has drafted a set of recommendations for the Revitalization Plan:

OPPORTUNITY #1 – Application for Step 3 - Implementation Strategy and Site Assessments

Seek advice and assistance from NYSDOS for applying for formal designation of the BOA and the next round of funding through the NYSDOS Brownfields Program for Step 3 - Implementation Strategy and Site Assessments. Follow through with the preparation of an application for grant funding to implement the recommendations in this plan.

OPPORTUNITY #2 - Create a Powerful and Unified Marketing Message for the City

Develop and implement a regional branding and promotion program that will serve as a unifying strategy to promote the region’s quality of life and capacity for innovation. Ideally, it will ignite a strong community pride campaign that builds leadership and entrepreneurship, and results in successful branding through local ambassadors. The branding and marketing plan should focus

on the downtown core, Museum District, Heritage Block, and signature cultural events and festivals.

OPPORTUNITY #3 - Fully Develop and Implement Plans for the Museum District

Create a sense of arrival for the Museum District through the streetscape improvement plan provided in this document. Continue to advance the streetscape concept for the Museum District. Provide an updated cost estimate for improvements. See Appendix E for concept and 2014 cost estimate. Seek funding for implementation of the recommended improvements.

OPPORTUNITY #4 - Implement the Heritage Block Redevelopment Project

Advance the planned elements in the Concept Plan developed for the Heritage Block Redevelopment. Update the cost estimate and outline a strategy for implementation.

OPPORTUNITY #5 - Develop a Feasibility Plan for Borden Avenue Industrial Area

Develop a feasibility study with local and regional partners to determine the best set of sustainable uses for the Borden Avenue Industrial Area and explore funding through the Empire State Development Block Program for implementation. Alternative uses for the site including its use as a food production, food processing and greater agricultural economic development hub.

OPPORTUNITY #6 – Recapture Lost Corporate Lodging Demand and the Growing Leisure Market

Increase the number of rooms and variety of overnight accommodations by attracting and supporting development teams to build a combination of basic and boutique B&BS, small hotels, and “flag” hotels. Investigate the feasibility of marketing the existing stock of Victorian and other architecturally-unique houses as a B&B cluster in the City of Norwich.

OPPORTUNITY #7 – Support Entrepreneurship and Create New Opportunities for Business Development and Job Creation

Pursue and seek funding for a center such as the “Innovation Space” concept proposed in the 2015 America’s Best Communities application by Commerce Chenango with other partners. This center would be designed to foster ideas, incubate start-up businesses, and improve career mobility. The Entrepreneur Makers Space in Ithaca is a successful example of a center that has already successfully taken two products to market.

OPPORTUNITY #8 - Bring Recreation to the Waterfront

Study the feasibility of formally connecting the Hosbach Trail and Chenango Greenway Conservancy Trail to develop a comprehensive trail loop system with a single identifying brand with unified signage. Consider possible additional links to local parks and recreational facilities. Market the trail as a regional attraction. Establish a water trail with appropriate access points and amenities along Chenango River and Canasawacta Creek.

OPPORTUNITY #9 –Develop Additional Types of Housing and Improve the Condition of the Existing Housing Stock

Create a trail map to distribute to local businesses, historic society, and municipal offices. Develop a 10-year housing plan that supports and incentivizes rental property development/redevelopment specifically targeting low-moderate income individuals, senior citizen, young professionals, executives, and future students. Develop market-rate rental housing for young professionals on upper stories of downtown buildings.

OPPORTUNITY #10 – Employ feasible Main Street Revitalization Techniques and Programs to Enhance Norwich’s downtown.

Conduct an evaluation of the downtown streetscape that includes identifying the gaps in pedestrian comfort and safety, business beautification and identity, elements of unification, and strong arrival signage. Seek funding to implement comprehensive streetscape improvements throughout the downtown. Develop a long-range plan to demolish, rehabilitate, and reconstruct vacant and underutilized properties through Restore New York grants.

OPPORTUNITY #11 – Develop and Implement a Population Action Plan

Identify actions to attract skilled entrepreneurial young people and empty nesters who would be attracted to outstanding recreational opportunities, energy efficiencies, and general quality of life of the community; actions to retain youth and the skilled workforce; and actions to repatriate people who once lived in Norwich.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	i
SECTION 1 INTRODUCTION.....	1
1.1 The BOA Planning Process	1
1.2 Lead Project Sponsors.....	1
1.3 Project Overview and Description	4
1.4 Community Vision and Goals.....	5
Vision Statement.....	5
Community Goals	5
Relationship to Existing Plans	6
Grant Programs and Projects	15
1.5 BOA Boundary Description.....	18
SECTION 2 WORKING WITH THE NORWICH COMMUNITY	20
2.1 Public Participation Plan.....	20
2.2 Project Partners	20
SECTION 3 ANALYSIS OF OPPORTUNITY AREA.....	22
3.1 Community and Regional Setting.....	22
3.2 Inventory and Analysis	23
Land Use and Zoning.....	23
Brownfields, Underutilized and Vacant Sites.....	28
Parks and Open Space.....	36
Historic and Archeologically Significant Areas	39
Transportation Systems.....	41
Infrastructure and Utilities	43
Natural Resources and Environmental Features	44
3.3 Economic and Market Trends Analysis.....	46
Conditions and Trends	46
Findings Summary	58
SECTION 4 THE NORWICH REVITALIZATION PLAN	60
4.1 Description and Analysis of Opportunities and Recommendations	60
4.2 Implementation Strategy.....	69

LIST OF FIGURES AND TABLES

Figure 1	Community Context Map	3
Figure 2	Study Area Context Map	19
Table 1	Land Uses by Acreage and Number	24
Table 2	BOA Study Area Parcels	26
Table 3	Land Area for Private and Public Property	27
Table 4	Potential Redevelopment Sites	34
Table 5	Recreational Facilities	37
Table 6	Other Recreational Facilities	38
Table 7	Market Area Population	46
Table 8	Market Area Selected Household Characteristics	47
Table 9	Market Area Median Age	47
Table 10	Median Household Income	48
Table 11	Employment by Industry, 2015 Annual Averages	49
Table 12	Major Employers, Greater Norwich/Chenango County	51
Figure 13	Museum District Streetscape Improvements	62
Figure 14	Heritage Block Streetscape Improvements	63

LIST OF APPENDICES

Appendix A Public Participation

Appendix B Atlas of Maps

Figure 1	Community Context Map
Figure 2	Study Area Context Map
Figure 3	Brownfield Opportunity Area Boundary Map
Figure 4	Existing Land Use Map
Figure 5	Existing Zoning Map
Figure 6	Underutilized Sites Location Map
Figure 7	Land Ownership Map
Figure 8	Parks and Open Space Map
Figure 9	Historic and Archeologically Significant Areas
Figure 10	Transportation Systems Map
Figure 11	Infrastructure and Utilities Map
Figure 12	Natural Resources and Environmental Features Map

Appendix C Site Profiles

Appendix D Economic and Market Trends Analysis

Appendix E Streetscape Improvement Concepts

Appendix F SEQR Document

SECTION 1 INTRODUCTION

This Nomination Document is the product of the Step 2 Brownfield Opportunity Area (BOA) Program for the City of Norwich. With the assistance of the NYS Department of State (DOS) and NYS Department of Environmental Conservation (DEC), through the Brownfield Opportunities Area (BOA) program, the City of Norwich completed a Pre-Nomination study in 2009 that conceptualized a strategy for revitalization of the area representing the entire east side of Route 12 (Broad Street) to the Chenango River. This Pre-Nomination study produced an initial analysis of key properties/projects throughout the study area that have the potential to be returned to productive use, and that could serve as catalysts to further revitalization of the City.

The properties identified through the course of the Pre-Nomination were selected if they were believed to be critical to the redevelopment and success of the City of Norwich. Although not all “brownfields” in the popular sense, the City followed the NYSDOS’s definition of a brownfield in the selection of parcels as any vacant, abandoned, contaminated, or underutilized property. In this way, the City was able to highlight/evaluate/choose/recommend both traditional brownfield sites, and smaller, scattered neighborhood properties that could contribute to the economy and standard of living in the community.

1.1 The BOA Planning Process

The second step in the planning process represents the the Step 2 Nomination Phase which is intended to result in a refined, more detailed look at key properties throughout the area initially identified in the 2009 Step 1 Pre-Nomination study. Subsequent analyses by the City and the Steering Committee resulted in minor changes to the boundary area, and in the removal of a number of properties that were considered non-essential in this process. The final BOA product is known as Step 3 Implementation Strategy and/or Site Assessments. The Implementation Strategy will provide a description of the techniques and actions that will be undertaken to advance redevelopment and community revitalization and describes how the requirements of the NYS Environmental Quality Review Act have been met.

1.2 Lead Project Sponsors

The City of Norwich, acting as lead agency pursuant to the State Environmental Quality Review Act (SEQRA) and its implementing regulations (6 NYCRR Part 617), has prepared this Nomination Document for the adoption and implementation of the BOA Plan. The BOA Plan was prepared in accordance with the guidelines established by NYSDOS and NYSDEC for the Nomination Study (Step 2), phase of the BOA Program. NYSDOS and NYSDEC were joint state agency leads for the Norwich BOA, overseeing and providing guidance to the City of Norwich and their appointed study team.

The Mayor and the City Council are the local official and the lead agency, respectively, responsible for this BOA program and will continue to work in cooperation with all City departments. The BOA Revitalization Plan Steering Committee will be responsible for participating in the planning process with the project consultant team - Shelter Planning and Development, The LA Group, and EM Pemrick and Co. - guiding the planning process.

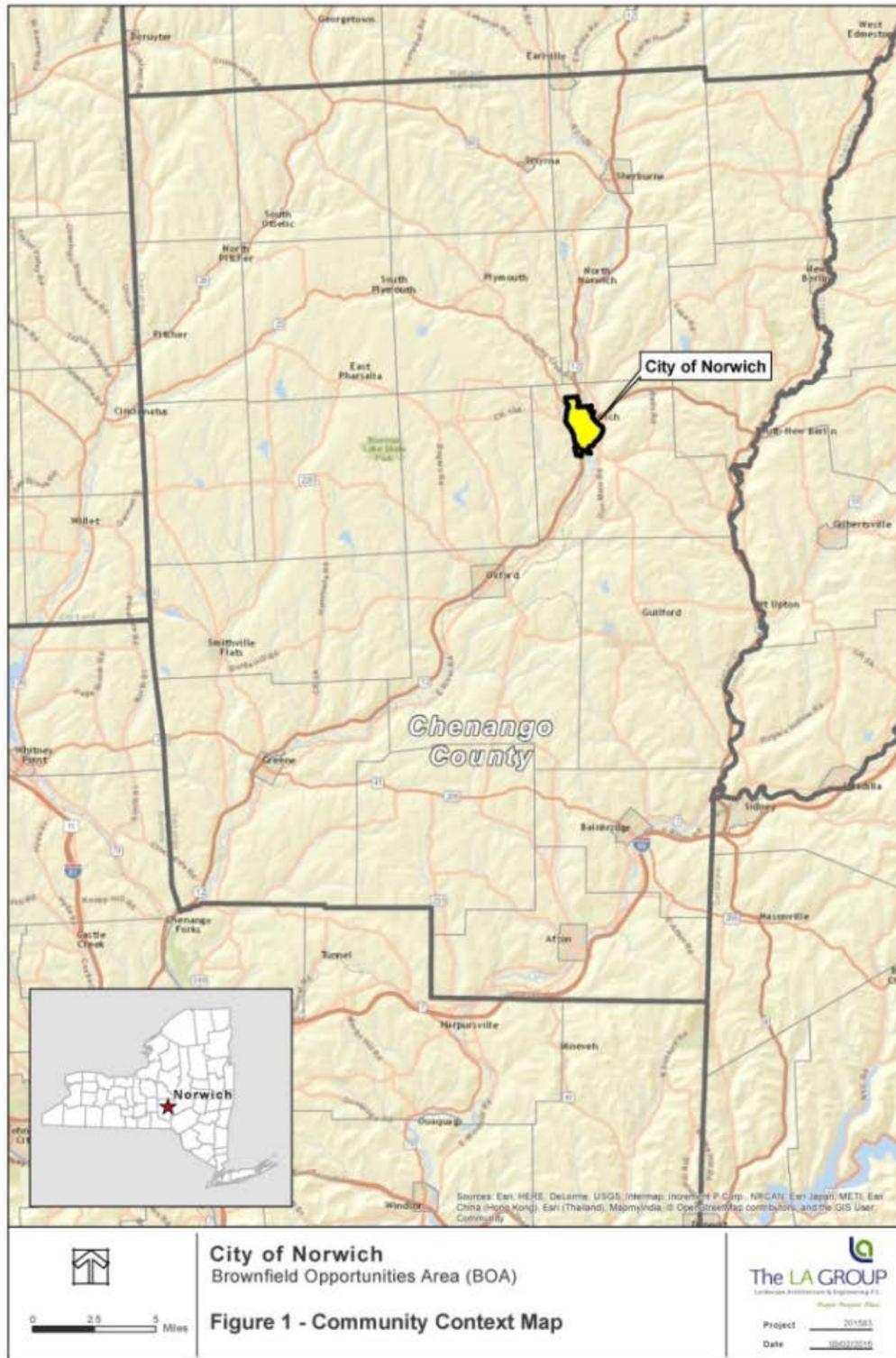
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The following represents a list of agencies consulted during the planning process:

- New York State Department of State – Office of Planning and Development: Division of Development
- New York State Department of Environmental Conservation (DEC)
- New York State Department Health (DOH)
- New York State Department of Transportation (DOT)
- New York State Office of Parks, Recreation and Historic Preservation (OPRHP)
- New York State Office of Real Property Tax Services (ORPS)
- New York State Office of General Services (OGS)

Additionally, the City of Norwich formed a partnership with the community through various workshops and community gatherings to establish a greater sense of community investment and civic pride. As such, staff has worked directly with the public to involve, educate, and imagine Norwich’s future. Stakeholders participating in the BOA process include but are not limited by representation from:

- Commerce Chenango
- Norwich Merchants Association
- Norwich Business Improvement District Management Association, Inc. (BIDMA)
- Norwich Northeast Car Museum
- Chenango County Board of Supervisors
- Chenango County Department of Planning and Development
- Chenango County Historical Society
- Bullthistle Model Railroad Society
- Morrisville College – Norwich Campus
- Irmin A Mody Real Estate
- Hayworth Management Co.
- Made in Chenango
- Hercules Properties, LLC
- The Norwich Brewery
- McLaughlin’s Dept. Store
- NBT Bank
- The Colonia Theatre
- Chenango Arts Council
- Chenango Blues Fest



1.3 Project Overview and Description

There are a number of key sites throughout the City with some potential for revitalization. The redevelopment or expansion of these properties is expected to support the goals and objectives identified by the public for incorporation into the City's overall revitalization strategy.

The study area boundary encompasses the entire City east of Broad Street, and includes 32 identified properties, not counting the rail beds which were also included for examination. These sites generally relate to the industrial and commercial activities that sprang up along the two railroad lines that ran through the east side of the City. These railroads are now largely inactive. Papers to abandon the line closest to Broad Street, the Susquehanna and Western, have just recently been filed, while the other line has long been abandoned and represents a significant corridor of privately and publically owned vacant land. In the past, the S & W provided rail access to a number of areas within the study area, including the sizeable parcel of land at the southern extremity of the City, as well as the Borden Avenue Industrial Area or "Northern Industrial Complex" (as identified in the City of Norwich Comprehensive Plan). Federal, state, and local funds were used by the Chenango County IDA to repair sections of the NYS&W Utica branch rail line that have been out of service since 2006, when flooding destroyed a section from Norwich to below Oxford. Additional damage occurred during Hurricane Irene and Tropical Storm Lee in 2011. Completed in 2017, the project reestablished freight rail service to Chenango County, connecting Norwich with Utica to the north and Binghamton to the south. Restoration of the rail line is expected to improve the economic competitiveness of local manufacturers by providing an easier and less expensive means of transporting goods. It also has the potential to attract new business activity to the area.

While a majority of identified sites are zoned for industrial activities, they constitute a variety of uses including industrial, commercial, and public/community services. There exists a significant amount of vacant land within the study area, contained especially within the northern and southern portion.

Nearly 127 acres of properties were identified by the community as being valuable to examine for their potential for revitalization and redevelopment. The parcels vary considerably in size, ranging from .13 to 32.92 acres, with an average of 3.62. . The variation in size is due largely to the nature and history of land use patterns and human activity. Many smaller parcels were once a portion of a larger industrial site. Some were used as rail lines and now are irregularly shaped. Others, such as those on the northern and southern peripheries of the study area, remain quite large and have not been greatly subdivided.

The formation of a strategy for the revitalization or redevelopment of vacant, underutilized, abandoned or environmentally problematic sites in the BOA study area will have multiple benefits for the City of Norwich including:

1.4 Community Vision, Goals and Objectives

Vision Statement

Through the efforts of the project Steering Committee, comprised of citizen stakeholders, and as a result of community feedback from the first Step 1 public meeting, a vision statement and set of community goals was established to guide the planning process:

“Norwich is a close-knit community friendly to both neighbors and business. The City has enjoyed a long industrial history, but has begun to reinvent itself as a new hub of both technology oriented business and niche markets for the entire region. Vacant or underutilized land has been used to accommodate many new firms of varying sizes, as well as new housing units for the large senior population in Norwich. Partnering with the local colleges, the City is also retaining a new, younger crowd, attracted to the expanding job market, unique hometown feel of the downtown, and recreational opportunities afforded by the various riverside parks and trails. As employment opportunities have improved, so has overall housing condition as residents have begun to reinvest in their properties. Quality of life is on the upswing in Norwich.”

Community Goals

The vision statement is supported by a number of related goals that are generally shared by the community and that may function themselves as incremental steps towards improved economic development and quality of life.

Goal 1 – Create a powerful and unified marketing message

Goal 2 – Develop and implement plans for all the Special Overlay Districts

Goal 3 – Implement the Heritage Block Redevelopment Project

Goal 4 – Develop a master plan for the Borden Avenue Industrial Area

Goal 5 – Recapture lost corporate lodging demand and the growing leisure market

Goal 6 – Support entrepreneurship and create new opportunities for business development and job creation

Goal 7 – Bring recreational opportunities to the waterfront

Goal 8 – Develop additional types of housing and improve the condition of the existing housing stock

Goal 9 – Employ feasible main street revitalization techniques and programs to enhance Norwich’s downtown.

Goal 10 – Develop and implement a Population Action Plan

Relationship to Existing Plans

Norwich benefits from a strong foundation of regional and local planning. These studies and plans lay out a framework for a consistent set of economic development planning goals that help shape the recommendations in this BOA. A listing of these local, county and regional plans with a summary of their findings is found in the narrative below.

Local Planning Initiatives

City of Norwich Comprehensive Plan (2014): This plan outlines all of the significant economic developments and achievements in Norwich since the 2003 Comprehensive Plan was completed. These are as follows:

- New York State ended the Empire Zone Program
- Emergence of natural gas industry interest in developing Marcellus Shale gas deposits
- Subsequent statewide ban on hydraulic fracturing in 2014
- The NYS&W Railroad declared a Suspension of Service, which ended rail traffic on the line
- Apple Converting printing company ceased operations at its Hale Street location
- Rite Aid Corporation acquired Eckerd Drugs and consolidated their Norwich presence into one store, leaving one vacant
- Agro-Farma established their corporate headquarters at the former Procter and Gamble site in the town of Norwich
- The City completed Step 1 and Step 2 of its Brownfields Opportunity Area Revitalization Plan
- The Norwich Business Improvement District Management Association, Inc. (BIDMA) was successful in receiving three New York Main Street grants totaling \$900,000 for downtown rehabilitation
- Byrne Dairy built a new convenience store, gasoline pumps, and laundromat at the corner of East Main Street and Silver Street. A Phase II environmental assessment provided cost estimates for the subsequent clean-up of the site, paving the way for its successful redevelopment
- Commerce Chenango conducted two small business development programs

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

- With the assistance of Restore New York (Restore NY) grant funding, the City rehabilitated the former Frames Unlimited building on East Main Street and returned the property to private commercial use
- CWS constructed a major computer-controlled warehouse addition at its Plant 5 facility on East Main Street

The 2014 Plan acknowledges that there are a number of continuing issues, opportunities, and challenges for Norwich, including:

- A number of commercial and industrial buildings in the City appear to be held for speculative reasons rather than productive use
- Many young adults do not have the job skills necessary to enter the labor market
- The percentage of Norwich residents who are of working age and are participating in the workforce lags the national average
- In the event natural gas exploration does move forward in the region, how does the City position itself as a hub for ancillary business attraction
- Taking the next steps to develop the Museum District as a more unified tourism attraction
- The relative underutilization of the Borden Avenue industrial area
- The increase in retail competition immediately outside the City
- Continuing challenges to making wireless communications available throughout the City
- Announcement of closing of Norwich Aero in late 2015 with projected loss of 120 jobs

Greater Norwich, New York Community Revitalization Plan (2015): This was an application to the America's Best Communities competition developed for the "Community of Greater Norwich", a 175-square-mile area encompassing the Northern New York State Route 12 Corridor which is the cultural, commercial, and civic backbone of Chenango County (comprised of the City of Norwich, and the contiguous Towns of Norwich, North Norwich, Oxford, and Sherburne, including the incorporated Villages of Oxford and Sherburne). Greater Norwich's goals are to lead civic engagement, volunteerism and community development, and provide a vibrant downtown showcasing the character, architecture, artistic nature, and diverse history of the community. Although Greater Norwich was not successful in getting grant funds to finance the initiatives proposed, it continues to support local "farm-to-table" initiatives, and will further develop the existing relationships between Chenango County farms and the world-class restaurants in the urban centers.

Opportunities to Revitalize Norwich - Norwich BOA Pre-Nomination Study (2009): The Opportunities to Revitalize Norwich Program (ORNP) is a community-driven initiative that developed a strategy for the revitalization of areas that have been negatively impacted by vacant, underutilized, abandoned, or contaminated properties. It provided the foundation for the Step 2 Nomination through the NYSDOS's BOA program. Goals for the program included, improving housing opportunities for a rising senior population, increasing the local tax base, exploring niche markets, attracting technology-based businesses, increased opportunities for public access to waterfront, and attention to the environmental sensitivity of specific sites.

County Planning Initiatives

Guiding Chenango - Chenango County Comprehensive Plan (2016): The Chenango County Comprehensive Plan is a statement of policy designed to guide future development patterns to prevent haphazard and costly sprawl and protect valuable farmland. It serves each municipality in its individual planning process by:

- Encouraging development of a sustainable economic base
- Aiding in obtaining state and federal assistance
- Reporting key issues facing county residents
- Promoting political and technical coordination in community development
- Injecting long-range considerations into the determination of short-range actions
- Stimulating public interest, participation and responsibility in municipal affairs

Chenango County Economic Development Strategic Plan Update (2014-2020): Chenango County's economic development partners are developing a prosperous and business friendly economic climate which provides services and support for: business development, retention, and expansion; infrastructure and housing development; education and workforce; and the growth of tourism, cultural, and arts activities.

The strategies that support the economic development goals for Chenango County to achieve over the next five years are as follows:

- Provide business development support, access to resources, and access to capital
- Facilitate project applications for regional and state support
- Facilitate appropriate site selection, site development and infrastructure installation
- Identify key weaknesses and areas of opportunity in local workforce, facilitate communications and collaborations between employers and educators, and seek funding for workforce development

- Prioritize efforts to support businesses with employee recruitment
- Support increased enrollment at Morrisville State College's Norwich campus and provide support for its development
- Conduct a feasibility study for a manufacturing training center in partnership with local manufacturers
- Make capital available to microenterprises and downtown businesses, and; encourage support of local small businesses
- Employ well-known main street revitalization techniques and programs to enhance Chenango's downtowns, central business districts, and village centers
- Support and incentivize rental property development/redevelopment specifically targeting low-moderate income individuals, senior citizens, and young professionals, and seek opportunities for single-family housing market development
- Work to increase collaboration amongst property owners and communities, and assist with marketing, communication, and funding applications
- Promote the county's cultural events, festivals, tourism properties, natural resources, heritage areas, and recreational opportunities as a vital component to Chenango's quality of life, and facilitate cooperation and communication amongst all stakeholders
- Invest resources to resolve Chenango County's current shortcomings in the lodging & hospitality industry
- Attract State support and regional funding to assist in the growth of cultural, recreational, and agri-tourism opportunities throughout Chenango County
- Support agricultural economic development through access to resources, advocacy, and capital
- Support the development and expansion of forestry industries, maple production, and fallow-land production
- Coordinate marketing and communication efforts for the development and distribution of local agricultural products and the attraction of new producers

Chenango County Lodging Study (2014): The purpose of the study was to perform an analysis of demand for lodging in Chenango County and to forecast the gap in the number of rooms, style of accommodations and desirable rate levels for target market groups during the next several years to develop recommendations regarding the preferred locations for additional lodging facilities

within Chenango County. The major issue expressed by the market groups was that the condition of local lodging did not meet their needs and expectations.

Chenango County has the smallest representation of all of the Central NY tourism market. With occupancy rates in the marginal range, the viability of the existing small hotels and inns is decreasing. The main strategy for future lodging is to position Chenango County to capture the growing leisure market and recapture lost corporate lodging activity. At the existing “independent hotels”, this means actively marketing to returning guests, filling “market niches”, leveraging satisfied guests, and effectively using technology and the Internet. At existing “flag hotels”, this means differentiating from the competition on the basis of price, quality and service. The Howard Johnson’s and Super 8 should be upgraded so they are competitive with properties in nearby communities and meet the minimum standards of the market groups. It is also recommended that the County attract a development team to build a new 85-100 room “flag hotel” with an on-site restaurant.

Tourism development efforts in the City of Norwich should focus on working with the Northeast Classic Car Museum and create other related tourism venues and destinations to grow the City into a major year-around regional destination.

Chenango County Agriculture and Farmland Protection Plan Update (2012): This document was developed to highlight the conditions, trends, and importance of local agriculture along with the pressures impacting farming. It recommends local strategies that can strengthen agriculture and retain farmland. Unlike other regions, findings showed that the loss of farmland did not result from housing development and commercial growth but rather from the abandonment of farmland regrowth into woodland. According to the Plan, “adverse long term trends and conditions of the industry have taken a heavy toll on the capacity and health of local agriculture, farm families, farm support businesses, and rural economies.” It recommends that the Agriculture & Farmland Protection Board implement the following strategies at the local level to strengthen agriculture and retain farmland in the County:

- Encourage the utilization and expansion of the local Farmers Markets
- Provide assistance with market research and marketing of farm products
- Expand access to regional markets from Central New York to the Eastern Seaboard
- Include agricultural land protection with other industry development planning
- Develop a mechanism to monitor rural development and provide for uniform reporting to the county government by Towns regarding applications for and approvals of agricultural land use changes
- Educate town and county boards on creating comprehensive land use plans and the application of legal mechanisms for the protection of farmland

Chenango County Hazard Mitigation Plan (2008 Update): This plan outlines county assets that could potentially be at risk from natural and manmade hazards and identifies mitigation actions that can help reduce or eliminate long-term risks. A total of eight natural hazards of concern were identified as significantly affecting the entire planning area: drought; extreme temperatures; flooding (riverine, flash, dam failure, and ice jam); infestation (West Nile Virus, Lyme Disease, Asian Longhorned Beetle, Sirex Woodwasp, and Emerald Ash Borer); natural gas incidents; severe storms (windstorms, thunderstorms, hail, lightning, hurricanes, tropical storms and tornados); severe winter storms (heavy snow, blizzards, ice storms, nor'easters); and wildfires.

The City of Norwich has been an active member of the National Flood Insurance Program (NFIP) since 1987. The current effective Flood Insurance Rate Maps are dated November 26, 2010. The community's Flood Damage Prevention Ordinance (FDPO) in Chapter 273 of the local code was last updated in October 2010. The community is currently in good standing in the NFIP and has no outstanding compliance issues. During the preparation of the FDPO, the City identified the following vulnerabilities:

- The major problem areas in the community are along the Canasawacta Creek on the west and south sides of the city and the Chenango River on the east side of the City. Both areas have suffered from repetitive losses related to flooding, particularly in the last eight years
- There's been damage to City infrastructure, including parks and the City pool, and also damage to dozens of houses. One property was bought out in a state buyout program after suffering unrepairable damage
- In addition, the City's wastewater treatment plant, about a mile south of the city, has suffered repetitive and significant damage from flooding. After the latest flood in 2011, the plant suffered approximately \$800,000 in damages. This was the third major flood to impact the plant since 2005
- The Perry Browne School is located in the Special Flood Hazard Area. While it has not suffered structural damages to date due to flooding, major flood events have threatened the structure and future risk to flooding is identified as a concern

The U.S. Environmental Protection Agency (EPA) Toxics Release Inventory (TRI) database identifies nine TRI facilities in Chenango County as of 2005. TRI facilities are those required to report on chemical storage and use based on particular volumes of specified chemicals stored and used. These TRI facilities store or use the following chemicals: copper; toluene; vinyl acetate; polycyclic aromatic hydrocarbons; nitrate compounds; methanol; lead; propylene; nickel; and nitric acid. The City of Norwich has one site at Route 320 on Woods Corners owned by OGS that produces the following chemicals: methanol; hydrazine; and chloroacetic acid.

Regional Planning Initiatives

New York State Route 12 Corridor Study Phase II (October 2008): New York State Route 12 (NYS Route 12) covers an 84-mile section from Binghamton to Utica. The focus area of the study includes the area from U.S. Route 11 in the Town of Chenango, Broome County through the Towns of Greene, Oxford, Norwich, North Norwich, and Sherburne in Chenango County; Hamilton and Brookfield in Madison County; Sangerfield, Marshall, Paris, and New Hartford in Oneida County; and ends at the New York State Thruway (I-90) in the City of Utica. With direct access to Interstate highways in both the Binghamton and Utica areas, this route has experienced growth in traffic over the years, and the transportation problems that coincide with that growth. The growth along the corridor has resulted in an increase in heavy vehicles, turning movements, pedestrian activity, on-street parking accommodations, and traffic signals.

There are several sources of delay along the NYS Route 12 corridor. Urbanized areas, seen in the Chenango Bridge and Norwich sections, introduce delay with heavy turning movements, pedestrian activity, on-street parking accommodations, and traffic signals. The suburban and rural areas of the corridor create delay by including agricultural vehicles, turning movements into driveways, and limited passing opportunities. Improving the connection between the City of Norwich and the parallel NYS Route 8 corridor may improve travel times and take advantage of the existing expressway sections near New Hartford.

Southern Tier East (STE) Regional Planning Development Board – Comprehensive Economic Development Strategy (2015): The STE region includes the eight counties of Broome, Chenango, Cortland, Delaware, Otsego, Schoharie, Tioga, and Tompkins in upstate New York. The mission of the STE is to partner with member counties to identify and address multi-county issues in order to continue to improve the quality of life within the region. City of Norwich supported projects include:

- Developing the Heritage Block Redevelopment Project
- Constructing a new water treatment plant
- Designing & installing Museum District Streetscape Elements on Rexford Street
- Attracting new industry to Esterline’s impending Norwich Aero Plant Closure (loss of 150+ FTE)
- Converting 27 streetlights to utilize LED technologies
- Building a Child Care Center with the Family Enrichment Network.
- Installing a new elevator for Flanagan Research Center

Strategic Economic Development Plan (REDC Southern Tier) (2011–2016): The Southern Tier region uses a collaborative approach to leverage its globally competitive advantages to attract talent and investment for the development of industry clusters. The focus is on increasing the

size and prosperity of the region's workforce through new business creation based on high-technology discoveries and other entrepreneurial activities, while ensuring healthy communities and protecting the natural beauty and resources of the region. The following series of strategic objectives were developed for the plan:

- Optimize use of the region's abundant natural resources, research and technology transfer, academic and business innovation and training programs to build a thriving energy sector for the benefit of residents, institutions, businesses and major industrial centers
- Build the region's advanced manufacturing sector and transportation industry into a global leader and technological hub for next generation development
- Develop cutting edge technology and expand the use of sophisticated diagnostic tools and care methods, together with training of health care providers and technical personnel, to strengthen the healthcare industry while creating a healthier population and workforce region-wide
- Expand and increase the sustainability of agricultural and forestry ventures through research and new product development, promotion, business infrastructure development, and utilization of new technology with a focus on the growth of value added product development such as cheese, yogurt, wine, beer and spirits
- Strengthen the economic development backbone through community revitalization, infrastructure for shovel ready sites, broadband infrastructure, workforce development; business and technology development; tourism and waterfront development
- Increase the amount of technology being commercialized by regional research sources, the number of companies being formed in the region, the success rate of companies being formed, and the number of students educated in the region that then remain in the region to start companies
- Move the impoverished population into the workforce by pursuing projects and initiatives

Southern Tier Upstate Revitalization Initiative Plan (2015): Southern Tier was the winning region for \$500 million over a five-year span through Governor Cuomo's Upstate Revitalization Initiative (URI) in 2015. By the end of the five years, over 10,200 jobs are expected to be created and \$3.4 billion is expected to be generated back into the Southern Tier economy. The Southern Tier will be a world-recognized leader in agriculture technology and serve as a key food supplier for the East Coast of the United States. Leveraging the global reach and strengths of Cornell University's College of Agriculture and Life Sciences, together with the region's natural assets and strong private sector investment, a strategic mix of projects will transform and grow agriculture and food production, processing and distribution across the region, while also strengthening links to growing tourism and manufacturing industries. Strategies include:

- Develop and implement a regional branding and promotion program that will serve as a unifying theme to promote the region’s quality of life and capacity for innovation, and ignite a fierce community pride that compels residents to be regional ambassadors
- Strengthen the region’s tourism and community assets and use them to promote the region to visitors, prospective talent and investors
- Attract young talent via college towns and small towns. This includes strengthening the college town corridor that winds through the region and retaining more graduates of the region’s world-class academic institutions, which attract more than 60,000 students each year
- Advance commercialization of technology by maximizing innovation and intellectual capital among private-sector and academic institutions
- Attract and nurture a critical mass of entrepreneurs by promoting the commercialization of research from the region’s sources of innovation, retaining the brightest college graduates and providing an entrepreneurial ecosystem including incubators, seed capital, support services and attractive communities
- Advance New York State initiatives, including Hot Spots, Global NY, Veterans Initiative, NY Rising, Opportunity Agenda, 76 West, NYSTAR, Cleaner Greener and Brownfield Redevelopment

The Appalachian Regional Commission’s (ARC) Five-Year Strategic Plan for Capitalizing on Appalachia’s Opportunities (2016-2020): ARC’s 2016–2020 Strategic Plan identified the most significant opportunities for moving the Region’s economy forward and the most important building blocks or capacities that would need to be created or strengthened for those opportunities to be advanced. There is a wide range of new economic opportunities in the Region’s growing sectors—including local food systems, tourism, health care, manufacturing, and diversified energy—and the Region has a foundation of strong and valued natural and cultural assets to build on. ARC will pursue the following activities, which were informed by input from the Region’s residents during the strategic planning process:

- Identify, document, and proactively share exemplary practices and new ideas with the Region’s communities on a regular, timely, and consistent basis so they can maximize economic opportunities
- Develop and share data and research that is actionable and useful to communities as they make strategic decisions about their assets and the economic opportunities that offer the best future prospects
- Advocate for Appalachia and develop co-investment partnerships with other organizations at all levels—local, regional, national, and global

- Provide technical assistance and referrals so communities have the capacity and connections needed to pursue opportunities
- Work with local development districts in the Region and help build their capacity to support local communities
- Create and effectively use advisory councils and other regional networks to provide input on sectors and building blocks that contribute to regional prosperity
- Invest in pilot initiatives to demonstrate new and promising practices in the Region
- Catalyze, facilitate, and strengthen partnerships and collaboration across the Region
- Foster coordination among the range of economic development plans and initiatives taking root in the Region
- Provide regular opportunities for public, private, and nonprofit stakeholders to inform ARC's investments

Grant Programs and Projects

The City of Norwich has received three Community Development Block Grants (CDBG) totaling \$1.25 million since 2000. These included housing rehabilitation, comprehensive planning, and economic development projects. Over the same time period the City was awarded five Department of Homes and Community Renewal (DHCR) grants totaling \$2.42 million for construction rehabilitation projects. Some of the most significant grants and projects are outlined below:

New York State Main Street Program: The New York State Division of Housing and Community Renewal (NYSHCR) awarded the Norwich Business Improvement District Management Association, Inc. (BIDMA) \$400,000 for façade and interior renovations of buildings throughout the downtown. Participating property owners may recover up to \$50,000 of eligible costs to improve the interior of their building, and up to \$10,000 for façade, on a dollar for dollar matching basis.

New York State HOME Program (Multi-family rental rehab): The City has been awarded \$500,000 by the NYSHCR to provide grants to the owners of multiple family rental properties in order to address and repair serious structural issues that represent a barrier to safe, affordable rental housing.

New York State HOME Program (Home ownership subsidy): NYSHRC has also assisted the Norwich Housing Authority with a grant of nearly \$400,000 to help subsidize the purchase price of 12 senior housing units.

Office of Community Renewal – Targeted Rehabilitation: This agency administers U.S. Department of Housing and Urban Development (HUD) monies state wide for use in various community development activities. Housing rehabilitation funding could be pursued to address the severely substandard housing along State Street.

Restore New York (Restore NY): Funding is available from Empire State Development Corporation (ESD) to redevelop primarily vacant and underutilized properties in established urban areas. Eligible activities include demolition, rehabilitation, and reconstruction. Potential projects might include the East Main Street School, which currently lies vacant. Under this program the City demolished three dilapidated residences and constructed three new homes for moderate income first time buyers. It is in the process of implementing a Restore NY program awarded from previous grant cycles.

National Park Service - Rivers, Trails, and Conservation Assistance (RTCA) Program
The Chenango Greenway Conservancy has received technical assistance from the RTCA to develop a comprehensive greenway or green infrastructure plan.

Norwich Heritage Block Redevelopment Project: The Heritage Block is an one-block area in a highly distressed section of downtown Norwich between Mechanic Street and Lackawanna Avenue bounded by North Broad Street on the west and Lackawanna Lane to the east. The owners of 42 and 44-46 North Broad Street plan to establish a brewpub, and a “100-Mile Market” that offers food products from within a 100-mile radius, on the ground floor. It is anticipated that the new investment will help to revitalize an area of North Broad Street that has many vacant commercial properties. The Heritage Block consists of six deteriorated commercial structures and an interior parking area. In December 2014, the City of Norwich was awarded a grant package worth a total of \$904,000. An additional \$817,000 in private investment has been committed and will be leveraged to create 32 construction jobs.

Grants awarded consisted of the following:

- \$120,000 from ESD for restoration of the Heritage Block
- \$250,000 from the New York Main Street grant program through the New York State Office of Community Renewal awarded for facade and building renovations
- \$534,000 from Environmental Facilities Corporation’s Green Innovation Grant Program will pay for green infrastructure and streetscape improvements
- \$120,000 from the 2016 Restore NY Round 4 Grant Application to demolish a vacant multi-residential building and construct a new single-family building at 45 Silver Street

Cobbler’s Square Apartments: This is the completed adaptive reuse of the former Norwich Shoe at 11 State Street that includes a community building and 34 family units. The project was able to access NYSHCR’s Green Building Initiative to qualify for the Low Income Tax Credits (LIHTC) program.

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

City of Norwich Engineering Study: The City of Norwich will complete an engineering report to evaluate and identify sources of inflow and infiltration into the City's sanitary sewer collection system through a 2015 DEC Engineering Planning Grant in the amount of \$100,000.

Railroad Revitalization: Funding in the amount of \$772,000 was awarded in 2011 by the New York State Department of Transportation (NYSDOT) for repairs following the 2006 floods. Initiated in 2006 Commerce Chenango, this funding leveraged an additional \$4.7 million from the federal Economic Development Administration. Matching funds in the amount of \$400,000 were supplied by NYS&W, Chenango County, the Develop Chenango Corporation, and the County IDA.

Sunrise Family Farm Expansion: Sunrise is a dairy manufacturer based in the Town of Norwich. Its primary business is contract manufacturing. The company sources milk from local dairy farms to produce yogurt, buttermilk, *crème fraiche*, and other products for new and existing food businesses. In 2012, the company received a \$275,000 grant from ESD to help finance a \$3.4 million expansion of its operations in the Village of Greene. The project expanded the company's capacity by 250%, created or retained 49 jobs, and increased Sunrise's annual sales from \$2 million in 2012 to \$15 million in 2013.

Norwich Pharmaceuticals, Inc.: Norwich Pharmaceuticals, Inc. received \$2,000,000 in Excelsior Tax Credits in 2011 to make upgrades to the existing manufacturing facility to advance competitiveness. With \$32 million leveraged, there were 27 jobs created and 334 retained.

Norwich Water Treatment Plant: Flooding at the wastewater treatment plant (WWTP) results in significant and repetitive damage to the screw pumps and increases the risk of wastewater flowing into the Chenango River. Therefore, the plant needs to rent high capacity pumps to keep the plant online during flooding. From the latest flood in 2011, the plant suffered approximately \$800,000 in damages.

In an effort to reduce the likelihood of a system overflow, the City received a \$35,000 grant to replace the Wheeler Avenue Water Tank. The City secured an additional \$62,000 grant through the USDA to pay for a hazardous material clean-up after it was revealed that lead-based paint was originally used to paint the tank. Earlier this year, the project, which was initially estimated at a total \$2.7 million, was upped to approximately \$3.4 million due largely to the unforeseen costs of lead abatement and incidental expenses. The City Council approved up to \$780,000 in additional bonds for the project at a special meeting called in July. According to Department of Public Works Superintendent, the goal of the project is to utilize as little of the approved funds as possible while sufficiently upgrading the Wheeler Avenue Water Tank.

U.S. Representative Richard Hanna recently announced a \$1.85 million federal loan for the City of Norwich to assist with the water tank upgrade. The loan was made available through the U.S. Department of Agriculture's Rural Development program. The City also received a \$750,000 grant from Rural Development. The funds will be used for the demolition of the existing water storage tank and valve vault, and to replace it with a pre-stressed concrete water tank and control valve vault, a storm water detention basin, and an access drive from Wheeler Avenue to the new tank.

Norwich Wastewater Treatment Plant: In 2009, Norwich received \$500,000 for the replacement and renovation of the Wastewater Treatment Plant through the Environmental Protection Agency's (EPA) Special Water and Wastewater Infrastructure Projects.

Chenango County Child Care Center: As an Opportunity Agenda Priority Project for the Southern Tier, the City of Norwich was granted \$100,000 in Empire State Development Capital Funding in 2012. The Family Enrichment Network is acquiring and renovating a space to support 6 classrooms and indoor/outdoor spaces to serve 64 low-income children. The goal of the project is to address the child care needs of impoverished people seeking employment in downtown Norwich.

Greater Norwich ABC: The city received an America's Best Communities (ABC) award of \$50,000 to plan for "Innovation Space" in downtown Norwich. The "Agriculture Innovation Space" will spearhead the local "farm-to-table" initiatives, and will further develop the existing relationships between Chenango County farms and the world-class restaurants in the City of Norwich.

Southern Tier URI Plan : In December 2015, the Southern Tier (along with the Central New York and Finger Lakes regions) was designated a "Best Plan Awardee" as part of the Upstate Revitalization Initiative (URI) program aimed at improving the upstate New York economy. The Southern Tier will receive a \$500 million allocation of URI funds over five years to implement its revitalization plan, creating more than 10,000 jobs and leveraging \$2.5 billion in private investment. The agricultural initiative calls for a "strategic mix of projects [to] transform and grow agriculture and food production, processing and distribution across the region, while also strengthening links to growing tourism and manufacturing industries." These projects include the construction or expansion of processing facilities for dairy, value-added foods and meat, and the creation of a food hub network to facilitate the distribution of agricultural products around the state.

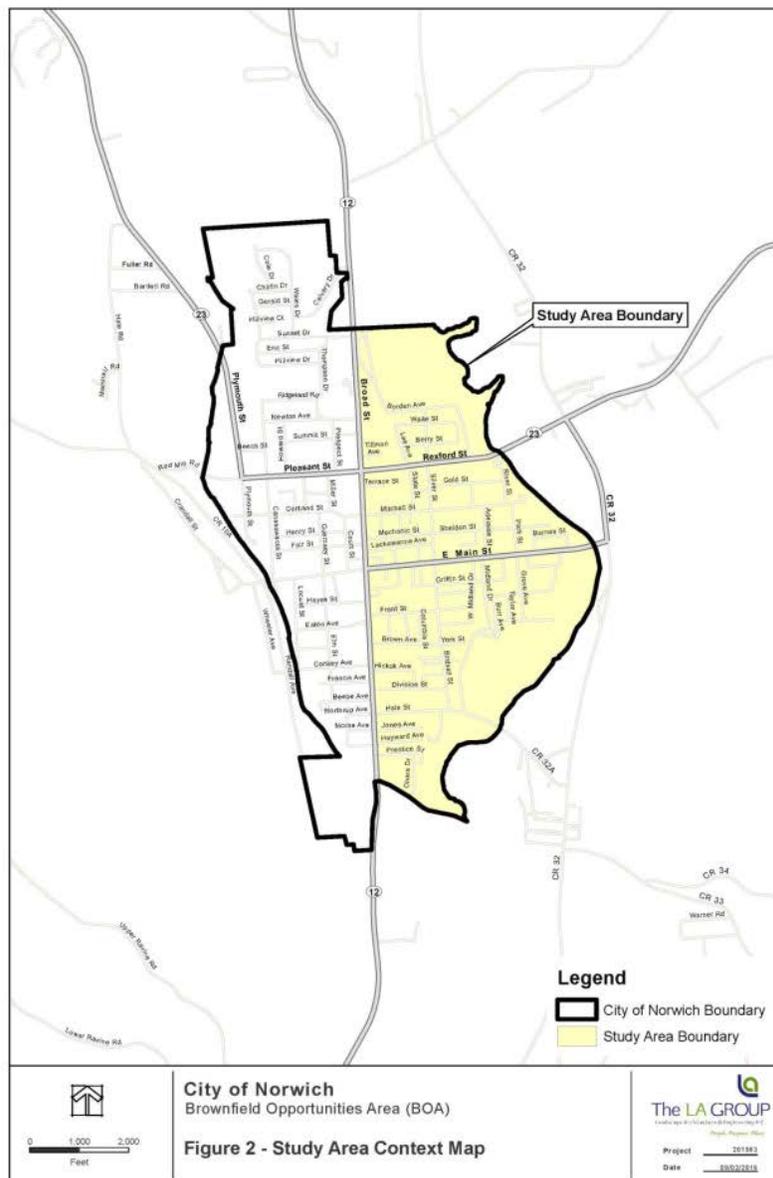
1.5 BOA Boundary Description

It was concluded during the first organizational meeting for the ORNP program that the city would benefit from altering the study area boundary from its original position established during the application process. The resultant boundary is simpler and follows built and natural features adjacent to the identified study sites.

The study area encompasses the entire City east of Broad Street with an eastern boundary that follows that of the City along the Chenango River. The western boundary of the study area follows Broad Street, the primary commercial corridor in Norwich. While Broad Street is zoned largely for residential and commercial purposes, multiple uses are closely integrated within a relatively small area including community services, recreation, and entertainment. Because of the size and constrained nature of the City of Norwich, the proposed study sites, most within walking distance of Broad or East Main Street, have the potential to significantly affect activities along these main corridors. Land uses will play a large role in determining how one approaches planning for the future of these properties. The more rural, riparian character of the northern and southern sites, for instance, involves determining how best to balance further economic

development and expansion of business with the improvement of the land for recreational opportunities and natural preservation.

The boundary is large enough to contain all proposed study sites as well as those properties that are potentially affected by this planning process and future redevelopment activities. Within the boundary there are several sites where commercial, industrial, or residential activity is currently taking place. Contamination associated with these properties is not automatically assumed. This study represents the first effort to inventory and characterize the industrial and commercial history of specific properties in Norwich, and the subsequent effects not previously considered and/or documented. This study focuses on data collection and establishing a citizen participation process where the community has a chance to articulate a vision for the revitalization of Norwich.



SECTION 2 WORKING WITH THE NORWICH COMMUNITY

2.1 Public Participation Plan

Community participation in the Brownfield Opportunity Revitalization Plan was accomplished through a variety of forums and outreach mechanisms to engage interested persons in the development and preparation of the BOA. The specific elements to be employed include steering committee meetings, property owner outreach, informational meetings, consultation with officials from the City of Norwich and representatives from the New York State Department of State (NYSDOS), and public meetings.

The Steering Committee was the primary group guiding the preparation of the Revitalization Plan and advised the City and the project consultant on the elements and content of the plan and related documents. To ensure broad understanding of the purpose and direction of the Revitalization Plan and to solicit diverse input from affected stakeholders, other interest groups were included by the City of Norwich, the Steering Committee, NYSDOS, and others. The initial input from participating residents was obtained, regarding the elements and content of the Revitalization Plan and related documents, as necessary and appropriate. This input was gained through interviews and workshops facilitated by the Steering Committee and the project consultant, with periodic reports updating the plan's development. All input was shared with the Steering Committee members (see Appendix A).

A public meeting was scheduled at the end of the process to facilitate formal endorsement of the Nomination Study at the local level. That meeting provided the Steering Committee, property owners, and broad public an opportunity to address the City regarding the status and content of the Revitalization Plan (see Appendix A).

2.2 Project Partners

Completion of this report required assistance, guidance, support, and collaboration from several local, regional and state organizations, authorities and firms. The following is a comprehensive list of the entities which have collaborated to develop the City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan:

- City of Norwich
- City of Norwich BOA Revitalization Plan Steering Committee
- Chenango County Department of Planning and Development
- New York State Department of State – Office of Planning and Development: division of Development
- New York State Department of Environmental Conservation (DEC)
- New York State Department Health (DOH)

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

- New York State Department of Transportation (DOT)
- New York State Office of Parks, Recreation and Historic Preservation (OPRHP)
- New York State Office of Real Property Tax Services (ORPS)
- New York State of Office of General Services (OGS)
- The project consultant team: The LA Group, Shelter Planning and Development, and EM Pemrick and Co.

SECTION 3 ANALYSIS OF PROPOSED BROWNFIELDS OPPORTUNITY AREA

3.1 Community and Regional Setting

The City of Norwich is located in central New York in Chenango County between the Canasawacta Creek and the Chenango River. Covering an area of 2.12 square miles, the City is surrounded on all sides by the Town of Norwich. The City of Norwich is located in the center of the triangle that encompasses Syracuse, Albany, and Binghamton. The City of Oneonta and access to Interstate 88 are approximately 35 miles away to the east, while the Binghamton metropolitan area and access to Interstate 81 are 40 miles away to the south and west. Figure 1, “Community Context Map”, shows the location and relationship of the City to the surrounding towns, county and region. Figure 2, “Study Area Context Map”, shows the location of the proposed BOA in relation to the community and entire municipality. Both of these maps are found in Appendix B Atlas of Maps.

The region was originally claimed and dominated by the Iroquois Confederacy, consisting of the Mohawks, Oneidas, Onondagas, Cayuga and Seneca Indians. Early settlers arrived from New England and incorporated Norwich as a village in 1816 and eventually as a City in 1914. The Canasawacta Creek and the Chenango River dictated the City’s historical boundaries and growth limitations. In the mid-19th century, Norwich developed a strong industrial/manufacturing economy. The Chenango Canal was constructed to connect the Erie Canal to the Susquehanna River with the intent to spur commerce and bring prosperity to the Norwich region. Other industries followed that specialized in furniture, textiles, and musical instruments. Pharmaceuticals became one of the most important commodities in Norwich with the incorporation of the Norwich Pharmacal Company in 1889 and culminated with Proctor and Gambles purchase of Norwich-Eaton Pharmaceuticals in 1982.

While manufacturing has suffered serious setbacks over the last 25 years, several manufacturers in the Norwich area have expanded. These include Golden Artist Colors, Inc. who acquired and renovated a 45,000-square foot industrial building on Hale Street as part of a \$2.5 million expansion. In April 2015, Norwich Pharmaceuticals, a contract pharmaceutical manufacturing business, broke ground on a \$26 million expansion of its facility in the Town of North Norwich. Norwich is the headquarters of NBT Bank, which operates in upstate New York, northeastern Pennsylvania, and parts of New England. The company has 160 bank branches, with 11 in Chenango County alone. NBT has nearly 650 employees in Norwich and supports many community-based initiatives.

The City of Norwich is the largest municipality in Chenango County and serves as the seat of county government. It has historically served as the commercial, industrial, governmental, and cultural center of the region. Norwich is currently the only municipality in the surrounding area that has the sewer and water capacity to accommodate additional economic activity of any significance. Cultural amenities include the Northeast Classic Car Museum, Chenango County Historical Museum, and the Bullthistle Model Railroad Museum. The State University of New York (SUNY) at Morrisville maintains a Norwich campus that offers associate degree programs in technical fields. The campus maintains state-of-the-art classrooms and represents an excellent opportunity for residents to continue their education.

The 2010 population of the City of Norwich was 7,190, a decline of 5.6%, or 258 people, since 1990. More recent population estimates developed by the U.S. Census Bureau and compiled by the Cornell Population Center indicate a decline of 112 people (-1.6%) between 2010 and 2012. In 2010, there were 3,097 households residing in the City of Norwich, a 1.1% decline since the previous decennial census. Based on 2015 estimates from ESRI, nearly one-third of all residents in the City of Norwich are under age 25. 13.3% of residents are 25 to 34 and 36.0% are between the ages of 35 and 64. Approximately 18% of residents are age 65 and over. Projections to 2020 indicate that the fastest population growth in the City of Norwich will be among individuals age 65 to 74 (+10.7%) and age 75 and over (+4.5%), followed by those between the ages of 35 and 44 (+3.9%). Household income data indicates Norwich has an estimated 2015 median household income of \$37,226.

3.2 Inventory and Analysis

Land Use and Zoning

The following section provides an overview of the existing conditions and potential opportunities for the Brownfield Opportunity Area (BOA). This includes a broad description and analysis of the overall BOA study area.

Existing Land Uses

The study area follows simple boundaries that encompass the eastern half of the City. Nearly all industrial and a large number of commercial land uses are located within this area. Among the industrial and commercial uses are a significant number of residential properties as well. The brownfields sites selected for the study fall within this boundary and are located in close proximity to the rail beds that run north-south through the eastern portion of the City. A broadly defined study area permits the inclusion of the majority of properties that the community is interested in revitalizing. Figure 4, “Existing Land Use Map”, illustrates the general distribution of land uses throughout the City (see Appendix B).

Residential: Residential use is primarily confined to detached single family residences. Multi-family dwelling units include townhouses, converted older single-family structures and multi-story homes.

Commercial: Commercial, recreation/entertainment, industrial, and public service activities are predominantly located in the eastern half of the City and therefore within the study area boundary. For vacant land, commercial, and public service uses, the selected properties themselves represent a significant percentage of total acreage. Medium to large-scale commercial and franchise uses tend to cluster in the downtown taking up valuable small business space. Most of the larger stores edge the BOA in typical suburban fashion. Changes in activity level or land use of identified properties have the potential to impact surrounding land uses, which for some categories, primarily occupy the eastern half of the City.

Large, underutilized areas of privately held land exist throughout the study area, and could accommodate further commercial and industrial growth. Economic development efforts to bring

new uses and businesses could be focused on a number of identified sites where significant acreages of land in the heart of the City remain under-developed, such as Borden Avenue, State Street, and Mitchell Street. In addition, certain properties with well-established commercial or industrial uses could be supported through marketing assistance and the presence of increased economic activity in other areas of the City. Commercial strip development immediately outside the City has dramatically impacted the municipal tax base and resulted in vacancies in downtown storefronts.

Industrial: The City’s economic base has long been tied to the industrial and manufacturing sectors that still have a significant presence in the greater Norwich area. Significant progress has been made in remediating contaminated sites and preparing them for redevelopment. All of the industrial zones as well as the parcels identified as industrial are within the BOA boundary.

Agricultural: There are no farms located within the City. The City’s only agriculture related producing business is Pire’s Flower Basket at the northern end. The City supports local agriculture through the Farmers Market, the oldest farmers market in New York State.

TABLE 1 LAND USES BY ACREAGE AND NUMBER		
Land Use Categories	BOA Land Area	Number of Parcels
Agricultural	-0-	-0-
Residential	237	973
Vacant Land	82	142
Commercial	124	156
Recreation/Entertainment	80	21
Community Services	317	32
Industrial	29	12
Public Services	65	10
Total	934	1,346

Source: 2017 GIS

Zoning

The Common Council of the City of Norwich adopted a Zoning Code in 1981 and significantly amended it in 1997. The Code establishes specific uses and design standards permitted in distinct areas of the city. As described below, there are four residential districts (R-1, R-1a, R-2, and R-3; one general business district (B-1), one highway business district (B-2), a railroad district (RR). Figure 5, “Existing Zoning Map,” indicates the boundaries for the various zoning districts throughout the City (see Appendix B).

- R-1 – The Residential District is designed to provide a suitable open character for single family residences at relatively low densities
- R-1A – The Residential District permits densities at a lower level. Most lands are developed and improvements to these lots can occur without necessitating cumbersome variance procedures

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

- R-2 – The Residential District is designed for higher densities and allows for a variety of housing types in order to provide a broad range of choices
- R-3 – The Residential District treats office buildings, restaurants, and retail businesses as special uses that can be permitted if they are found not to be obtrusive to the neighborhood
- B-1 – The General Business District is the largest regional commercial center within 30 miles and provides for a variety of retail, governmental services, community services, and office needs
- B-2 – The Highway Business District is intended to provide a location for uses not appropriate to the core business district
- RR – The Railroad District is intended to provide a linear corridor through the City suitable for rail transportation and recreational trail development
- IN – The Industrial District is intended to provide sufficient space in appropriate locations to meet the needs of the City’s present and future industrial base

Two overlay districts that provide additional guidance for specific types of development are as follows:

- Museum District Overlay – Designed to encourage new construction and renovation that is consistent with that area’s historical heritage. This overlay encompasses a cluster of identified sites along Lee Avenue and State Street.
- Historic District Overlay – Exists on two distinctive districts - the Chenango County Courthouse Historic District and the North Broad Street Historic District. These districts help to recognize and preserve the highly valued historic and cultural places.

Zoning is guided by the City of Norwich Comprehensive Plan (latest 2014) technical memorandum that offers recommendations on how to improve and update the City Zoning Ordinance. Some of the more pertinent suggestions are:

- The use of tables and drawings to illustrate important issues such as setback requirements or landscaping standards.
- Specifically address historic districts in ordinance.
- Consider the use of new overlay districts.
- Revisit current development patterns and update lot size and setback requirements.
- Enhance development standards to clarify issues such as lot coverage and open space requirements. Streamline the process for all parties.

- Reexamine requirements for off-street parking.

Table 2 reports the number and acreage for each of the zoning districts for the year 2017. The majority of acreage (72%) is in residential districts, 10% is in the business district, less than 1% is in a PUD, 12% is in industrial, and 5% is in railroad. Of the parcels within the study area, 83% are in residential districts, 12% are in business districts, 1% is in a PUD, 4% are in industrial districts, and less than 1% is part of the railroad district.

TABLE 2 BOA STUDY AREA PARCELS		
Zoning Categories	Acres	Number
<i>Residential-1</i>	382	136
<i>Residential-1A</i>	45	207
<i>Residential-2</i>	214	728
<i>Residential-3</i>	12	44
<i>Business-1</i>	49	132
<i>Business-2</i>	41	25
<i>PUD</i>	7	19
<i>Industrial</i>	109	51
<i>Railroad</i>	47	6
Total	906	1,348

Source: 2017 GIS

Special Permits

While certain uses are permitted “by right” in each zoning district, other activities require greater scrutiny because of their potential to be injurious or detrimental to the public. Typically, proposed projects are presented to the Zoning Officer and an application for a building permit is filed. The permit is granted after insuring that all conditions in the zoning ordinance have been met. Projects requiring special permits, however, are brought to the City Board of Appeals which is given the authority to approve or deny the permit following a public hearing process and an evaluation of the impact of the activity on the city. Property owners seeking to expand or alter their property in any way should consider what level of detail and preparation will be required.

PUD

The Planned Use Development district is permitted in certain areas of the City where it is recognized that the requirements established through the primary zoning districts may be either too rigid or too lenient in terms of density standards, allowed use, or setback requirements. PUD allows greater flexibility and mixture of uses for detailed and fully-planned developments. Though no selected sites currently hold PUD status, property owners with a specific project in mind may apply to the Planning Commission for this designation. This presents a potential benefit /incentive for redevelopment of sites with the study area.

Land Ownership Patterns

Municipally-Owned: The study area contains most of the publically-owned sites in the City. The largest parcels include Norwich High School, the Department of Public Works (DPW), the NYS&W rail line (title is held by the County IDA, but maintained by NYS&W), and large undeveloped areas of land at the northern and southern ends of the City. Table 3 summarizes the land area totals dedicated to public and private lands. Figure 7, “Land Ownership Map”, compares the general distribution of public and private properties throughout the City (see Appendix B). The City and County control sites are important to establish a long term vision for this program and for the potential benefit the entire region through creative planning and redevelopment.

Private Land Ownership: Approximately 40% of all public lands and 47% of all private-public lands are within the BOA boundary.

TABLE 3 LAND AREA FOR PRIVATE AND PUBLIC PROPERTY			
	Non-BOA Area	BOA Study Area	Totals
Public Lands	254	168	422
Private	904	423	1,327
Total	1,158	591	1,749

Source: 2017 GIS

Economic Development Areas

Located in and around Norwich are several commercial/industrial centers that are designed to serve as a catalyst for business and employment growth in the region. They include:

Earl B. Clark Business Park: The County IDA-owned business park is located in the Town of North Norwich that serves as a business incubator for the region. There is presently 1 commercial tenant with the potential for additional businesses following the removal of debris from several previously demolished buildings.

The Eaton Center: This office complex, located off of South Broad Street in Norwich, offers 200,000 square feet of state-of-the-art commercial space to a wide range of businesses. The Eaton Center’s tenants include, but are not limited to, a variety of physicians, businesses offering investment services, the Chenango County Chamber of Commerce, and several administrative offices such as the Norwich City School District and Chenango Memorial Hospital. The café and gym located on premises serve employees from businesses within the center as well as surrounding residents.

Warren E. Eaton Airport Industrial Park: This site in North Norwich also functions as the County IDA incubator park. Though it hosts several different businesses, it’s potential for significant development remains limited due to its proximity to the airport as well as environmental limitations.

Brownfields, Underutilized and Vacant Sites

One of the main impediments to redevelopment in the City of Norwich is the number of abandoned, vacant or underutilized sites, many of which qualify as brownfields. According to the EPA, a brownfield is a property for which the expansion, redevelopment or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant.

The identification and analysis of vacant, underutilized, abandoned or environmentally problematic sites in the study area, and the formation of a strategy for their revitalization or redevelopment will have multiple benefits for the City of Norwich. Figure 6, “Underutilized Sites Location Map”, identifies the location and size of each brownfield and other underutilized, abandoned or vacant sites. These sites are outlined in Table 4 and the priority sites are detailed in Appendix C Site Profiles.

New Development and Uses: Vacant sites that are returned to productive use represent a reinvestment in the community and an effort to improve dense neighborhoods in which many of these sites are located. In cases where a site is still in active use, this program will provide a roadmap for property owners to expand and improve these uses in a way that reflects the needs, desires and creativity of the Norwich community. This document also seeks to build on the initiatives recently undertaken to improve sewer and water infrastructure servicing the Borden Avenue Industrial Area, the largest area of underutilized land in the City. Furthermore, any land that is placed back on the tax roll, or is perhaps providing municipal taxes for the first time, will provide Norwich with additional resources that can then be reinvested into the community and leveraged to further develop the City economically.

Businesses and Housing: The “City of Norwich Zoning Map” shows that commercial, residential, and industrial uses are integrated within a relatively small geographic area. Residential areas for example, are often immediately adjacent to properties zoned and used for industrial purposes. The redevelopment or expansion of identified properties presents the potential for a significant interplay between new business and industry, and those residents living in close proximity. A majority of the study area falls in a state-designated Environmental Zone, and signifies a high level of economic distress for residents near included sites (a poverty rate of at least 20% and an unemployment rate of over 125% of the New York State average). One goal for the program could be the creation of either low to moderate income housing, or business providing employment opportunities for the same population segment.

New Employment Opportunities and Additional Revenues: With the shrinking of the manufacturing sector and the subsequent loss of jobs in Norwich, the Step 2 plan anticipates creating a strategy that will reinforce the aims of the various economic development agencies operating within the county, in their attempts to provide a competitive business environment, as well as an increased number of job opportunities for City residents. Currently underutilized land within the City, particularly along Borden Avenue, has the potential to accommodate a large number of new commercial and industrial firms. Businesses drawn to locate in the City will improve the local tax base, as well as provide the added benefit of removing blighted structures and restoring properties to productive use.

New Public Amenities: With proper site design and input from the community, significant areas of land within the BOA study area could be redeveloped and portions of land set aside for parks, trails, fishing access, and other forms of passive recreation. Large portions of the northern and southern parts of the City are relatively undeveloped, particularly those areas adjacent to the New York, Susquehanna & Western (NYS&W) rail line within the study area. Any redevelopment should take into account the need to expand recreational opportunities in the City.

Improving Environmental Quality: The City has seen recent improvements to the quality of the Chenango River due to upgrades to the Sewage Treatment Facility and related improvements. Any actions taken to redevelop sites, especially those in the northern and southern reaches of the study area adjacent to the river, need to take into account the effect of these activities on water quality and public access. The study area is uniquely positioned to take advantage of the considerable natural amenities and opportunities for public access on municipal land along the River.

The remediation and redevelopment of potentially contaminated sites often involves the removal and disposal of contaminants. This process leads to an improvement in local environmental quality, as well as an increase in quality of life, health, and safety of those residents living in close proximity to these sites. The strategy outlined through this planning process and subsequent redevelopment can also help to address environmental injustices, such as a disproportionate concentration of abandoned, vacant, or blighted properties in areas of higher poverty and economic distress. While many of the identified properties in Norwich will not have contamination problems, their inclusion in the study is still important for the purposes of developing an overall plan for revitalization.

Priority Sites for Redevelopment

Based on a review of environmental data bases, plans and reports, and property assessment data, a total of 127 acres of properties have been identified by the community as being valuable to examine for their potential for revitalization and redevelopment. These parcels vary significantly in size, ranging from 0.13 to 32.92 acres, with an average of 3.62. The large variation in size is due largely to the nature and history of land use patterns and human activity. Many smaller parcels were once a portion of a larger industrial site. Some were used as rail lines and now are irregularly shaped, while others remain quite large and have not been greatly subdivided, such as those on the northern and southern peripheries of the study area.

The City of Norwich is largely a “built out” community with little undeveloped space remaining within the City’s boundaries. Inevitably, this condition will affect future development opportunities for both residential and commercial uses. As with many other tightly confined communities, much of Norwich’s future growth will be found in redevelopment and adaptive reuse of vacant or underutilized sites that once contained some other use. A good example of infill redevelopment is the Norwich Housing Authority’s Brown Avenue housing project which is bringing back to life a vacant site with new accessible housing for elderly homebuyers. Below are other sites that have good development potential for residential use.

Borden Avenue Industrial Area: The Borden Avenue Industrial Area contains about 50 acres of underutilized land and structures. Only three businesses are in operation at the site. Two, Sun Printing Inc. and Precision Built Tops, are prominent with appropriate signage and parking. The third is poorly maintained and unwelcoming to visitors, reducing the area's desirability and the growth potential of neighboring businesses. There are active warehouses as well with two rented spaces, three empty warehouses, ten empty offices, and a lot for vehicle storage. Adjacent to the warehouses is the vacant industrial lot at 57-67 Borden Avenue. 57-67 Borden Avenue is one of the largest undeveloped sites in the City, and should be aggressively marketed in cooperation with the owner. The 57-59 Borden Avenue and 79 Borden Avenue properties are currently owned and listed for sale by Commerce Chenango. Across the street is 82-88 Borden Avenue, a 0.82 acre empty lot ready for development. Packaging these three properties as part of a redevelopment proposal would make a strategic plan for the Borden Avenue Industrial Area more feasible.

Any redevelopment plans should transition the Borden Avenue Industrial Area away from the traditional large-scale industrial development model. Despite the previous uses and the current condition of several properties, there are no known contaminants in the area according to NYSDEC. An active rail line will be back in operation through the area, but there is not an appropriate staging area for car maintenance and the loading and unloading of rail cars and trailers. Development of the area may require an initial loading dock feasibility study. The area's location and size, the small number of existing uses, the simple construction of existing structures, the large number of vacant properties, and the lack of known contaminants make it ideal for new development.

Mirabito Fuels Site (65 Mitchell Street): Located on Mitchell Street in a long-established residential area of the City, the 2.92 acre Mirabito Fuels Site consists of four adjacent parcels. Three are vacant and one is currently used largely for administrative offices by Mirabito Fuel. The site was previously used for heating oil and coal storage and sales. NYSDC records indicate that the owner has invested a significant amount in the remediation of an oil tank leak in an effort to make all three properties ready for sale. A past oil tank leak has been remediated by the property owner, though the cleanup has not been certified by an environmental engineer. Environmental remediation of the site has occurred and a "No Further Action Necessary" was issued to the owner by the NYSDEC. Mirabito no longer operates a retail fuel location at this site. However, trucks from a milk hauling operation are parked on site.

The site is located in an R-2 zoning district. The cluster of properties is in close proximity to the services offered downtown, but also possesses a good deal of open space that might be used in conjunction with the growing trail system to the south. Although the zoning designation is preferable to residential use, the future development of this site is likely to depend on the level of environmental clearance the site can obtain. A change in use of this residentially zoned property would likely require a full Phase II environmental assessment. The leak likely affected adjacent sites, including a City-owned property to the east and the former Penny Saver printing plant. Penny Saver attempted to donate its property to Opportunities for Chenango for conversion to housing. Unsuitability of the existing structure for housing conversion and potential contamination issues stopped the transaction. The owner has expressed interest in selling the property.

Directly east of the site is a vacant strip of land where a former spur of the NYS&W rail line crossed Mitchell Street. The land could be packaged with the Mirabito Fuels Site to expand the size of the site to increase the feasibility of a potential development strategy. The City could also propose to use the site as a future extension to a City-wide trail system. This amenity could be leveraged to incentivize action at the Mirabito Fuels Site while increasing the desirability of the neighborhood.

The Unguentine Building (20 American Avenue): This four-story warehouse building is located in downtown a short distance from South Broad Street. The building's 50,000sf floor area and adjacency to an existing parking lot has made it the subject of much interest for residential adaptive reuse. The building is commonly discussed as a possible location for student housing, senior housing, or market-rate housing. The building's location in the B-1 General Business District would prohibit residential use of the first floor unless a variance was granted. Its location immediately adjacent to South Broad Street would make this parcel an excellent mixed-use center, with residential above and retail and/or office on the ground level. There are no known contaminants, and the current owner is interested in selling or leasing the building.

The former Morrisville College Building (14-16 South Broad Street): Originally built in the 1990s as a campus for Morrisville College, the building has remained largely vacant since the college moved to Follett Hall in 2005. With three stories and approximately 30,000 square feet of floor area, the building is often a considered for commercial use of the first floor and possible residential use of the second and third floors. The building's lack of a current use, size, architecture, and location within the central business district are ideal for adaptive reuse.

In 2017, the Morrisville College Building was purchased to be adapted into a small hotel. Recently, the Chenango Removal Corporation received \$500,000 in ESD grants to transform the vacant building into a new 60-room hotel. The new hotel will contribute to the revitalization of downtown Norwich and will create long-term, permanent employment

Former Ward Schools 1 and 5 (112 South Broad Street and 125-127 East Main Street): Former Ward Schools 1 and 5 located on South Broad Street and East Main Street are both currently vacant and are believed to be suitable for conversion to multi-unit residential use. Both properties are privately owned, are in good condition, and have no known contaminants.

Ward School 1 on South Broad Street was recently the subject of rehabilitation. The location of the former Ward School should be a major selling point to potential buyers or leasers. The property sits at the corner of South Broad Street and Beebe Avenue. Right before and after school hours, Beebe Avenue becomes the major connection for students and their parents either walking or driving to the Perry Browne Intermediate School at the opposite end of the street. Broad Street is the major thoroughfare in Norwich and therefore sees a consistent flow of automobile and pedestrian traffic.

Ward School 5 has been identified by the current owners as a desirable location for senior housing. It could also be used as attainable housing for other demographics. An environmental assessment is necessary to determine the extent and cost of the potential rehabilitation of the

former Ward School. With the property located in a B-1 General Business District, area and use variances may be needed as part of a potential reuse strategy. The property is currently for sale.

Other Key Sites for Redevelopment

The City of Norwich has a considerable industrial history, which has resulted in some brownfield sites scattered throughout the community. The City, county, state and affected property owners have a good understanding of most of the sites, and many have been cleaned up or are in the process of remediation. In 2009, the City conducted Phase 1 of a Brownfield Opportunity Area (BOA) study to examine potential reuse of abandoned or otherwise underutilized brownfield sites in the City. Key brownfield sites identified in the City include:

The New York State Electric and Gas Corporation (NYSEG) facility on Front Street, adjacent to the Tops Plaza: This was the site of a manufactured gas plant in the 19th century and was contaminated by coal tar, a byproduct of the energy production process. Used as a light industrial site for years after the closure of the coal gas facility, the coal tar contamination was discovered after NYSEG acquired the property. NYSEG has completed the remediation of the site and is now proposing making the site available for long-term commercial lease. The site encompasses 1.33 acres.

Former Agway fertilizer plant: This pie-shaped property adjacent to the railroad tracks along the new Prentice Street extension was the location of an Agway fertilizer plant for years. It is now owned by the New York, Susquehanna & Western Railroad. This former Agway plant (approximately 4 acres) is now part of the Railroad parcel (26.02 acres) and zoned as part of the Railroad District (RR). Given the site's current zoning and its adjacency to the Hosbach Trail extending to 64 Hale Street, the most promising redevelopment strategy for the site is to be included in the Hosbach Trail development plan. Area and use variances may be necessary for the site to be redeveloped into a different use.

The site has not been tested for contamination. Although there are no known environmental issues associated with the site, its former use implies that contamination could be possible. Redevelopment of the site would require investigation and completion of any indicated remediation.

The Label Gallery Site (1-15 Lee Avenue and 21 Rexford Street): Located on Lee Avenue near the railroad tracks, the 2.11 acre Label Gallery Site consists of 1-11 Lee Avenue, 13-15 Lee Avenue, and 21 Rexford Street. A two-story 28,544sf red brick industrial building on 1-11 Lee Avenue is currently in use by MPI Label Systems, a manufacturer of bottle labels and other general label products. Part of 21 Rexford Street serves as an additional driveway for trucks and crew. When the property was owned by the Hercules firm, a maker of aerospace connectors and capacitors, soil contamination occurred which led to a migrating plume of chemical contamination within the soil. A number of residential properties in the area have received basement infiltration mitigation and vapor exhaust mitigation measures. Hercules completed the site remediation for the MPI Label Systems property and is currently completing an assessment of the rest of the site. Additional soil vapor intrusion testing will be necessary before the rest of the site can be developed.

Howard Johnson Hotel Rehabilitation: Located at 75 N Broad Street, the Howard Johnson Hotel is one of only two major hotels within the City. The location of the site along the main thoroughfare in Norwich is ideal for a hotel. However, the size, quality and appearance of the hotel are often discussed by residents and visitors as a detriment to the improvement of the downtown and the greater economic development of the City. In response, JEGG Realty Norwich LLC has plans to remodel and rebrand the Howard Johnson facility in downtown Norwich as a Best Western. The hotel will be updated through an Empire State Development Market NY 2015 grant of \$239,840.

State and Silver Streets (14-16 State Street and 49-51 Silver Street): The 0.92 acre site consists of four separate adjacent parcels all owned by Lindenthaler Properties, LLC. 14 State Street is currently a grass covered lot with no parking. There is a fence and large vegetation between the lot and the homes at 10 and 12 State Street, implying that the lot is considered an eye-sore for the residents. 16 State Street is a loose-gravel lot where a few cars park informally. 51 Silver Street is a vacant commercial property and 49 Silver Street is listed as Hart's Electrical Supplies, but the building appears unused. The former location of Gold Street is unusable since there is a fence at the east-end of the lot on 51 Silver Street. Prospects for the development of the site are limited by the fence and the uncertain future of 49 and 51 Silver Street. Low to moderate income housing, or business opportunities for the nearby population are potential uses for the site. The entire site falls within the R-2 Residential District.

NYSDEC records show that the nearby Museum site underwent extensive environmental remediation efforts. Although there are no known contaminants on the site, the existence of potential contaminants may be a limiting factor for development.

Hale and Birdsall Streets (Prentice Street Site): The 1.88 acre site is an industrially-zoned undeveloped green space located within the B-2 Highway Business District around Prentice Street. According to the Chenango County Tax Assessor's Office, Parkview at Ticonderoga LLC is the owner of the property. The limited liability corporation is also the owner of the Curtis Lumber Co. Inc. property as well as the adjacent residential properties at 50 and 52 Hale Street. The site's size, good condition, proximity to the NYS&W rail line and the Chenango Greenway, and access to New York State Route 12 make it ideal for new development. There are no known contaminants at the site.

22 Prentice Street: The loose gravel lot is ideal for commercial or light industrial development, but is currently being used as a parking lot for unused cars. In its current state, the site is a significant eye-sore in a prominent commercial district of the City. The industrially-zoned vacant residential property has significant value due to its proximity to New York State Route 12, the NYS&W rail line, the Hosbach Trail, a large parking lot, and established businesses. Given the site's locational value and lack of known contaminants, 22 Prentice Street should be a priority for future development.

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

TABLE 4 POTENTIAL REDEVELOPMENT SITES									
Street Address	Group Name	Appropriate/Potential Use & Importance						Property Class Code (2016)	Current Use (2016)
		Housing	Business/ Employment	Public Amenities	Increased Environmental Quality	Grant Opportunities	Importance		
82-88 Borden Ave	Borden Avenue Site		x				Medium	340	Vacant land
57-59 Borden Ave	Borden Avenue Site		x				High	449	Industrial; Underutilized
89 Borden Ave	Borden Avenue Site		x				Medium	714	Industrial; Underutilized
79-81 Rexford St	County DPW Site			x		x	Medium	651	County Highway Department
1-11 Lee Ave	Lee Avenue Site		x		x	x	High	714	Industrial; Underutilized
13-15 Lee Ave	Lee Avenue Site		x		x	x	High	340	Vacant land
21 Rexford St	Lee Avenue Site		x		x	x	High	340	Vacant land
24 Birdsall St	NYSEG Site		x		x		High	870	Utility Substation
45 Front St (Rear)	NYSEG Site		x		x		High	710	Industrial
61 Mitchell St	Mitchell Street Site	x		x			High	330	Vacant land
65 Mitchell St	Mitchell Street Site	x		x			High	441	Mirabito Fuels Group
67 Mitchell St	Mitchell Street Site	x		x			High	330	Vacant land
69 Mitchell St	Mitchell Street Site	x		x			High	330	Vacant land
19-25 Sheldon St	Sheldon Street Site		x				High	710	Industrial; Underutilized

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

11-15 State St	State Street Site	x	x		x	x	High	411	Apartments
19 Mitchell St	State Street Site	x	x		x	x	High	411	Apartments
14 State St	State Street Site	x	x		x	x	Medium	340	Vacant land
18 State St	State Street Site	x	x		x	x	Medium	438	Parking lot
20 State St	State Street Site	x	x		x	x	Medium	340	Vacant land
16 State St	State Street Site	x	x		x	x	Medium	330	Vacant land
125-127 E Main St	Ward School No. 5	x				x	High	614	Vacant school building
69 E Main St	Bruce Beadle Realty Site		x		x		High	486	Byrne Dairy
106-108 E Main St	Midland Drive Site	x	x				Medium	340	Vacant land
20 American Ave	Unguentine Site	x	x				Medium	449	Storage/Underutilized
Hale and Birdsall Sts	Hosbach Site		x				Medium	340	Vacant land
38-48 Hale St	Hosbach Site		x				Medium	444	Curtis Lumber & a law office
50 Hale St	Hosbach Site		x				Medium	311	Vacant land
52 Hale St	Hosbach Site		x				Medium	483	Unknown
58-62 Hale St	Hosbach Site		x				Medium	682	Unknown
64 Hale St	Hosbach Site		x				High	340	Vacant land
64-68 Hale St	Hosbach Site			x			High	853	Municipal sewer plant
22 Prentice St	Hosbach Site	x	x				Low	311	Vacant land
65 Hale St	Hosbach Site		x				High	710	Golden Artist Colors
Susquehanna & Western Rail	Hosbach Site			x			High	NA	Rail

Parks and Open Space

The BOA study area has nearly 22 acres of municipal park land including the City's main park – Weiler Park. These areas provide exercise, entertainment and relaxation for residents and visitors. Significant open space includes picnic areas and public parks near the intersection of Broad and Main Streets, playgrounds along Borden Avenue, and the playing fields and open space at the rear of the High School out to the Chenango River. Tables 5 and 6 describe the inventory of resources throughout the City. Figure 8, "Parks and Open Space Map," shows the distribution of parks, picnic areas, boat launches, playing fields and playgrounds throughout the City.

The City of Norwich Parks Commission meets regularly making recommendations for management and maintenance of City parks and facilities. A Parks Master Plan was last completed in 1992. The following parks improvements have been made since 2003:

- A skateboard park was installed at the Borden Avenue Skating Facility;
- New playground apparatus was installed at Weiler Park and South Broad Street Park;
- City Youth Bureau programs were expanded to include dance instruction and pickle ball;
- The tennis courts at Perry Browne Elementary School were renovated and are now striped for pickle ball;
- The Chenango Greenway Conservancy incorporated and entered into trail licenses with the City of Norwich and Norwich City School District;
- East and West Parks underwent extensive redesign and construction;
- Kurt Beyer Pool underwent major repairs; and
- The tennis courts at Weiler Park were resurfaced.

TABLE 5 CITY-OWNED RECREATIONAL FACILITIES			
Name	Location	Facilities	Acreage
Weiler Park	Borden Avenue	Pavilion, picnic facilities, playground, ball fields, basketball court, 4 tennis courts, and short walking trail.	7.19
Borden Avenue Skating Facility	Borden Avenue	Skating rink (roller blading/roller skating/ice skating)	5.68
Kiwanis Park	River Street and Route 23 (Rexford Street)	Pavilion, picnic facilities, playground, basketball court (1/2 court)	2.61
Bruchausen Park	Between Hale Street and Division Street	Picnic facilities, playground, basketball court (1/2 court), and sitting benches	1.26
Kurt Beyer Pool & Rotary Park	Western end of Cortland Street	Swimming pool, hiking trail, playfields, fishing/pedestrian bridge, handicapped fishing access, playground, pavilion, picnic facilities, basketball ½ court and volleyball courts	4.58
Gordon Park	West Main Street and South Broad Street	Sitting benches	0.13
Auburn Park	Auburn Street and King Street	Picnic facilities and playground	0.25

Source: City of Norwich Office of Planning & Community Development.

TABLE 6 OTHER RECREATIONAL FACILITIES			
Name	Location	Facilities	Owner
Boat Launch	On the Chenango River at the Hale Street bridge	Hard surface ramp with parking for 6 cars and trailers	City of Norwich School District; City maintains
South Broad Street Park	Southern boundary on South Broad Street	Pavilion, picnic facilities, playground, basketball court (1/2 court) and playing fields	Cemetery owns property; City maintains
Veterans' Park	High School Facilities	Playing fields	City of Norwich School District
Chenango County Fairgrounds	East Main Street	Covered grandstand, racetrack, restrooms, exhibition hall, stables, and picnic area.	Chenango County Agricultural Society
Alumni Field	End of Beebe Avenue	Playing fields and tennis courts	City of Norwich School District
Library Park	West Main Street	Playground	City of Norwich School District
East and West Parks	Intersection of East & West Main Street and North Broad St.	Gazebo and benches	Chenango County; City maintains East Park
South Broad Street Park	Southern boundary of the City on South Broad Street	Pavilion, ball field, playground	Norwich Cemetery Association; City maintains
Flanagan Field	Plymouth Street	Little league baseball fields and picnic facilities	City of Norwich School District; City maintains.
Chenango Greenway Conservancy Trail (Hosbach Trail)	Eastern City boundary along Chenango River & Canasawacta Creek	Walking trail, cross country skiing, etc.	Various property owners. Maintained by Chenango Greenway Conservancy.

Source: City of Norwich Office of Planning & Community Development.

The City continues to address issues and meet new opportunities. These include:

- The restrooms at Weiler Park are often the targets of vandalism and misuse;
- Consider ways to integrate recreational needs of Morrisville Norwich Campus students into the community;
- Possible recreational trail use of the former NYS&W Railroad corridor; and
- Construction of a pedestrian bridge connecting the Hosbach Trail to Jamba Flats.

Historic or Archeologically Significant Areas

Much of Norwich was built during the first half of the past two hundred years giving the City a wealth of significant historic residential, commercial, religious, and civic buildings. Features, such as stone hitching posts, monuments, vestiges of the Chenango Canal, and park and cemetery landscapes exist throughout the City. Although many buildings of historic significance have been lost over the years to demolition, fire and redevelopment, many older and historic buildings retain their historic character and architectural integrity. The downtown retains the majority of its older and historic buildings. Some modern infill and gaps are present where buildings have been removed or parking lots created. In spite of the loss of numerous historic residential and commercial buildings, many other historic buildings have been rehabilitated. In recent years, several downtown property owners have revealed the original facades of their buildings, sometimes with the aid of grant assistance. McLaughlin's Department Store is perhaps one of the best examples of facade restorations. Several downtown buildings have been rehabilitated and the historic integrity of their facades largely restored with grant assistance through the New York Main Street program. Figure 9, "Historic and Archeologically Significant Areas Map", shows the resources of historic significance.

Chenango County recently completed the historically sensitive rehabilitation of the former sheriff's office and county jail. Although the interiors of the buildings have been adapted to accommodate modern county office uses, the exteriors were restored to near original appearance. The County also recently completed a new application of gold leaf to the dome of the county courthouse. Other examples include The Eaton Center building, a historic school building near the library, the police station, offices in a former railroad depot, and the historic Norwich firehouse.

Locally-Designated and Protected Historic Resources: In 2006, the City Historic Preservation Committee was established as a mayoral committee to advise City officials on matters of historic preservation within the City. In 2010, the City Historic Preservation Committee drafted a preservation ordinance, but it failed to receive a recommendation from the Planning Commission and was not forwarded to the Common Council for consideration. The City of Norwich does, however, identify the City's two national and state historic districts as overlay districts in the Zoning Ordinance. Design guidelines are also in place for the Business Improvement District (BID) in the City's downtown.

The City currently has two historic districts, the Chenango County Courthouse Historic District and the North Broad Street Historic District, both of which are listed in the National and State Registers of Historic Places. In addition, the Norwich Post Office, the North Broad Street Methodist Church, and the Emmanuel Episcopal Church Complex are each listed individually.

Chenango County Courthouse Historic District: Generally bounded by East Main, and West Main Streets and Park Place and bisects North Broad and South Broad (see historic resources map). Listed in the National and State Registers of Historic Places in 1975, it includes approximately 45 commercial, public, and religious buildings and two parks in the central part of the City. Notable buildings include the Greek Revival Chenango County Courthouse (1837), the

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

Masonic Temple (1878), the Congregational Church (1861), and City Hall (now the fire station) (1903-06).

North Broad Street Historic District: This district occupies three blocks on North Broad between Newton Avenue and Mitchell Street (see historic resources map). Listed in the National and State Registers in 1978, it encompasses approximately 41 residences with outstanding examples of Greek Revival, Italianate, Queen Anne, and Stick styles.

U.S. Post Office in Norwich (20-22 East Main Street): The building is part of a thematic listing in the National and State Registers under “United States Post Offices in New York State, 1858 – 1943”. The Colonial Revival brick building was designed by George Ketcham and built 1932-33.

Methodist Episcopal Church of Norwich: Now called the North Broad Street United Methodist Church, the building was built in 1875 and is listed on both the National and State Registers. The Architect for the Church was Isaac G. Perry. The interior of the church has hardly changed from the original design.

Emmanuel Episcopal Church Complex (37 West Main Street): The church complex was listed on the National and State Registers in 2009.

Eaton Family Residence Jewish Center of Norwich (72 South Broad Street): The Jewish center was listed on the National and State Registers in 2009.

Chenango County Historical Society Museum: The Chenango County Historical Society Museum has a wide collection of information on Chenango County history. The museum is located in Norwich in an 1896 former school building, Ward School No. 2. Visitors can research Chenango County history, prominent individuals, businesses, topography and genealogical records. The source material includes primary resources such as historians, family folders, census information, scrapbooks, and reference books. In February 2013, the museum opened the James S. Flanagan Research Center, including expanded storage for Historian’s archives, and in 2014 the museum undertook reconstruction of the historic Loomis Barn at their Rexford Street location to create a display focusing on the agricultural history of Chenango County.

Norwich Pharmacal Museum: The Norwich Pharmacal Museum is located at the Chenango County Historical Society Museum. The museum contains artifacts from the company’s beginning in 1885 through to 1994. The displays include advertisements, photographs of employees, products manufactured by the company, and manufacturing equipment used in the plant.

Transportation Systems

Figure 10, “Transportation Systems Map”, illustrates the primary transportation networks and systems in Norwich.

Streets: The City of Norwich is a compact community with about forty miles of roads including State Routes 12 and 23. Route 12 runs north-south through Norwich as Broad Street. Route 23 begins running east/west as Rexford Street, becomes Pleasant Street after crossing Broad Street and then turns north to become Plymouth Street. All streets and roads in the City are public roads and are improved with subsurface drainage. Street conditions are generally good, with regular repairs and resurfacing as resources allow.

Route 12 is the City’s most traveled roadway. In 2009 the New York State Department of Transportation (NYSDOT) reported that Route 12, between the southern City boundary and County Route 10A, had an Annual Average of Daily Traffic (AADT) count of 15,230 vehicles. The parallel routes of NYS Route 12 and NYS Route 8 are currently connected near the City of Norwich by NYS Route 23 and NYS Routes 320 and 29. The NYS Route 320/29 combination conveys the National Highway System designation from NYS Route 12 to the south and NYS Route 8 to the north. Improving the connection between the City of Norwich and the parallel NYS Route 8 corridor may improve travel times and take advantage of the existing expressway sections near New Hartford.

In 2008, NYSDOT completed the Phase II portion of a Route 12 corridor study between Binghamton and Utica with the goal of improving safety, commuter access and movement of goods along the highway. The project encompasses four counties (Broome, Chenango, Madison and Oneida) and two NYSDOT regions. The primary goal of City officials and the major employers and industries is to improve road safety and access to the City while ensuring a high-quality pedestrian environment in the downtown. The main future work to occur in the City is expected to be signal reconfiguration and minor intersection modifications at the intersection of NYS Route 12 and Mitchell/Cortland Streets and at the intersection of Route 12 and Rexford/Pleasant Streets.

Parking: Downtown Norwich is served by five City-owned and operated parking lots, including the lots on Hayes and East Main Streets, the lots located behind Howard Johnson’s, and lots at the new City Court. The American Avenue parking lot is a joint public/private owned lot which is open to the public. In all, the City operates about 500 parking spaces in the business district. Four of the five lots have been resurfaced in recent years. Peak parking demand is 7:30 AM to noon and 1:00 PM to 3:30 PM during weekdays. Both on and off-street parking is free. On-street parking in the central business district is generally limited to two-hours. Off-street parking is generally limited to three hours, with the exception of the American Avenue lot behind the police station which provides all-day parking. Although business owners and customers have expressed concerns about the proximity of the parking supply to building entrances, the parking supply is generally adequate. Another significant concern is the need for strategically located, all-day parking to serve downtown employees to reduce competition with customers for prime parking spaces.

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

Transit and Intercity Bus Service: Public bus transportation is provided by Chenango County First Transit, Inc., which operates fixed-route and dial-a-ride service for the entire county. All seven routes provide service to the City of Norwich, which is considered the hub of the system. The system operates Monday through Friday from 6:00 AM to 6:00 PM. Fixed-route fares are \$1.00. Children under five years of age ride free when accompanied by an adult. Seniors and disabled persons are eligible for a 50% discount on fixed route service.

The long-term viability of the public bus transportation system provided by First Transit has become less certain recently because of changes in how the State of New York contracts Medicaid transport services. In previous years, much of First Transit's revenue was derived from the Medicaid transport services, which are now handled largely by taxicab companies. Coach USA provides regularly scheduled service along NYS Route 12 with twice-daily stops in Norwich. Private taxi services and limousine services are also available in the City.

Rail Access: Citing flood damage that occurred north and south of City during the summer of 2006, the New York, Susquehanna & Western (NYS&W) Railroad halted the Utica Branch of the rail line, which passes through the City and county. In 2008, NYS&W formally applied to the Surface Transportation Board for discontinuance of service. The City, County, and Commerce Chenango are actively engaged in trying to resume freight rail service along the line. After receiving substantial NYSDOT funds and other federal assistance, restoration along the tracks is in progress with completion scheduled for 2017. Upon completion, the project will permit restoration of NYS&W service between Binghamton and Utica and will provide freight access to the Norfolk Southern Railway and CSX lines.

Pedestrian and Bicycle Systems: Most streets in the City of Norwich have sidewalks on at least one side of the street, though many are in poor condition and need replacement, and some areas on the periphery of the City do not have sidewalks. In 2007, the City implemented a long-term residential sidewalk replacement program. Under the program, residential property owners contract with the City for the Department of Public Works (DPW) to install new sidewalk. Since many City children walk to school, the City considers the sidewalk system to be an important piece of the City's transportation infrastructure. In an effort to improve the overall sidewalk system, the City continues to apply for grant funding assistance through the Safe Routes to Schools program and the Transportation Alternative Program (TAP).

While the City does not currently have a formal bicycle transportation system, most of NYS Route 12 in the City has wide shoulders suitable to accommodate bicycle traffic. Several businesses and institutions provide bike racks. Cycling is also permitted on the Chenango Greenway. Various community health advocacy groups, such as the Chenango Healthy Heart Coalition, promote cycling and walking as important forms of exercise for maintaining good health. The City is seeking funding opportunities to provide for the installation of a pedestrian bridge across the Canasawacta Creek connecting the Hosbach Trail to Jamba Flats.

Airport: The nearest airport is the Lt. Warren Eaton Municipal Airport, located in the Town of North Norwich. The airport serves mainly corporate and privately owned small aircraft. No passenger service airlines provide regularly scheduled service from the airport. However, activity includes business and recreational flying, aerial inspections, police/law enforcement, aerial

photography and surveying, career training and education, search and rescue, emergency medical evacuation, environmental patrol, forest firefighting and traffic/news reporting.

General aviation services for the airport are provided by a contract with Flight Services Group. The airport includes one runway that is 4,739 feet long and 75 feet wide at an elevation of 1,025 feet. The airport services corporate and private jets with an all-weather service capability offering charter service, full-service maintenance and jet and aviation fuel. Nearby passenger airports include Binghamton Regional Airport 40 miles from Norwich and Syracuse-Hancock International Airport located 60 miles from the City.

Infrastructure and Utilities

Water and Wastewater: The sewer and wastewater systems serve the City of Norwich as well as portions of the Town of Norwich along NYS Routes 12 and 23. In the late 1990s and early 2000s, the City conducted a multi-million-dollar overhaul of the community's water distribution system. While the project made many improvements and replaced some older mains, approximately sixty percent of the system remains in need of replacement. The system capacity is approximately five million gallons per day, while current use is just 0.9 million gallons per day, creating significant excess capacity and an opportunity to attract water intensive industry. The municipal water supply is a mix of about 60% ground and 40% surface water. The ground source of water is drawn from wells immediately north of the Borden Avenue Industrial Area. The surface share is primarily drawn from two reservoirs located in the hills east of the City in the Town of Norwich. The City relies on a combination of both ground and surface supplies for its municipal water. A main surface reservoir is used in conjunction with a series of wells. This system is not used to its capacity and could accommodate future growth. No sources are located where contaminants from potentially polluted sites could infiltrate water supplies and affect public health. Figure 11, "Infrastructure and Utilities Map", shows the primary infrastructure for Norwich.

Water can also be drawn from Chenango Lake, with the City owning all of the water and most of the bottom of the lake. The lake is located above the reservoirs but connects into the water system independently. The presence of year-round residences located on the lake and limited boating activities provide the potential for water quality issues. Both reservoirs have been identified as needing to be dredged. However, access bridges are old and cannot support heavy equipment needed for dredging and some maintenance activities. The 270 acres surrounding the reservoirs were reforested after being clear-cut in the early part of the 20th century.

The City of Norwich received \$1 million from USDA-RD as a grant towards the new water filtration plant which has a membrane microfiltration system that provides water service to 2,800 customers. This facility will replace the existing water filtration plant, which dates to 1904. The existing water filtration plant building is likely to be used as a water department maintenance facility after the new filtration plant is completed.

The City's wastewater treatment plant was constructed in 1989, though parts of the distribution system date from the late nineteenth and early twentieth centuries. The City has separate storm water and wastewater systems and replaces approximately 2,000 feet of sewer mains each year.

The City and Town are working cooperatively to facilitate the required water and sewer hookups along Routes 12 and 23 where the lines extend. The extension policy stipulates that all property owners along an extension alignment must hook into the system so that sewer and water collections will be adequate to cover all operating cost of the system. The City operates and maintains the system and conducts the meter reading.

Gas and Electric Service: These services are provided by New York State Electric and Gas (NYSEG). Frontier Communications provides phone service and high-speed DSL internet access. Frontier Communications also offers satellite-based television packages through Direct TV. Wireless internet access is also available in most areas of the City. Cellular service is available through various carriers. Spectrum provides cable service to the City. Both the City and the school district offer community access channels through the cable service. Chenango County owns and maintains a new, state-of-the-art landfill in Pharsalia, in the northwest quadrant of the County. The County also owns and operates two transfer stations, one in Brisben in the southwest section of the County and another in North Norwich. The County operates a recycling program for plastics and newspaper as a part of its waste management program.

Natural Resources and Environmental Features

Streams, Wetlands, Ground Water, and Floodplains: The City of Norwich is located at the confluence of the Chenango River and Canasawacta Creek. Both streams are a part of the Susquehanna Watershed, and both are designated as “Class B Fresh Surface Water” in the New York State Water Quality Classification System. Class B sets recreation and fishing as the “highest and best use”. The Chenango River and foot trails throughout the river valley formed a major transportation artery for Native American tribes including the Oneidas and Tuscaroras. Figure 12, “Natural Resources and Environmental Features Map,” indicates the location of environmentally sensitive resources.

In 1833, the New York State Legislature authorized the construction of the Chenango Canal to join the Erie Canal at a point just west of Utica to the Susquehanna River in Binghamton. When completed in 1837, the canal was 97-miles long, four-feet deep and included 116 locks. The Chenango River and a set of six reservoirs in Madison County provided water for the canal. Though it dramatically improved transportation access to the region, the state abandoned the canal in 1878. Only portions of the canal remain today. The canal segments and rights-of-way that have survived provide opportunities for future trail development.

Much of the City is situated within a FEMA-designated flood hazard area, which requires homebuyers seeking mortgages to purchase flood insurance through the National Flood Insurance Program. The City experienced significant flood events in 2005 and 2006. Another flood event in 2011 had little impact on the City, while other areas of the Southern Tier Region were more severely affected. Flood mitigation strategies implemented by the Army Corps of Engineers and the City since the 1950s have drastically reduced the amount and severity of flooding within the City. As part of their mitigation program, the City installed an automated stream level gauge system to provide better advance warning of potential flood events in 2009 and revised the City’s floodplain map in 2010.

The Flood Insurance Rate map (FIRM) for Norwich (not reflected on the natural Resources Map) shows that a great deal of the city falls within a 100-year flood zone, an area where in any given year there is a 1% chance of flooding. The predicted base flood elevation and coinciding flood risk is similar throughout much of the study area, including most of the Borden Ave Industrial Area and Hosbach Trail site. Given their economic and community value, Borden Avenue should still be used to accommodate future commercial and industrial development and the Hosbach Site (apart from several properties along Hale Street) should continue to emphasize and expand public access to the waterfront and other potential recreational resources. The sensitive environmental conditions present throughout the flood zone will continue to require the purchase of flood insurance.

Although surface water protections and flooding issues constrain the options available for the redevelopment of several brownfield and underutilized sites, there are no known existing ground water conditions which present any issues with regard to redevelopment opportunities. All sites which had known contaminants only identified soil contamination and have since undergone satisfactory mitigation procedures.

Topography and Soils: The City is located in the Chenango River Valley on one of the largest tracts of level, well-drained land in Chenango County. Much of Norwich is built on top of a deposit of glacial till that has been given the name “Chenango Gravelly Silt Loam. This soil type has a top layer of brownish loam to a depth of about eight inches and a subsoil of yellowish, gravelly silt loam of about 36 inches in depth. Underlying material below these layers consists of stratified beds of gravel, sand and silt, providing excellent drainage. Three other soil types with a significant presence in the City include Genesee Silt Loam, Wooster Silt Loam and Lordstown Silt Loam.

Genesee Silt Loam is an alluvial soil typically found in river valleys and is the surface soil through which the Chenango River flows. These soils are generally unsuitable for development due to frequent flooding. Wooster Silt Loam is typical of soils that are found on the lower slopes of gently rolling hills. This soil has good drainage and forms one of the most desirable agricultural lands in the County. The Lordstown Silt Loam is similar to the Wooster with the principal exception that it is essentially a shallow-till soil, generally occupying the upper slopes and hilltops.

3.3 Economic and Market Trends Analysis

Conditions and Trends

This section is a representative summary of the Economic and Market Trends Analysis which can be found in its entirety in Appendix D.

Demographic Analysis

Socioeconomic Conditions: The population of the City of Norwich according to the 2010 Census was 7,190 (Table 6). Although the City’s population declined by 5.6% between 1990 and 2010, the number of residents is expected to remain stable in the next five years.

TABLE 7 MARKET AREA POPULATION

Market Area	1990	2000	2010	2015 (est.)	2020 (proj.)	% Change			
						1990-2000	2000-2010	2010-2015	2015-2020
City of Norwich	7,613	7,355	7,190	7,202	7,222	-3.4%	-2.2%	0.2%	0.3%
Town of Norwich	4,084	3,906	3,998	3,983	3,992	-4.4%	2.4%	-0.4%	0.2%
Town of North Norwich	1,998	1,821	1,783	1,799	1,813	-8.9%	-2.1%	0.9%	0.8%
Chenango County	51,768	51,401	50,477	50,800	51,214	-0.7%	-1.8%	0.6%	0.8%
New York State	17,990,455	18,976,457	19,378,102	19,704,032	20,119,871	5.5%	2.1%	1.7%	2.1%

Source: ESRI, U.S. Census Bureau, and E.M. Pemrick and Company.

The Census Bureau defines a household as all persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more persons living together, or any other group of individuals who share living arrangements outside of an institutional setting. In 2010, there were 3,097 households residing in the City of Norwich, a 1.1% decline since the previous decennial census (see Table 7).

Nationally, average household sizes have decreased over the last few decades due to an increase in single-parent households, smaller family sizes, and more people living alone. More recently, however, the decline has started to level off. The average household size in the City of Norwich was 2.24 persons in 2010 (see Table 7), a slight increase from the 2.19 persons reported in 2000.

Data from the 2010 Census on the distribution of households by type indicate that 61.6% of the households in the City of Norwich are comprised of two or more people; one-third are married-couple families, 20.8% are other family households, and 7.5% are non-family households. Fully

30% of City households have children under age 18 living at home. Notably, the prevalence of individuals living alone is much higher in the City of Norwich than in any of the comparison areas.

TABLE 8 MARKET AREA SELECTED HOUSEHOLD CHARACTERISTICS, 2010					
	City of Norwich	Town of Norwich	Town of North Norwich	Chenango County	New York State
Average Household Size (Persons)	2.24	2.49	2.49	2.43	2.57
Households with 1 Person	38.2%	22.1%	22.5%	27.5%	29.1%
Households with 2+ People	61.6%	77.9%	77.5%	72.5%	70.9%
Husband-Wife Family	33.3%	53.8%	71.2%	48.9%	43.6%
Other Families (No Spouse Present)	20.8%	17.3%	17.2%	16.8%	19.9%
Nonfamily Households	7.5%	6.9%	6.3%	6.7%	7.3%
All Households With Children	30.2%	32.8%	31.3%	30.1%	31.7%

Source: U.S. Census Bureau and E.M. Pemrick and Company.

Age Distribution & Median Age: When reviewing demographic trends, it is often useful to look at the distribution of the population by age to assess community needs. Based on 2015 estimates from ESRI, nearly one-third of all residents in the City of Norwich are under age 25; 13.3% are 25 to 34, and 36.0% are between the ages of 35 and 64. Approximately 18% of city residents are age 65 and over. Projections to 2020 indicate that the fastest population growth in the City of Norwich will be among individuals ages 65 to 74 (+10.7%) and age 75 and over (+4.5%), followed by those between the ages of 35 and 44 (+3.9%).

TABLE 9 MARKET AREA MEDIAN AGE							
Market Area	2000	2010	2015 (est.)	2020 (proj.)	% Change		
					2000-2010	2010-2015	2015-2020
City of Norwich	38.9	38.3	38.4	38.8	-1.5%	0.3%	1.0%
Town of Norwich	40.0	42.0	44.3	45.9	5.0%	5.5%	3.6%
Town of North Norwich	36.2	43.2	44.1	46.0	19.3%	2.1%	4.3%
Chenango County	38.4	42.9	44.2	45.4	11.7%	3.0%	2.7%
New York State	35.9	37.9	38.7	39.7	5.6%	2.1%	2.6%

Source: ESRI, U.S. Census Bureau, and E.M. Pemrick and Company.

The median age of the population in the City of Norwich was 38.3 in 2010 (see Table 8). This figure is close to the New York State median age, but it is lower than in the Towns of Norwich and North Norwich or Chenango County. The City has a higher percentage of residents under age 15 (19.8%) than any of the comparison areas, including the state (17.5%).

Median Household Income: Household income is one of the most important local economic indicators. As shown in Table 9, the City of Norwich has an estimated 2015 median household income of \$37,226. Over the last few decades, the median household income in the City has been consistently lower than in the Towns of Norwich and North Norwich. Cities like Norwich often have lower income levels than nearby rural communities because they have a greater number of households living in subsidized rental housing (which tends to be more widely available in urban locations).

TABLE 10 MEDIAN HOUSEHOLD INCOME					
Market Area	2000	2015 (est.)	2020 (proj.)	% Change	
				2000-2015	2015-2020
City of Norwich	\$28,485	\$37,226	\$41,175	30.7%	10.6%
Town of Norwich	\$35,357	\$44,367	\$48,224	25.5%	8.7%
Town of North Norwich	\$37,450	\$45,242	\$50,977	20.8%	12.7%
Chenango County	\$33,679	\$44,550	\$50,038	32.3%	12.3%
New York State	\$ 43,582	\$58,048	\$66,766	33.2%	15.0%

Source: ESRI, U.S. Census Bureau, and E.M. Pemrick and Company.

Approximately 22% of the households in the City of Norwich have incomes of \$75,000 or more per year, while 10.0% have incomes in excess of \$100,000 annually. This translates to 677 and 312 households, respectively – relatively small numbers. Affluent households comprise a greater share of households in the two neighboring towns: 28.7% of all households in the Towns of Norwich and North Norwich earn \$75,000 or more per year and 14.1% have annual incomes of at least \$100,000.

Economic Analysis

Employment: The resident labor force is comprised of individuals age 16 and older who are currently employed or unemployed and actively looking for work. An analysis of historical trends indicates that, consistent with population trends, the size of the labor force in Chenango County and the Southern Tier has been stagnant to declining over the last 25 years. Between 1990 and 2015, the resident labor force declined by 8.3% in Chenango County and 8.6% in the region. The Chenango County share of the regional labor force was unchanged at 7.7%.

Unemployment rates in Chenango County over the last 25 years ranged from a low of 4.0% in 2000 to as much as 9.2% in 2010. Unemployment rates in the County tend to be less than a single percentage point higher or lower than state averages. The latest figures from the NYS Department of Labor (August 2017) show unemployment at 4.7% in Chenango County compared to 4.9% in New York State. The unemployment rate in Chenango County is lower than in the neighboring counties of Broome (5.2%) or Delaware (5.3%).

Employment by Industry: Table 10 shows employment by industry in Chenango County and the Southern Tier. In 2015, average annual employment in the region was 259,602 and 6.7% of these jobs were in Chenango County. Manufacturing is the county’s largest industry sector, supporting 4,692 jobs and paying nearly \$255 million in annual wages. More than half of the employment is in machinery and food manufacturing. Other goods produced locally include pharmaceuticals,

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

transportation equipment, wood products, and metal products. According to the New York State Department of Labor (NYSDOL), the number of manufacturing jobs in Chenango County was at an all-time high in 2014.

Chenango County has a higher share of its employment in the public sector than the region overall. Most of these jobs (3,157) are in local government, including the school districts. Nearly 1,900 jobs (10.6%) in the County are in retail trade, followed by 1,664 (9.5%) in health care and social assistance, and 1,137 (6.5%) in finance and insurance. All three of these industries have a significant presence in the City of Norwich.

TABLE 11 EMPLOYMENT BY INDUSTRY, 2015 ANNUAL AVERAGES

Industry Sector	Chenango County		Southern Tier Region		County as % of Region
	Number	Share	Number	Share	
Manufacturing	4,692	26.8%	33,751	13.0%	13.9%
Total Government	4,127	23.6%	49,962	19.2%	8.3%
Retail Trade	1,859	10.6%	30,223	11.6%	6.2%
Health Care and Social Assistance	1,664	9.5%	36,910	14.2%	4.5%
Finance and Insurance	1,137	6.5%	6,864	2.6%	16.6%
Accommodation and Food Services	795	4.5%	20,867	8.0%	3.8%
Administrative and Waste Services	543	3.1%	9,828	3.8%	5.5%
Other Services	485	2.8%	8,714	3.4%	5.6%
Information	464	2.6%	3,689	1.4%	12.6%
Construction	457	2.6%	7,690	3.0%	5.9%
Professional and Technical Services	269	1.5%	9,716	3.7%	2.8%
Wholesale Trade	224	1.3%	7,012	2.7%	3.2%
Transportation and Warehousing	182	1.0%	4,945	1.9%	3.7%
Management of Companies and Enterprises	163	0.9%	2,576	1.0%	6.3%
Agriculture, Forestry, Fishing & Hunting	130	0.7%	1,726	0.7%	7.5%
Arts Entertainment and Recreation	119	0.7%	2,704	1.0%	4.4%
Real Estate and Rental and Leasing	92	0.5%	2,551	1.0%	3.6%
Educational Services	53	0.3%	17,271	6.7%	0.3%
Mining	8	0.0%	921	0.4%	0.9%
Total, All Industries	17,511	100.0%	259,602	100.0%	6.7%

Source: U.S. Department of Labor, Quarterly Census of Employment & Wages.

Major Employers: Major employers in Chenango County, excluding government and public school districts, are shown in Table 11. They include multiple manufacturers, medical and residential care facilities, organizations that serve youth and families, and finance and insurance companies. Chobani, the largest manufacturing company in the Norwich area, was founded in 2005, when it purchased a former Kraft Foods plant in the Town of Columbus. Since then, the Greek yogurt producer has undertaken several phases of expansion, investing millions of dollars in equipment and plant upgrades. In 2009, Chobani established its corporate offices at a former Procter & Gamble facility just outside the City in the Town of Norwich.

Several other manufacturers in the Norwich area have expanded as well. Golden Artist Colors Inc., a producer of acrylic paints for artist, acquired and renovated a 45,000-square foot industrial building on Hale Street in the City of Norwich as part of a \$2.5 million expansion. The company celebrated the opening of its new facility in June 2014. In April 2015, Norwich Pharmaceuticals, a contract pharmaceutical manufacturing business, broke ground on a \$26 million expansion of its facility in the Town of North Norwich. Scheduled to be completed in fall 2016, the project includes the purchase and installation of new processing equipment focused on future production needs.

The City of Norwich is the headquarters of NBT Bank which operates in upstate New York, northeastern Pennsylvania, and parts of New England. The company has 160 bank branches with 11 in Chenango County alone. NBT has nearly 650 employees in Norwich and supports many community-based initiatives.

TABLE 12 MAJOR EMPLOYERS, GREATER NORWICH/CHENANGO COUNTY			
Company	Local Employment Range (Est.)	Sector	Location
Raymond Corporation	1,000-2,499	Manufacturing	Greene
Agro-Farma / Chobani	1,000-2,499	Manufacturing	Columbus, Norwich(town)
NBT Bank	500-999	Finance/Insurance	Norwich (city)
Frontier Communications	250-499	Information	Norwich (city)
UHS Chenango Memorial Hospital	250-499	Health/Social Services	Norwich (city)
Unison Industries/GE Aviation	250-499	Manufacturing	Norwich (town)
Norwich Pharmaceuticals	250-499	Manufacturing	North Norwich
Preferred Mutual Insurance Co.	250-499	Finance/Insurance	New Berlin, Norwich(city)
CWS Contract Packaging	100-249	Administrative Services	Norwich (city)
NBT-Mang Insurance	100-249	Finance/Insurance	Norwich (city)
Golden Artist Colors	100-249	Manufacturing	Norwich (city), New Berlin
Snyder Communications	100-249	Information	Norwich (city)
Opportunities for Chenango, Inc.	100-249	Health/Social Services	Norwich (city)
Walmart Supercenter	100-249	Retail	Norwich (town)
Norwich Aero	100-249	Manufacturing	Norwich (city)
Sheffield Chemical	100-249	Manufacturing	Norwich (town)
Chase Memorial Nursing Home	100-249	Health/Social Services	New Berlin
Curtis Lumber	100-249	Retail	Norwich (city)
Norwich Family YMCA	100-249	Health/Social Services	Norwich (city)
Valley View Skilled Nursing and Rehabilitation Center	100-249	Health/Social Services	Norwich (city)
Catholic Charities of Chenango County	100-249	Health/Social Services	Norwich (city)

Source: E.M. Pemrick and Company research.

Economic and Community Development Activity: In 2015, Commerce Chenango, Inc. submitted an application on behalf of the Greater Norwich area to the America’s Best Communities (ABC) competition. Sponsored by Frontier Communications and DISH Network, ABC is a \$10 million initiative to stimulate economic revitalization in small towns and cities, supporting “the kinds of

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

creativity and innovation that transform communities and result in long term growth.” The grand prize winner receives \$3 million to increase economic development and make positive changes within their community. Smaller amounts of money are awarded to semi-finalists and finalists. The Greater Norwich area was one of 50 communities nationwide to advance to the quarterfinalist round, receiving \$50,000 to prepare a revitalization plan outlining the strategic investments to be made should it be selected as “America’s Best.”

Commerce Chenango spearheaded the planning process, working with a wide range of stakeholders, including business owners, educators, elected officials, representatives of not-for-profit organizations, and members of the public. A key initiative in the community revitalization plan was the establishment of an “Innovation Space” in downtown Norwich to support creative thinking, innovation and modernization, and facilitate the development of ideas, processes, and products. The concept was aimed at rekindling the spirit of entrepreneurship that led to the founding of Norwich’s “legacy companies” by creating new opportunities for business development and job creation with a particular focus on local agriculture, food processing and packaging, food and beverage preparation, and advanced manufacturing. Although, the Greater Norwich area was not selected as a semi-finalist, Commerce Chenango and its partners are interested in pursuing the development of the Innovation Space.

A number of significant economic and community development activities are underway or planned in the City of Norwich and Chenango County with potential impact on the local economy.

- Emergence of natural gas industry interest in developing Marcellus Shale gas deposits
- The NYS&W Railroad declared a Suspension of Service which ended rail traffic on the line
- Apple Converting printing company ceased operations at its Hale Street location
- Rite Aid Corporation acquired Eckerd Drugs and consolidated their Norwich presence into one store, leaving one vacant
- Agro-Farma established their corporate headquarters at the former Procter and Gamble site in the Town of Norwich
- The City completed Step 1 of its Brownfields rehabilitation plan and is continuing with Step 2
- Norwich BIDMA, Inc. received three NY Main Street grants totaling \$900,000 for downtown rehabilitation
- Byrne Dairy built a new convenience store, gasoline pumps, and laundromat at the corner of East Main Street and Silver Street
- Commerce Chenango conducted two small business development programs

- With the assistance of Restore NY grant funding, the City rehabilitated the former Frames Unlimited building on East Main Street and returned the property to private commercial use
- CWS constructed a major computer-controlled warehouse addition at its Plant 5 facility on East Main Street

Market Trends

Commercial Real Estate Market: The demand for office space is typically driven by business and employment growth in industries such as information, finance, insurance, and professional and business services. Health care providers, social service agencies, and other kinds of establishments that support local businesses or residents also utilize office space.

Some of these industries have a significant local presence. Chenango County accounts for fully one-quarter of the telecommunications employment and 16% of the finance and insurance jobs in the Southern Tier with companies like Frontier Communications, NBT Bank and Preferred Mutual Insurance located in the City of Norwich. Employment in other industries, like professional and technical services, is much more limited.

Total employment in office-using industries in Chenango County has ranged from about 3,100 (2008) to as much as 3,700 (2012). Employment in financial activities has been relatively stable over the years. There has been much more variation in professional and business services, however, particularly in administrative and support services. With the exception of major employers that have their own buildings (e.g., Snyder Communications, NBT, Preferred Mutual), most establishments that require office space in the City of Norwich are small, with no more than 5 employees. As a result, their needs can usually be met by existing structures. In addition, some first-floor storefronts in the City are being leased to businesses for offices instead of stores due to reduced demand for retail space.

Retail Market: Due to the size of the market, there is no centralized database or market survey conducted to indicate the supply of office space, vacancy rates, or rent levels in the City of Norwich or Chenango County. The only data available was extracted from tax records which identify primary uses by assigning property type classification codes to each parcel as part of the real property assessment process.

Based on the properties classified as 464 (Office Building) or 465 (Professional Building), the office market in the City of Norwich consists of approximately 400,000 square feet of space. The buildings range in size from 1,378 to an estimated 200,000 square feet, but only five of them exceed 10,000 square feet. The largest office building in the City is the Eaton Center complex which has Class A office space available in a variety of sizes. With tenants that include medical practices and professional service providers, the Eaton Center has a fitness center, conference rooms, and other business amenities onsite. It also offers ample off-street parking.

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

Based on data from the most recent Economic Census, the City of Norwich had \$91.4 million in retail sales in 2012. Approximately 35% of the sales were from motor vehicles and part dealers and gas stations. Between 2002 and 2012, retail sales in the City declined 7.4% from \$98.6 million as the store count dropped from 59 to 38. Chenango County experienced a 42% increase in retail sales (from \$359.9 million to \$512.8 million) during the same period despite a net loss of 26 stores. Sales figures are not available from the Economic Census for most types of establishments in the City of Norwich due to the small numbers. It is estimated, however, that total restaurant sales in the City were approximately \$11 million from 19 eating and drinking places counted in 2012.

The preliminary review of the available economic data implies that the City of Norwich has lost its share of the retail market in Chenango County over the last 10 to 15 years. From about 50% in the 1990s, the City's share of total retail sales in the county declined to 27.4% in 2002 and to 17.8% in 2012. There are also fewer stores in the City of Norwich. Despite a decrease in the number of eating and drinking establishments, the City accounted for an estimated 35% of the county's restaurant sales in 2012. The food service industry may be a potential niche area for the City.

As part of a 2001 survey, greater Norwich area residents were asked what they most disliked about downtown Norwich. The top responses included the need for more stores, a lack of child-friendly businesses and activities, and too many empty storefronts. Over the last 15 years, the retail sector in the City has further shrunk in size, greatly reducing the level of critical mass necessary for long-term sustainability. In the current industry climate, developing additional retail opportunities in the City of Norwich will be challenging. However, retail activity in the City could be enhanced through strategies to expand foot traffic, increase tourism, and encourage buying locally. Drawing more people to Norwich for performances, festivals, and events would also help support local restaurants.

Tourism Market: A major barrier to economic development in Norwich has been accommodating business travelers and tourists with quality lodging. The Howard Johnson Hotel on North Broad Street and the Splendor Inn, a Bed & Breakfast, are the only lodging options in the City. A Super 8 and Fred's Inn, an independent hotel, are nearby, but are located in the Town of Norwich. The current stock of lodging in the City of Norwich and Chenango County is unable to compete with more desirable regional options in Cooperstown, Oneonta, Hamilton, and the Binghamton and Utica metro areas. In 2014, Commerce Chenango commissioned a study to analyze the market demand for lodging in Chenango County and make recommendations. Noting that 70% of the County's major employers are in the Norwich area, the consultant who prepared the study initially focused on the area within a 30-minute drive of Norwich. This geographic area was later expanded to 45 minutes, as lodging demand increases during the spring and summer when there are college graduations, sports activities, seasonal festivals, and other events taking place in adjacent counties.

Based on one-on-one interviews with community and business leaders, information on primary target markets, an evaluation of the existing lodging supply, and an assessment of demand drivers, the study concluded:

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

- Chenango County “has lost market share due to a reputation for poor quality among the existing brand name hotels, lack of a ‘popular’ flag hotel property with an on-site restaurant, small independent lodging facilities that don’t have high visibility among new visitors, and intense competition from name brand chain hotels in nearby communities,” resulting in lost business revenues and sales tax.
- The quality of lodging “does not meet the needs and expectations of the key target market groups, particularly the business community, which measurably impacts year-around occupancy rates”.
- Chenango County is missing opportunities to capitalize on the success of county-wide events to attract overnight visitors traveling in groups to the region and to stimulate additional growth of the tourism industry.
- With improved customer service, major renovations and upgrades to meet the expectations of today’s lodging consumers, and/or the development of a new hotel property, the County should be able to capture the growing leisure market and recapture lost corporate lodging activity.

Residential Market: The following is a list of the key demographic and socioeconomic indicators for the defined residential market area:

- According to the U.S. Census Bureau, the residential market area contained 12,971 persons and 5,358 households in 2010, accounting for approximately 26% of all households in Chenango County. The Environmental Science Research Institute (ESRI) projects that the number of households in the residential market area will increase by less than 2% by 2020.
- Nearly two-thirds of households in the residential market area are comprised of just one or two individuals, while 15% have three people. Roughly 31% of households have related children under age 18, a slight decline from 32.7% in 2000. 27.8% of households include at least one individual age 65 and over.
- Households in the residential market area are generally concentrated in the low- to moderate income brackets. Based on 2015 estimates, 32.2% earn less than \$25,000 per year while 27.1% earn between \$25,000 and \$49,999 per year. This could be explained in part by the relatively large share of households made up of one or two people. The median household income in the City of Norwich is an estimated \$40,513. The Chenango County median household income is \$44,550.
- Consistent with national trends, the residential market area is experiencing an increase in the number of householders (heads of household) age 65 and older. Households headed by seniors accounted for 22.9% of total households in 2010. By 2015, the number had increased to an estimated 27.6%. There has also been a slight increase in householders under age 25.

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

- Within the residential market area, the highest rates of homeownership are among householders in the 45-54, 55-64, and 65-74 age brackets. In contrast, households headed by individuals under age 25 and (to a lesser extent) between ages 25 and 34 are much more likely to be renters. Notably, rates of homeownership remain high among householders over age 75.

Housing

Housing Characteristics: The age, variety and condition of the housing stock in a community provide the basis for attractive, viable neighborhoods. The characteristics of the existing housing stock in the residential market are described below:

- According to the 2010 Census, the residential market area has a total of 5,910 housing units, a decline of 93 units from 2000. Of this total, 56.8% are owner-occupied, 33.8% are renter-occupied, and 9.3% are vacant. The area has experienced a slow but steady decline in the proportion of housing units that are owner-occupied, from 57.6% in 2000.
- Estimates from the American Community indicate that the majority of housing units in the residential market area, 56.0%, are in single-family structures, 30.7% are in multi-family buildings, and 13.3% are mobile homes. *All* of the structures containing ten or more housing units are in the City of Norwich.
- The homeownership rate in the residential market area as of 2010 is 62.7%. The City of Norwich has the lowest rate of homeownership at 46.6%.
- Between 2000 and 2010, according to the decennial Census, the total number of owner-occupied units in the residential market area declined by 101 units (-2.9%), while the number of renter-occupied units increased by 51 (+2.6%). There was an 11.5% decrease in the number of vacant housing units. Estimates for 2015 suggest that these trends are continuing.
- Overall, the largest share of occupied housing units in the residential market area was built before 1940 (46.2% of the total), followed by the 1970s (15.0%) and the 1950s (9.3%). In the City of Norwich, fully 65% of the occupied housing units are over 70 years old.

As of 2010, there were 2,000 housing units occupied by renters in the residential market area (primarily in the City of Norwich), and 61.2% of these were built prior to 1960. Census data indicate that no new rental housing units were constructed in the area between 2000 and 2010. The significant proportion of older housing units, especially rental units, indicates a potential need for rehabilitation and/or replacement units. Some housing rehabilitation has been conducted using funding provided by the state, but the need far exceeds the resources available.

- According to the 2014 Comprehensive Plan update, there are approximately 550 subsidized rental units in the City of Norwich, 51% of them occupied by seniors. Subsidized housing facilities are owned and managed by multiple organizations,

including the Norwich Housing Authority, Opportunities for Chenango Inc., and the Chenango Housing Improvement Program. Some of them have waiting lists for subsidized housing.

- The rental vacancy rate in the residential market area was 6.6% in 2010, down from 12.2% in 2000. These figures are based on the number of vacant units classified as available for rent at the time of the Census in April 2010.
- The median monthly gross rent for rental housing in 2010 was \$582 in the City of Norwich, \$675 in the Town of Norwich, and \$752 in the Town of North Norwich. The monthly rent for market rate housing units in the City is roughly \$600-\$700 today.
- The 2015 median value of owner-occupied homes in the residential market area is estimated at \$84,140, with an average value of \$105,596. Nearly two-thirds of the owner-occupied homes are valued at less than \$100,000.

Residential Construction Trends: The U.S. Census Bureau’s data on the number of authorized residential building permits indicates limited new construction activity in the City of Norwich and in Chenango County since 2010. Between 2010 and 2015, approximately 197 permits were issued for single-family housing in Chenango County. Only 7 of permits were for new units in the City of Norwich.

During the same time period, 89 building permits were issued for multi-family structures in Chenango County. All but two of the buildings authorized had five units or more for a total of 681 housing units. The City of Norwich accounted for four multi-family structures, or 70 housing units.

Housing Demand: Despite relatively high vacancy rates, the City of Norwich Comprehensive Plan found that “housing professionals report a shortage of quality units in all market sectors (for-sale, rental, affordable, market rate and senior)”. The plan also cited a county housing needs study from 2003 that identified an unmet need for assisted living facilities for seniors.

Vacant and underutilized sites with housing development potential include the Unguentine Building off South Broad Street, the former Morrisville State College building at 14-16 South Broad, and the former Ward Schools #1 and #5 on South Broad Street and East Main Street respectively. Residential use of most of these properties would require zoning variances from the City. Substantial funding resources would be necessary for the redevelopment and reuse of these buildings. As was stated in a 2015 community assessment completed by the Chenango County Head Start Program (operated by Opportunities for Chenango), the age of the housing stock in the City of Norwich makes housing rehabilitation funding an ongoing need.

Findings Summary

The Economic and Market Trends Analysis analyzes demographic characteristics, economic conditions, industry trends, and real estate market conditions, and is designed to identify potential opportunities for the proposed BOA study area. Key observations and conclusions are listed below:

- Low median household income levels and the limited financial assets of residents in the City restrict consumer spending potential. There is a need to attract consumers from the surrounding area and capitalize on the large number of people who work in Norwich but live elsewhere. The development of quality market-rate rental housing in the City could help to attract or retain young professionals who would spend money at local businesses.
- Retail development along Route 12 in the Town of Norwich has had a long-term negative impact on the City, drawing businesses, customers, and traffic away from the downtown commercial district. The number of retailers in the City is less than half what it was in 1997, and the City's share of total retail sales in Chenango County has fallen below 20% (from about 50% in the 1990s). Despite a decrease in the number of eating and drinking places, the City accounts for an estimated 35% of the county's restaurant sales. Food service establishments may be a potential niche area for the City.
- The retail trade area, defined as being within a 30-minute drive time of downtown Norwich, encompasses almost all of Chenango County and parts of southwestern Otsego County. Although population trends are similar to those in the City, the trade area has a higher percentage of married-couple families with children, a larger share of households in peak earning years (ages 35-54), and a much higher rate of homeownership than the City overall.
- Norwich has many long-running, highly successful festivals and events that draw residents and visitors to the City. These include the Chenango Blues Festival, Gus Macker Basketball Tournament, Colorscape Chenango Arts Festival, and the Chenango County Fair. However, the lack of quality lodging in the City serves as a major barrier to increasing the economic impact of tourism and business travel.
- Although the size of the resident labor force has been stagnant to declining over the last 25 years, unemployment rates in Chenango County are typically close to state averages and the manufacturing sector is in relatively good shape with several companies investing in expansion projects.
- Agriculture, especially dairy farming, represents a major component of the Chenango County economy. Local leaders and organizations recognize the need to promote agricultural economic development and improve the economics of farming. Vacant and underutilized industrial buildings in the City of Norwich, especially those with rail access, could be used for the distribution and processing of local agricultural products.
- With the exception of large employers like NBT Bank that have their own buildings, most businesses that utilize offices are small and their needs can usually be met by existing structures in the City. As a result, there is little unmet demand for office space.

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

- The industrial real estate market in Norwich is characterized as “very soft.” Buildings suitable for manufacturing and warehousing generally sit on the market for long periods of time. A property that housed Norwich Aero until parent company Esterline relocated its operations to Mexico has been vacant since June 2016 and the price has been reduced from \$1,495,000 to \$799,000.
- Housing issues in the City of Norwich include a shortage of quality rental units – more than two-thirds of rental housing units are more than 50 years old – and the need for senior housing, including assisted living facilities. There is also an ongoing need for funding to make repairs and improvements to the large number of older housing units.

SECTION 4 THE NORWICH REVITALIZATION PLAN

4.1 Description and Analysis of Opportunities and Recommendations

The narrative below contains a detailed description and analysis of opportunities and redevelopment potential for properties located within the BOA. Emphasis is on the identification and reuse potential of strategic sites that may be catalysts for revitalization. This section also outlines recommended initiatives for economic development for the City of Norwich.

OPPORTUNITY #1 – Application for Step 3 - Implementation Strategy and Site Assessments

Upon receipt and acceptance of a satisfactory Nomination (Step 2), Norwich will be eligible to apply for additional funding to advance this project to complete a Step 3-Implementation Strategy and/or Site Assessments. The Implementation Strategy provides a description of the full range of techniques and actions, ranging from actions and projects that can be undertaken immediately to those which have a longer time-frame, that are necessary to implement the area-wide plan and to ensure that proposed uses and improvements materialize.

Recommendation

Seek advice and assistance from NYSDOS on the next round of funding through the NYSDOS Brownfields Program for Step 3 - Implementation Strategy and Site Assessments. Follow through with the preparation of an application for grant funding to implement the recommendations in this plan. Related to this recommendation is for the City to consider an application to the Downtown Revitalization Initiative (DRI) in the 2018 round. This is a \$10 million grant to develop a downtown strategic investment plan and implement key catalytic projects that advance the community's vision for revitalization based on the downtown's potential for transformation, and each community is awarded. Participating communities are nominated by the state's ten Regional Economic Development Councils (REDCs). The City would have to weigh the cost of preparing the grant \$10,000 - \$30,000 against the potential benefits of the grant award.

OPPORTUNITY #2 – Create a Powerful and Unified Marketing Message for the City

The City is undergoing a new vibrancy brought on by a stable group of entrepreneurs and a high quality of life for residents not experienced in other places. However, the need for goods and services in the downtown has shifted in the last 20 years and it is challenging to keep up with the needs and demands of visitors and residents. The City needs to customize its message after answering some key questions:

- How does Norwich “fit” into the regional economic development strategy?
- What distinguishes Norwich from other places?
- What makes Norwich worth the trip?

- What is Norwich’s “missing ingredients”?

Recommendation

Develop and implement a regional branding and promotion program that will serve as a unifying strategy to promote the region’s quality of life and capacity for innovation. Ideally, it will ignite a strong community pride campaign that builds leadership and entrepreneurship, and results in successful branding through local ambassadors. The branding and marketing plan should focus on the downtown core, Museum District, Heritage Block, and signature cultural events and festivals. Involve stakeholders and assign roles that will address print and social media marketing, branding, and target markets.

OPPORTUNITY #3 – Fully Develop and Implement Plans for the Museum District

The Museum District Overlay is designed to encourage new construction and renovation that is consistent with that area’s historical heritage. This overlay encompasses a cluster of identified sites along Lee Avenue and State Street. The Historic District Overlay exists on two distinctive districts - the Chenango County Courthouse Historic District and the North Broad Street Historic District. These districts help to recognize and preserve the highly valued historic and cultural places.

Recommendation

Create a sense of arrival for the Museum District through the streetscape improvement plan provided in this document. Continue to advance the streetscape concept for the Museum District. Provide an updated cost estimate for improvements (see Appendix E for concept and 2014 cost estimate). Seek funding for implementation of the recommended improvements. Continue working with the Northeast Classic Car Museum to grow it into a major year-around regional destination and creating other tourism venues and destinations that will attract year-around visitors. Seek funding for tourism and marketing of the Museum District through Empire State Development and others. Consider developing a new special district from North Broad to Silver Street.

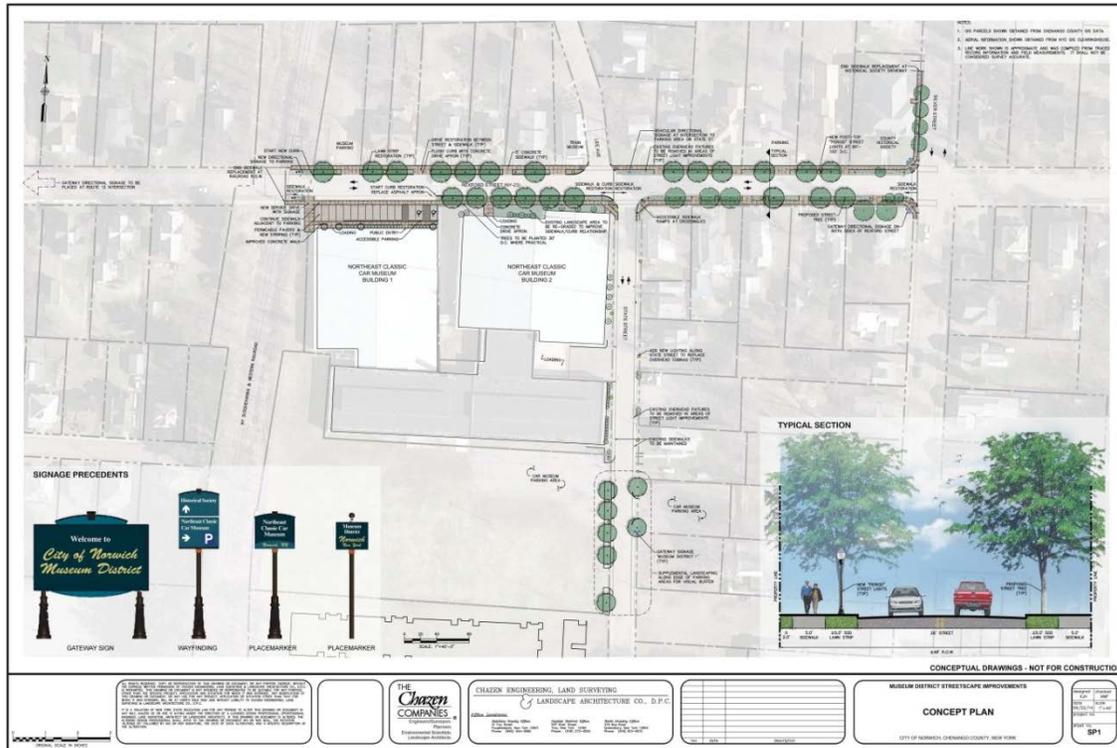


FIGURE 13 - MUSEUM DISTRICT STREETScape IMPROVEMENTS (2014)

OPPORTUNITY #4 – Implement the Heritage Block Redevelopment Project

The Heritage Block consists of several deteriorated commercial structures and an interior parking area. The project involves the renovation of six buildings for mixed-use development, as well as the redesign and construction of a shared parking lot between Lackawanna Avenue and Mechanic Street. The owners of 42 and 44-46 North Broad Street plan to establish a brewpub and a ground-floor “100-Mile Market” that offers food products from within a 100-mile radius. The new investment will help to revitalize an area of North Broad Street that has many vacant commercial properties.

Recommendation

Advance the planned elements in the Concept Plan developed for the Heritage Block Redevelopment and continue to support the 100-Mile Market and brewpub proposed as part of the Heritage Block. Update the cost estimate and outline a strategy to implement the plan.

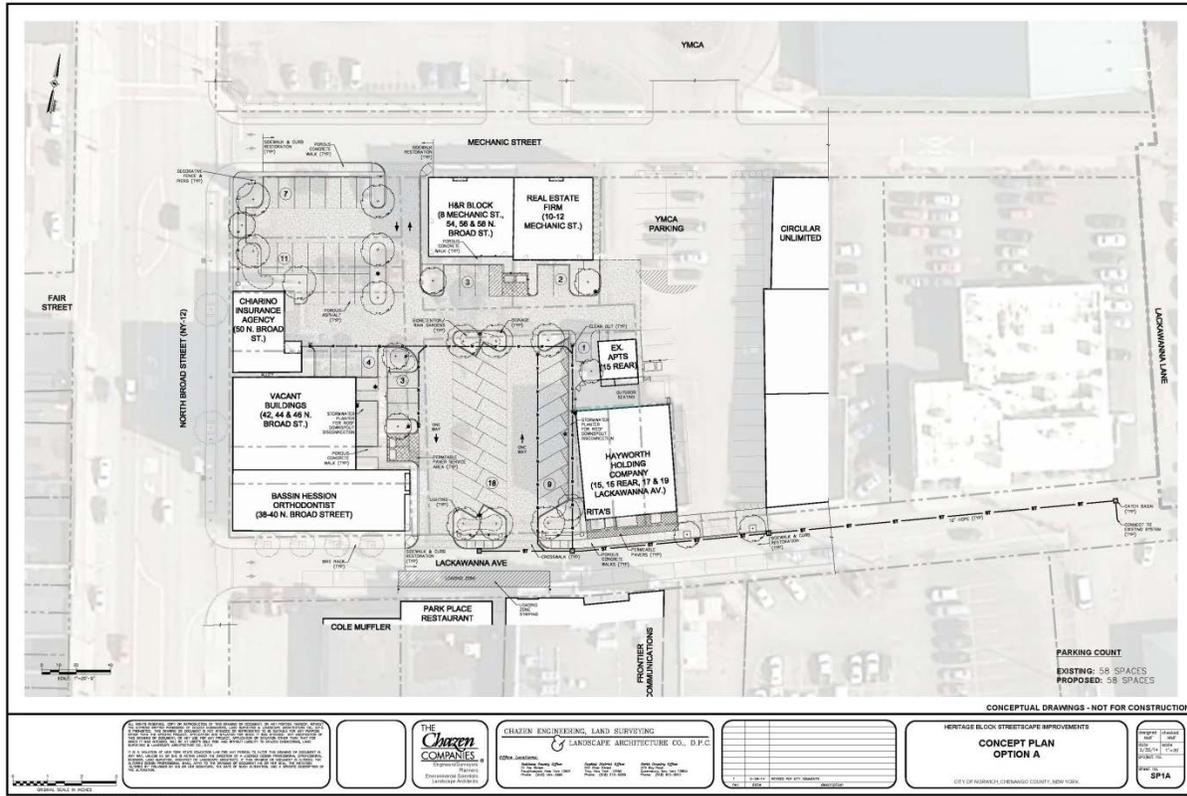


FIGURE 14 - HERITAGE BLOCK STREETScape IMPROVEMENTS (2015)

OPPORTUNITY #5 – Develop a Feasibility Plan for the Development of Borden Avenue Industrial Area

The Borden Avenue Industrial Area contains about 50 acres of underutilized land and structures and represents an opportunity for land uses that would not be appropriate anywhere else. However, significant drawbacks to the site are the lack of availability of natural gas and the need to extend municipal sewer and water from Borden Avenue (lines do exist to the two active on-site warehouses). Only three businesses are in operation at the site and all are part of buildings that are underutilized. An active rail line will be back in operation through the area, but there is not an appropriate staging area for rail car maintenance and the loading and unloading of rail cars and trailers. Large-scale industrial development in the area is no longer feasible. Any plans for the site should transition away from the traditional industrial development model and into a sustainable contemporary model that considers local and regional trends for goods and services.

Despite the previous uses and current condition of the Borden Avenue Industrial Area, there are no known contaminants at any site according to the NYSDEC. The Borden Avenue Industrial Area is ideal for new development due to its location, size, nearby availability of sewer and water lines, small number of existing uses, simple construction of existing structures, large number of vacant properties, and the lack of known contaminants.

Leveraging the global reach and strengths of Cornell University’s College of Agriculture and Life Sciences, together with the region’s natural assets and strong private sector investment, a

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

strategic mix of projects have the capacity to transform and grow agriculture and food production, processing and distribution across the region, while also strengthening links to growing tourism and manufacturing industries.

Recommendations

Develop a feasibility study with local and regional partners to determine the best set of sustainable uses for the Borden Avenue Industrial Area and explore funding for implementation. Ideas from other planning documents suggest the following combination of uses or alternative uses for the site:

- Determine the feasibility of a food production, food processing and greater agricultural economic development hub. Uses for the site could include a distribution center and wholesaler of agricultural and food products, greenhouses for urban agriculture, a solar farm, tree and shrub farm and any ancillary businesses. Use the 2014-2020 County Economic Development Strategic Plan and the 2012 Chenango County Agriculture and Farmland Protection Plan Update as a framework.
- Promote Norwich as the center of the County's 2015 Greater Norwich Community Revitalization Plan farm-to-table initiative. Utilize Southern Tier URI Plan grant funds designated for agricultural initiatives and capitalize on the Appalachian Regional Commission's investment strategy for pilot initiatives. Consider a partnership with the New York State Agricultural Experiment Station at Cornell University to expand the program to local communities.
- Perform a needs assessment to market the site for paper products, printing and ancillary businesses. Build a relationship with other printing and paper products service providers in the City and the region such as *Chenango Union Printing Inc.* and *The Label Gallery*. Partner with the County's initiative to support the development and expansion of forestry industries. Research the Southern Tier URI Plan grant funds designated for agricultural initiatives to see if they apply to the site proposal.
- Determine the feasibility of a technology business and small scale manufacturing center for industries such as telecommunications, utility providers and contractors, computer and electronics services and distributors, and pharmaceuticals and medical devices.
- Rail access is an opportunity that could further develop the existing relationships between Chenango County farms and world-class restaurants in urban centers. Initiate a feasibility study that assesses the location and means for establishing an active rail line and loading dock in the Borden Avenue Industrial Area.

OPPORTUNITY #6 – Recapture Lost Corporate Lodging Demand and the Growing Leisure Market

Norwich draws residents and visitors to the City from its long-running, highly successful festivals and events plus the Northeast Classic Car Museum. However, the lack of quality lodging in the City serves as a major barrier to increasing the economic impact of tourism and business travel.

Progress on this front has been incrementally positive. A plan to renovate the Howard Johnson Hotel and rebrand it as a Best Western is presently on hold, however, a private developer is proposing to purchase the vacant former Morrisville College property at 14-16 S. Broad Street and transform it into an approximately 60-room hotel.

Recommendation

Increase the number of rooms and variety of overnight accommodations by attracting and supporting development teams to build a combination of basic and boutique B&BS, small hotels, and “flag” hotels. Investigate the feasibility of marketing the existing stock of Victorian and other architecturally-unique houses as a B&B cluster in the City of Norwich.

OPPORTUNITY #7 – Support Entrepreneurship and Create New Opportunities for Business Development and Job Creation

Norwich displays an ability to draw new businesses to the City and expand those that exist may help to address the underrepresented retail sector in Norwich and Chenango County. A desire was also expressed by the community to see an overall improvement of the economic base in Norwich by developing niche markets and forming a tech-based sector within the City.

Recommendation

Pursue and seek funding for a center such as the “Innovation Space” concept proposed in the 2015 America’s Best Communities application by Commerce Chenango with other partners. This center would be designed to foster ideas, incubate start-up businesses, and improve career mobility. The Entrepreneur Makers Space in Ithaca is a successful example of a center that has already successfully taken two products to market. Study the feasibility of a workforce development and manufacturing training center with a connection to the SUNY at Morrisville Norwich campus. Consider including a small business and start-up incubator along with rental commercial lab and demonstration spaces. Approach existing regional pharmaceutical and medical science businesses such as *Kerry Bio-Science* and *Norwich Pharma Services* to perform a needs assessment as part of the overall feasibility study. Form a partnership with local authorities, Commerce Chenango, the County, and the Southern Tier Regional Economic Development Corporation to complete the feasibility study, to receive small business development and marketing support, and for assistance with the site planning process. Review the guidelines laid out in the 2009 BOA Pre-Nomination Study, the 2011-2016 REDC Southern Tier Strategic Economic Development Plan, and the 2015 Southern Tier Upstate Revitalization Initiative Plan.

OPPORTUNITY #8 - Bring Recreation to the Waterfront

The Chenango River and Canasawacta Creek provide good opportunities for expanded recreational access in the City of Norwich. Currently there is no official kayak or non-motorized boat points of access in the City. The current Riverwalk Trail or “Hosbach Trail” and the Chenango Greenway Conservancy Trail represent a network of unconnected trail segments along Chenango River. There is opportunity to extend and connect the trail system along Chenango River and Canasawacta Creek for expanded year round recreation. The Chenango River was named an official “inland waterway” by the state in 2017 and is therefore eligible for NYSDOS Local Waterfront Revitalization Program (LWRP) funding.

Recommendation

The City should study the feasibility of formally connecting the Hosbach Trail and Chenango Greenway Conservancy Trail to develop a comprehensive trail loop system with a single identifying brand with unified signage. Possible additional links to local parks and recreational facilities should be considered during the feasibility study. The following are recommendations for the feasibility study, trail planning, and funding mechanisms for the completion of the City of Norwich waterfront recreation system:

- Create an inventory of properties where easements may be necessary. Seek funding through the NYSDOS LWRP in the 2018 CFA funding round.
- Complete a feasibility plan for the establishment of a water trail with appropriate access points and amenities along Chenango River and Canasawacta Creek.
- Seek grant funding through the NYSDOS LWRP in the 2018 CFA funding round.
- Perform general trail maintenance and improvements to the existing trailhead and trail. Develop new signage on the trail and provide wayfinding signage for visitors and residents of Norwich.
- Improve existing lighting and provide additional lighting where needed.
- Address parking issues and provide appropriate wayfinding to direct visitors to the parking areas.
- Market the trail as a regional attraction. Create a trail map to distribute to local businesses, historic society, and municipal offices. Request assistance from the County and Southern Tier region to develop a marketing campaign and promotional materials for the trail system

OPPORTUNITY #9 – Develop Additional Types of Housing and Improve the Condition of the Existing Housing Stock

According to the City of Norwich Comprehensive Plan, “housing professionals report a shortage of quality units in all market sectors (for-sale, rental, affordable, market rate and senior),” in spite of relatively high vacancy rates. The plan also cited county-wide housing needs study from 2003 that identified an unmet need for assisted living facilities for seniors.

Vacant and underutilized sites with housing development potential include the Unguentine Building off South Broad Street and former Ward Schools #1 and #5 on South Broad and East Main. Residential use of most of these properties would require zoning variances from the city; moreover, substantial funding resources would be necessary for redevelopment and reuse. Given the age of the housing stock in the City of Norwich, housing rehabilitation funding to make necessary repairs and improvements remains an ongoing need.

Recommendation

Develop a 10-year housing plan that supports and incentivizes rental property development/redevelopment specifically targeting low-moderate income individuals, senior citizen, young professionals, executives, and future students. Develop market-rate rental housing for young professionals on upper stories of downtown buildings. Recruit a developer to repurpose Ward Schools #1 and #5 into apartments. Initiate program to bring downtown apartments in upper stories up to modern building codes. Continue to Administer and Implement Existing Community Development Block Grants (CDBG) and Restore New York Grants for Construction Rehabilitation Projects. The City should renew the effort to pass and implement a historic preservation ordinance as well.

OPPORTUNITY #10 – Employ feasible Main Street Revitalization Techniques and Programs to Enhance Norwich’s downtown.

The Central Business District of the City of Norwich encompasses the area from Mitchell Street to Eaton Avenue along Broad Street. Broad Street has a strong sense of place. The open storefronts were well-maintained, signage was consistent and clearly visible, and seasonal banners and wreaths hang from the light posts. The few vacant storefronts and vacant buildings suggest that the major issue for the Downtown is getting passersby to stop and shop.

Recommendations

Conduct an evaluation of the downtown streetscape that includes identifying the gaps in pedestrian comfort and safety, business beautification and identity, elements of unification, and strong arrival signage. Seek funding to implement comprehensive streetscape improvements throughout the downtown. Develop a long-range plan to demolish, rehabilitate, and reconstruct vacant and underutilized properties through Restore New York grants. Develop a comprehensive list of businesses that the City would like to have in the downtown and put this list on the website. Based on feedback received from the community in past planning endeavors the list should include:

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

- Apparel stores: e.g., larger women’s clothing, clothing for teenagers, little kids’ clothes, bridal clothing, moderately-priced clothing, shoe store. Could be a “community-owned department store” like the one in the Village of Saranac Lake
- Coffee shop/bookstore or coffee roaster
- Old-fashioned hardware store
- A sporting goods store
- More restaurant options such as a café in the Museum District
- Microbrewery
- Activities for kids beyond team sports and after school destination for middle school kids.

OPPORTUNITY #11 – Develop and Implement a Population Action Plan

Although the City’s population declined by 5.6% between 1990 and 2010, the number of residents is expected to remain stable in the next five years. Still, the number of young people and families appears to be in decline. While this is also a regional trend, a significant effort should be launched to attempt to reverse the trend and re-energize the City. A population action plan should have a regional approach, involve partners, and focus on retention, recruitment and repatriation of both young families and empty nesters.

Recommendation

Identify actions to attract skilled entrepreneurial young people and empty nesters who would be attracted to outstanding recreational opportunities, energy efficiencies, and general quality of life of the community. Identify actions to retain youth and the skilled workforce. Identify specific actions to repatriate people who once lived in Norwich.

4.2 Implementation Strategy

The Implementation Strategy consists of actions that the City of Norwich can continue or initiate on their own without outside funding and actions that will require funding assistance. Where possible these resources are identified in 4.1 above. Since virtually all the recommendations come with administrative and coordination requirements, the City will have to carefully consider appropriate groups, associations and individuals that can effectively take the recommendations to implementation. In addition, the City may have to rely on consultants in this role which will come with additional costs.

BOA Step 3: Upon acceptance of the City of Norwich BOA Draft Nomination Study by the Department of State, the City can begin the application for the third step of the BOA program to undertake implementation activities. The efforts outlined within this Implementation Strategy include those actions to be included in the final phase of the BOA process. As part of a series of next steps, the City should begin to organize select staff and stakeholders to undertake critical decision making regarding implementation projects. A standing committee that reports to the City Council should be established that will take the lead on project development.

Review and Revision: The City must continuously analyze the recommendations made within the Revitalization Plan and revise priorities for individual sites as conditions shift or change. This will require regular staff involvement and oversight of the Plan's implementation. As part of this process, the City should highlight one or two projects each year to organize and initiate. A written record should be kept of the progress and standing of all recommended projects in terms of where they are in the planning and development phases, and the source and level of funding.

Marketing Tool: This Nomination Study is also a "Revitalization Study" and should be utilized in marketing and efforts with residents, area investors, and other City, federal, and state agencies. Such an effort will help carry momentum forward into implementation projects, and may also provide additional opportunities for financial, technical, and public support. Perhaps its strongest role will be for supporting future grant applications.

High Impact Projects: The City should seek to identify projects that can be accomplished in the short-term with limited funding and providing maximum impact. The implementation of the improvements to the streetscape of the Museum District that will provide a unified look will signal commitment and momentum that will very likely translate into additional public and private investment at this site and spur changes in other areas of the City. Also, completing a full hike/bike trail along the Chenango River could be funded through the NYSDOS Local Waterfront Revitalization Program which has only a 25% local match requirement.

Funding Projects and Initiatives: Funding for BOA initiatives will come from public and private resources. Timing and levels of investment will be predicated on numerous issues beyond the control of City staff, including the disposition of State and Federal budgets and the regional and national economic outlook. In addition, the availability of financing and the costs of investment will also dictate the extent and timing with of private sector involvement. The City will be required to marshal a consistent level of public dollars in the beginning stages of implementation in an effort to reduce private sector risk and lure investment.

Funding for this high impact projects can come from more traditional sources, such as the New York State Environmental Protection Fund, New York Main Street Program, and Community Development Block Grants. Many projects discussed will require additional investigations for feasibility and design alternatives. Spending for these pre-development initiatives will be dependent upon public financing and grants. These monies serve to reduce upfront risk and investment by private developers. Grant funding sources are constantly changing, with available monies becoming increasingly competitive as the State and Federal governments continue to decrease spending. The City should maximize their competitive position by leveraging the planning process and community commitment outlined in the BOA Nomination Study.

Downtown Revitalization Initiative: Now in its second year, Governor Cuomo's Downtown Revitalization Initiative (DRI), is transforming downtown neighborhoods into vibrant communities where the next generation of New Yorkers will want to live, work and raise families. Participating communities are nominated by the state's ten Regional Economic Development Councils (REDCs) based on the downtown's potential for transformation, and each community is awarded \$10 million to develop a downtown strategic investment plan and implement key catalytic projects that advance the community's vision for revitalization. Nearby City of Oneonta was a recipient in 2016 and could serve as a mentor for the process.

Communities interested in downtown revitalization may apply for funding from other eligible state programs that promote revitalization. Examples include the Local Waterfront Revitalization Program at the Department of State, Restore NY at Empire State Development, and the New York Main Street program at the Division of Housing and Community Renewal. State funding initiatives included in the Consolidated Funding Application (CFA) provide priority consideration to projects and proposals which demonstrate they will advance downtown revitalization through transformative housing, economic development, transportation and community projects that will attract and retain residents, visitors and businesses. The following is a brief overview of key funding programs in existence as of 2011 and important factors for consideration during the application process.

New York State Environmental Protection Fund: The NYS Environmental Protection Fund (EPF) was created in 1996 as part of a statewide bonding initiative. This fund is utilized by two primary grant programs: the Local Waterfront Revitalization Program (LWRP); and the Parks, Recreation and Historic Preservation Program (OPRHP). The NYSDOS administers LWRP funding, which can be utilized for waterfront improvement projects in conjunction with an approved LWRP document. Funding availability announcements are made annually with applications due in July.

The Office of Parks, Recreation and Historic Preservation (OPRHP) administers a separate EPF grant program focusing on the acquisition, preservation and construction of park and historic preservation projects. This funding program supports the purchase of property and easements, the construction of public parks, and the preservation of historic resources and structures. NYS Parks EPF program fund applications are due in July each year. Applicants can utilize other local, state, federal and in-kind funds towards their dollar for dollar match, and must be capable of funding the entire project prior to requesting reimbursement.

New York Main Street Program: The New York Main Street (Main Street) Program is funded by the NYS Housing Trust Fund and administered by the Office of Community Renewal. The Main Street Program mainly supports investment in private property. To meet the stringent requirements related to housing affordability, most successful projects will be those that concentrate on subsidized residential rehabilitations and infill development. Funding opportunities through this program are typically announced each January, with applications due in April. Main Street funding is also flexible, yet requires proof of committed investment by other state, federal or private sources. Similar to EPF programs, Main Street is also a reimbursement program, with varying levels of match dependent upon project type.

NYS Community Development Block Grant Program: The New York State Community Development Block Grant Program (CDBG) is also funded by the NYS Housing Trust Fund and administered by the Office of Community Renewal. The CDBG program provides funding for accessible and affordable housing, drinking water and wastewater projects, and needed public facilities. CDBG funding is available via two funding programs: Annual Competitive; and Open Round Economic Development. The Annual Competitive Round of CDBG funding can be utilized for housing rehabilitation (affordable), public facilities and public infrastructure (water/sewer only).

The Open Economic Development Round of CDBG funding can provide financial assistance directly to businesses which will result in the creation or retention of jobs. Additionally, these funds can be utilized to construct publicly owned infrastructure necessary to support the creation or expansion of a business. The required matching funds for Open Round Economic Development Round funding vary by project type from 10 percent to 60 percent.

Local Government Efficiency: The Local Government Efficiency (LGE) Program provides technical assistance and grants to local governments for the development of projects that will achieve savings and improve municipal efficiency through shared services, cooperative agreements, mergers, consolidations and dissolutions.

Community Services: The Community Services Block Grant (CSBG) is a federal anti-poverty program administered by the Department of State since 1982. Its purpose is to provide assistance to states and local communities working through a network of community action agencies (CAAs) and other neighborhood organizations for reduction of poverty, revitalization of low-income communities and empowerment of low-income families and individuals to become fully self-sufficient.

Appalachian Regional Commission: All communities in Chenango County are within the boundary of the Appalachian Regional Commission (ARC), a regional economic development agency that represents a partnership of federal, state, and local government established by the Federal Appalachian Regional Development Act of 1965. Its goal is to improve the economy and quality of life in Appalachia by providing funding and technical assistance for projects in areas such as business development, education and job training, telecommunications, infrastructure, community development, housing, and transportation. Program grants are awarded to state and local agencies and governmental entities

City of Norwich Step 2 Nomination Study: Brownfield Opportunity Area Revitalization Plan

(such as economic development authorities), local governing boards (such as county councils), and nonprofit organizations (such as schools and organizations that build low-cost housing). Contracts are awarded for research on topics that directly impact economic development in the Appalachian Region. ARC makes a wide range of grants to public and private nonprofit organizations to help firms create and retain jobs in the Region. Examples of grants include: industrial site development; business incubators; special technical assistance and training; and expansion of domestic and foreign markets.

City of Norwich
Brownfield Opportunity Areas Program
Draft Step 2 Nomination Plan: Revitalization Plan

List of Appendices

Appendix A Public Participation

Appendix B Atlas of Maps

- Map 1 Community Context Map
- Map 2 Study Area Context Map
- Map 3 Brownfield Opportunity Area Boundary Map
- Map 4 Existing Land Use Map
- Map 5 Existing Zoning Map
- Map 6 Underutilized Sites Location Map
- Map 7 Land Ownership Map
- Map 8 Parks and Open Space Map
- Map 9 Building Inventory Map
- Map 10 Historic and Archeologically Significant Areas
- Map 11 Transportation Systems Map
- Map 12 Infrastructure and Utilities Map
- Map 13 Natural Resources and Environmental Features Map

Appendix C Site Profiles

Appendix D Economic and Market Trends Analysis

Appendix E Streetscape Improvement Concepts

Appendix F SEQR Documents

Appendix A Public Participation

PUBLIC COMMENT SUMMARY

City of Norwich BOA Revitalization Plan Public Informational Meeting

Norwich Firehouse Meeting Room

January 10, 2018

Tracey Clothier, Senior Planner from The LA Group, P.C. introduced herself and Robert Murray BOA Contractor, Shelter Planning & Development, Inc., and Ellen Pemrick of E.M. Pemrick and Company. She introduced the project to the public through a PowerPoint presentation with the following general information:

This Revitalization Plan represents Step 2 of the Brownfield Opportunity Area (BOA) Program for the City of Norwich. The City of Norwich completed a Pre-Nomination study in January of 2009 that detailed a conceptual strategy for the City. This study produced an initial analysis of key properties and projects throughout the study area that have the potential to be returned to productive use as well as serve as catalysts for future revitalization.

The second step in the planning process represents a better-defined, more detailed look at key properties throughout the area initially identified in the Pre-Nomination study. Subsequent analyses by the City and the ROP steering committee resulted in minor changes to the boundary area, and in the removal of a number of properties that were considered non-essential in this process. The final Nomination product will focus more closely on a smaller number of sites.

With assistance from the City's consultants, the Steering Committee drafted a set of preliminary recommendations for the Revitalization Plan. An Economic and Market Trends Analysis was completed as part of the Revitalization Plan for the City. It analyzes demographic characteristics, economic conditions, industry trends, and real estate market conditions, and is designed to identify potential opportunities for the proposed BOA study area.

PUBLIC COMMENTS RECEIVED FOLLOWING THE PRESENTATION:

- Retail sales help with our tax base – can count on the restaurants
- People from downstate look at Norwich as a “Norman Rockwell community”
- We need a three-pronged attack, addressing 1) streetscapes; 2) lodging; and 3) housing – especially for seniors (example of Windsor, which has attracted people from downstate)
- Agrees we need to move ahead on Step 3 BOA
- Wants to see the city move forward
- Agrees we need to do more with our waterfront
- But agencies should be communicating with one another: [Unlike NYS DOS] NYS DEC is discouraging us, telling us we can't do anything in the flood zone

- Agrees - the Greenway Conservancy has been prohibited from making improvements in the flood hazard zone
- We've lost over 2,000 people in the city since the 1970s
- NYS needs to invest in housing in neighborhoods – need flexible programs to help fix up abandoned/underutilized homes [that impact neighborhoods]
- We need higher-wage people in Norwich – but there's a funding gap to do housing that isn't low-income
- There is an effort to do the Museum District project
- LWRP could potentially fund
- Do other communities have a paid position in place, a person to do implementation?
- Wonder if we need someone like Todd to oversee this
- Currently has to field her questions through the BID
- We have to look to consultants and outside resources to make things happen
- The BID is focused only on a small area of the city
- Commerce Chenango could take it on, but we need funding from the city to support
- DRI applications are very slick, need \$20,000 to do [the grant application] – no mechanism to implement
- If there was \$10,000 or \$20,000 to prepare the DRI application... we need to look at multiple initiatives
- We need more senior housing that isn't low-income so seniors don't have to leave the city
- The quality of life and emergency services here are excellent

SIGN-IN SHEET: Please sign-in so that we can keep you informed about the status of the project and other public meetings.

Norwich

Public Information Meetings

Name	Phone Number	Email	Residency Status (Year Round, Seasonal, Visitor)
JOE ANGELO	607-334-2886	jeepjtrucks@yahoo.com	
Dave Zeno			
Isaiah Sutton	337-1628	isaiah5@co.chenango.ny.us	YR
Anna McLaughlin	334-7040 607	annamel@frontnet.net	YR
JoAnn Testani	336-3513 607	ntestanie.roodrunner.com	YR
Eric J. Elsted Jr	336-3452	NICU@roadrunner.com	YR
Sara Evenson	607-334-9227	director@chenangohistorical.org	YR
Phil Gittner	336-6996 607	dodgerford@yahoo.com	YR
Steve Craig	374-1404	scraig@chenango.org	YR
Ed Statton	316-2694	edstatton13@hotmail.com	YR
Alex Larson	607-5534-5532	al Larson@chenango.org	YR
Kathleen Campbell	607-334-7746	KSC21Francis@ydn.com	YR
BOB JEFFREY	607-336-1462	Bob@ccarric.com	YR
John Cresson	607-764-8109	GuilfordPlepping@5mail.com	YR

email pgs.

SIGN-IN SHEET: Please sign-in so that we can keep you informed about the status of the project and other public meetings.

Public Information Meeting 1.10.18: City of Norwich BOA Revitalization Plan

Name	Phone Number	Email	Residency Status (Year Round, Seasonal, Visitor)	
Karol P. Kucinski	334-5511	karolkvh@hotmail.com		
Mayor Carnrike				
Todd Dreyer				
Plus 5 others who did not sign in				

Norwich community hears step two of Brownfield Opportunity Area Revitalization Plan

By: Grady Thompson, Sun Staff Writer

Published: January 11th, 2018

NORWICH – Norwich community members and leaders gathered in the firehouse on Wednesday afternoon to hear a presentation on step two of the nomination study for the Brownfields Opportunity Area Revitalization Plan in the City of Norwich.

Tracey Clothier of The LA Group, P.C., Ellen Pemrick of E.M. Pemrick and Company, and Robert Murray of Shelter Planning & Development, Inc. each contributed to the presentation, offering statistics on economic trends in the City of Norwich and potential uses for city properties that could be revitalized.

Clothier said their study focused on the east half of the city, where they established 32 underutilized sites – roughly 127 acres total – that showed potential for re-development of improvement.

Particular properties that could potentially be revitalized for contemporary use, according to Clothier, are: the warehouse on Borden Avenue, the former Ungentine Building, the former ward schools, and the Heritage Block.

Pemrick presented an Economic and Market Analysis for the city, noting a stark decline in the existence of city retail stores.

According to Pemrick, in 1997, the City of Norwich had 90 retail stores, accounting for 52 percent of total retail sales in Chenango County. But as of 2012, there were only 38 retail stores in the city, accounting for less than 20 percent of retail sales in the county.

"There's only 3,100 households in Norwich, it's really not enough to support stores and restaurants without trying to draw from the outside communities," said Pemrick.

Clothier highlighted 11 opportunities that the study found to be most feasible for the city to capitalize on: implementing strategy and site assessments to apply for funding through step three of the Brownfields Program, creating a marketing message for the city, developing and implementing a city museum district, implementing the Heritage Block redevelopment plan, developing a plan for the Borden Avenue industrial area, recapturing lost corporate lodging, supporting local entrepreneurship, bringing recreation to the city waterfronts, improving the condition of existing housing, enhancing Norwich's streetscape, and developing a population action plan.

As for acquiring the funding to make these opportunities possible, Clothier recommended the city apply for Local Waterfront Revitalization Program funding. Attending community members Joe Angelino and Todd Dreyer noted that state regulations prevent the construction of even a flood wall in the designated flood zone, but Clothier said it would be the task of the state to iron out those details.

Norwich business owner Anna McLaughlin asked Clothier if other cities had a designated paid position in place for planning to improve the chance of the study's recommendations being employed. Clothier said that in her experience, the planning committees are all voluntary, though they rely heavily on consultants.

"Some communities do keep a committee involved and make it an implementation committee, and that's just one of the ways this doesn't just die by the wind," said Clothier. "The only way to keep it going is to have someone responsible going with it."

Pictured: (L-R) Norwich community member Todd Dreyer, Tracey Clothier of The LA Group, and Ellen Pemrick of E.M. Pemrick and Company.

Step 2 Nomination Study

City of Norwich Draft BOA Revitalization Plan

PROJECT DESCRIPTION

This Revitalization Plan represents Step 2 of the Brownfield Opportunity Area (BOA) Program for the City of Norwich. The City of Norwich completed a Pre-Nomination study in January of 2009 that detailed a conceptual strategy for the City. This study produced an initial analysis of key properties and projects throughout the study area that have the potential to be returned to productive use as well as serve as catalysts for future revitalization.

The second step in the planning process represents a better-defined, more detailed look at key properties throughout the area initially identified in the Pre-Nomination study. Subsequent analyses by the City and the ROP steering committee resulted in minor changes to the boundary area, and in the removal of a number of properties that were considered non-essential in this process. The final Nomination product will focus more closely on a smaller number of sites.

The Steering Committee outlined the following goals and objectives for the project:

- Improve housing opportunities for a rising senior population
- Increase the local tax base
- Explore niche markets
- Attract technology-based businesses
- Increase opportunities for public access to waterfront
- Protect the environmental sensitivity of specific sites

With assistance from the City's consultants, the Steering Committee has drafted a set of preliminary recommendations for the Revitalization Plan. An Economic and Market Trends Analysis was completed as part of the Revitalization Plan for the City. It analyzes demographic characteristics, economic conditions, industry trends, and real estate market conditions, and is designed to identify potential opportunities for the proposed BOA study area.

Please take a few minutes and review the recommendations on the back page of this flier. Your feedback is important in shaping and funding future revitalization projects.

BOA REVITALIZATION PLAN STEERING COMMITTEE

Christine Carnrike, Mayor, City of Norwich
Dee DuFour, Director of Finance
Robert Jeffrey, Northeast Classic Car Museum
Peg LoPresti, NBT Bank
Ann Coe, Norwich Business Improvement District Management Association (BIDMA)
Anna McLaughlin, McLaughlin's Dept. Store
Alex Larsen, Commerce Chenango and Development Chenango



December 2017

Public Meeting Scheduled

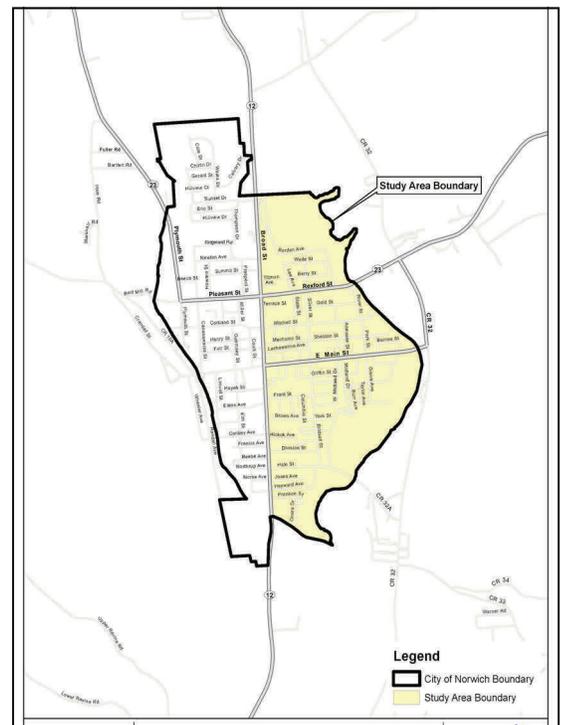
Wednesday, January 10

2-4pm

Norwich Fire Department

Firehouse Training Room

31 East Main Street



Revitalization Boundary Map

NORWICH BOA STEP 2 NOMINATION STUDY: DRAFT RECOMMENDATIONS

The following goals and recommendations represent a summary. The full draft of recommendations can be viewed on the City of Norwich website: <http://www.norwichnewyork.net/index.php>

Goal 1 - Create a Powerful and Unified Marketing Message

-Develop and implement a regional branding and promotion program that will serve as a unifying strategy to promote the region's quality of life and capacity for innovation.

Goal 2 - Fully Develop and Implement Plans for all the Special Overlay Districts

-Advance the streetscape concept for the Museum District and seek funding for implementation of the recommended improvements.

-Continue working with the Northeast Classic Car Museum to grow it into a major year-around regional destination and creating other tourism venues and destinations that will attract year-around visitors.

Goal 3 - Implement the Heritage Block Redevelopment Project

-Advance the planned elements in the Concept Plan developed for the Heritage Block Redevelopment. Update the cost estimate and outline a strategy for implementation.

Goal 4 - Develop a Master Plan for the Borden Avenue Industrial Area

-Initiate a feasibility study that assesses the location and means for establishing a loading dock and municipal sewer and water in the Borden Avenue Industrial Area.

-Promote Norwich as the center of the County's 2015 Greater Norwich Community Revitalization Plan farm-to-table initiative.

Goal 5 – Recapture Lost Corporate Lodging Demand and the Growing Leisure Market

-Increase the number of rooms and variety of overnight accommodations by attracting and supporting development teams to build a combination of basic and boutique B&BS, small hotels, and “flag” hotels.

Goal 6 – Support Entrepreneurship and Create New Opportunities for Business Development and Job Creation

-Pursue the “Innovation Space” concept proposed in the 2015 America's Best Communities application – a focus on local agriculture, food processing and packaging, food and beverage production.

Goal 7 - Bring Recreation to the Waterfront

-Study the feasibility of formally connecting the Hosbach Trail and Chenango Greenway Conservancy Trail to develop a comprehensive trail system with a single brand under one organization. Consider possible additional links to local parks and recreational facilities. Complete a feasibility plan for the establishment of a water trail with appropriate access points and amenities along Chenango Creek and Canasawacta Creek.

Goal 8 –Develop Additional Types of Housing and Improve the Condition of the Existing Housing Stock

-Develop a 10-year housing plan that supports and incentivizes rental property development/redevelopment specifically targeting low-moderate income individuals, senior citizen, young professionals, executives, and future students.

Goal 9 – Employ feasible Main Street Revitalization Techniques and Programs to Enhance Norwich's downtown.

-Conduct an evaluation of the downtown streetscape that includes identifying the gaps in pedestrian comfort and safety, business beautification and identity, elements of unification, and strong arrival signage. Seek funding to implement comprehensive streetscape improvements throughout the downtown.

Goal 10 – Develop and Implement a Population Action Plan

-Identify actions to attract skilled entrepreneurial young people, retain youth and the skilled workforce, and repatriate people who once lived in Norwich.

PUBLIC INFORMATION MEETING SCHEDULED

Public participation is of critical importance when it comes to development of this plan. A summary of the draft plan and recommendations will be presented at a public meeting on January 10, 2018 at 2pm at the Norwich Firehouse Community Room. This meeting is your opportunity to provide feedback to the City and its consultants. Please join us on Wednesday, January 10, 2018 at 2pm in the Firehouse Training Room. A copy of the Draft BOA Revitalization Plan can be found on the City of Norwich website under “What's New?”.



City of Norwich
Brownfield Opportunity Areas Program – Step 2 Nomination Plan: Revitalization Plan
 Contract No. C1000139

/ Task 1.2 List of Steering Committee Members

City of Norwich
 Step 2 Nomination Plan: Revitalization Plan
Steering Committee Members:

	Name	Address	Phone	Affiliation	E-mail
1.)	Julie Sweet	44 Hawley Street Binghamton, NY 13905	(607) 721-8752	NYS Dept. of State	julie.sweet@dos.state.ny.us
2.)	Todd Dreyer (retired)	One City Plaza Norwich, NY 13815	(607) 334-1229	City of Norwich	tdreyer@norwichnewyork.net
3.)	Alex Larsen	15 South Broad St. Norwich, NY 13815	(607) 334-5532	Commerce Chenango Development Chenango	alarsen@chenangony.org
4.)	Bryan McCracken	One City Plaza Norwich, NY 13815	(607) 334-1400	City of Norwich	bmcracken@chenangony.org
5.)	Robert Jeffrey	24 Rexford Street Norwich, NY 13815	(607) 334-2886	Northeast Classic Car Museum Chenango Cty. Bd. of Supv.	robert@classiccarmuseum.org
6.)	Pegi LoPresti	52 S. Broad St. Norwich, NY 13815	(607) 334-6462	Branch Manager, NBT Bank	plopresti@nbtbank.com
7.)	Ann Coe	BID Office – One City Plaza Norwich, NY 13815	(607) 336-1881	BIDMA – Norwich	bid@frontier.net
8.)	Anna McLaughlin	27 South Broad Street Norwich, NY 13815	(607) 334-7040	McLaughlin’s Dept. Store	annamcl@frontier.net

This draft report was prepared for the City of Norwich and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program



Meeting Summary Notes:

City of Norwich Step 2 Nomination Study – Revitalization Plan Project Scoping Session Brownfield Opportunity Areas Program – Contract No. C1000139	
Date: Friday November 20, 2015	Time: 11:00am
Location: City Hall One City Plaza Norwich NY 13815	
Meeting called by:	Todd Dreyer
Meeting type:	Scoping session to kick-off plan development process
Facilitator:	Todd Dreyer
Notes taken by:	Jim Martin
Attendees:	<ul style="list-style-type: none"> Todd Dreyer, Planning and Community Development Specialist, City of Norwich; Jim Martin, Senior Planner and Project Manager, The LA Group; Bob Murray, President, Shelter Planning and Development; Ellen Pemrick, Principal, EM Pemrick & Co.; Pegi LoPresti, Branch Manager, NBT Bank, and Steering Committee member; Alexander Larsen, Economic Development Specialist, Commerce Chenango, and Steering Committee member;
Topic: Project Introduction and Background	
Discussion:	<p>T. Dreyer began the discussion by introducing those in attendance and providing some background on the project as well as recent events in Norwich. The Brownfield Opportunity Area project is a Step2 Nomination Study resulting from a funding approval the City received in January 2014. Additionally, Todd noted that the current Mayor is leaving office in December and the newly elected Mayor, Christine Carnrike is taking office in January. B. Murray noted that Shelter Planning has been working on BOA planning in the City since the inception of the current project and the completion of the pre-nomination study (BOA step #1) in February 2009. Some preliminary work did start on the Step 2 process but a change in staffing shifted the timeframes and led to joining with the LA Group and EM Pemrick and Co. to complete the planning associated with the Step 2 Nomination Study.</p> <p>T. Dreyer then generally outlined the study area for the BOA as the east side of the City from Broad Street (the City’s main commercial corridor) to the eastern City line. J. Martin indicated he was aware of the boundary of the area as a result of reviewing the mapping of the Step 1 Pre-nomination study. Todd continued to describe the three (3) primary components that the City is interested in: #1.) The “Heritage Block Development Project” on Broad Street which is already underway and is inclusive of building restoration and significantly upgrading a City-owned parking lot that adjoins the building;</p>
Topic: Project Introduction and Background (continued)	
	#2.) The “museum district” for which some preliminary conceptual plans have been prepared to

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	<p>improve the streetscape in this delineated area around the Northeast Classic Car Museum and the Bullthistle Model Railroad Museum which are located along either side of Rexford Street. It was also noted that this area is also a delineated district within the City’s Zoning Map; and #3.) The market analysis that will be conducted as part of the plan development process. Regarding the market analysis that is to be prepared Todd asked E. Pemrick what her other similar studies she worked on. Ellen responded by running through several past BOA Step Two plans she has worked on in similar communities and that she has successfully completed such analysis in communities throughout upstate New York – one notable similarity was in Fort Edward, NY – a small village in Washington County with similar qualities to the situation in Norwich. Todd noted that there are likely some gaps in the retail market that should be identified as a result of the analysis to be performed. He went on to note several relevant resources that should be considered as the market analysis is conducted. These include Steve Craig at Commerce Chenango, a lodging study that was prepared in September 2014 and the 2014 City Comprehensive Plan that was prepared “in-house”. Todd noted that he has a hard copy of the Plan available and it also available online. The City is further interested in understanding how a building at the Morrisville College Campus could be reutilized. Todd also indicated that the City has a Business Improvement District that was previously under the direction of Pegi LoPresti before she took her current position with the bank. The BID has and continues to be very active so the overlap of part of the BID boundary (approximately 12 blocks in area) and a portion of the BOA study area could be very dynamic. The discussion then shifted to the major employers of the City. One of the major employers was Norwich Aero that manufactured sensors for the aviation industry – they still have some presence in the City at a facility off Prentice Street but much of the manufacturing operation was relocated to Mexico. Another example cited was Proctor and Gamble and the closure of its facility on Eaton Avenue in 2013. The resulting loss of employment totaled approximately 320 jobs. The intent is to have the redevelopment plan consider these facilities and identify methods to reuse the vacant sites and buildings. Current major employers include NBT Bank, Chobani Yogurt (just outside of the City limits), and the Norwich Knitting Mill. Another opportunity may rest with the railroad line in the City. Initiated in 1982, when NY Susquehanna & Western Railway first acquired the Utica Main rail line that runs north-south through Chenango County, the CCIDA was approached for a Payment in Lieu of Tax Agreement. This agreement conveyed the title of the rail line to the IDA, and the non-taxable status of the IDA to the company. As the owner of the rail line, CCIDA is conducting a study to understand the most effective method to revitalize the use of the line. The final topic for plan consideration is potential reuse of a City owned site at the confluence of the Canasawacta Creek and the Chenango River. The extensive waterfront and pleasant setting are attributes that lend to use of the site for passive recreation.</p> <p>Todd also made note that the City is an entrant in the America’s Best Communities initiative and has advanced to the quarter finals round of the competition. As a national competition making it to the quarter finals is itself a noteworthy achievement and speaks to the fine quality of life in Norwich. The 50 quarterfinalist communities have six months to shape and refine their revitalization plans for the chance to win up to an additional \$3 million to bring their ideas to life. The semi-finalists will be announced on January 13, 2016.</p> <p>The discussion then shifted to public engagement. J. Martin indicated that he had previously developed public participation plans for NYSDOS projects and he understands the basic format that has been successfully utilized on past DOS projects. The general consensus among the group was that an aggressive public participation process is not needed as the most-effective input will be gained from business and industry stakeholders in the City. Therefore, the bulk of the effort should focus on stakeholder interviews and one-on-one contact. J Martin and E. Pemrick will coordinate on a list of stakeholders and then seek review from T. Dreyer to ensure</p>
<p>Conclusion:</p>	<p>The project consultant will conclude the day in the City with a tour of the study area and revisit T. Dreyer at his office to pick up copies of relevant plans as previously discussed. J. Martin will</p>

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City of Norwich

Brownfield Opportunity Areas Program – Step 2 Nomination Plan: Revitalization Plan

Contract No. C1000139

	draft the community participation plan and the meeting notes from today’s meeting; and Todd will plan to schedule a steering committee meeting in January.
Distribution of Notes: The above notes will be distributed to the following individuals for their review and comment:	
<ol style="list-style-type: none">1. Todd Dreyer2. Bob Murray3. Ellen Pemrick4. Julia Sweet	

This draft report was prepared for the City of Norwich and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program



City of Norwich

Brownfield Opportunity Areas Program – Step 2 Nomination Plan: Revitalization Plan

Contract No. C1000139

Contact List for Stakeholders:

	Name	Address	Phone	Affiliation	E-mail
1.)	Christine A. Carnrike	One City Plaza Norwich, NY 13815	(607) 316-0382 (607) 334-1209	Mayor, City of Norwich	mayor@norwichnewyork.net
2.)	Steve Craig	15 South Broad St. Norwich, NY 13815	(607) 334-1400	Commerce Chenango President & CEO	scraig@chenangony.org
3.)	Steve Palmatier	15 South Broad St. Norwich, NY 13815	(607) 226-0758	Commerce Chenango Workforce & Ind. Development	stevep@chenangony.org
4.)	Audrey Robinson	15 South Broad St. Norwich, NY 13815	(607) 334-1400	Commerce Chenango Director of Comm. & Tourism	arobinson@chenangony.org
5.)	Dinnett Moore	PO Box 753 Norwich, NY 13815	(607) 336-1116	Norwich Merchants Association	
6.)	Ann Coe	BID Office – One City Plaza Norwich, NY 13815	(607) 336-1811	BIDMA – Norwich	bid@frontier.net
7.)	Robert Jeffrey	24 Rexford St. Norwich, NY 13815	(607) 334-2886	Northeast Car Museum Chenango Cty. Bd. of Supv.	robert@classiccarmuseum.org
8.)	Sarah Mahan Joyce Zummo	45 Rexford St. Norwich, NY 13815	(607) 334-9227	Chenango County Historical Society	s.mahan@chenangohistorical.org
9.)	Philip M. Fairchild	33 Rexford St. Norwich, NY 13815	(607) 847-8551	President - Bullthistle Model Railroad Society	LPFair@frontiernet.net
10.)	Donna Jones	5 Court St. Norwich, NY 13815	(607) 337-1640	Director, Chenango County Dept. of Planning and Development	
11.)	Jason P. Zbock	20 Conkey Ave. Norwich, NY 13815	(607) 334-5144 x5060	Executive Director – Morrisville College – Norwich Campus	zbockjp@morrisville.edu

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City of Norwich

Brownfield Opportunity Areas Program – Step 2 Nomination Plan: Revitalization Plan

Contract No. C1000139

Contact List for Stakeholders (continued):

	Name	Address	Phone	Affiliation	E-mail
12.)	Irmin A. Mody	62 South Broad St.	(607) 336-3636	Realtor	
13.)	Adam J. Bosworth	7 Guernsey St. Suite 3 Norwich New York 13815	(607) 323-1319	Property Management Hayworth Management Co.	
14.)	Donna Pedini	25-27 N. Broad St. Norwich, NY 13815	(607) 334-3355 (607) 647-9620	Director, Made in Chenango	mic@madeinchenango.com
15.)	Sharon Pelosi Scott Sutton	141 N. Broad St. Norwich, NY 13815	(607) 373-9948	Hercules Properties, LLC & The Norwich Brewery	
16.)	Anna McLaughlin	27 South Broad Street Norwich, NY 13815	(607) 334-7040	McLaughlin's Dept. Store	annamcl@frontier.net
17.)	Pegi LoPresti	52 S. Broad St. Norwich, NY 13815	(607) 334-6462	Branch Manager, NBT Bank	plopresti@nbtbank.com
18.)	Todd & Rich Barnes	35 S. Broad St. Norwich, NY 13815	(607) 226-3880	The Colonia Theatre	
19.)	Dianne Batson-Smith	27 W. Main St. Norwich, NY 13815	(607) 336-2787	Executive Director, Chenango Arts Council	d.batsonsmith@chenangoarts.org
20.)	Eric Larsen	54 Borden Ave. #B-22 Norwich, NY 13815	(607) 334-5653	Chenango Blues Fest	eric@laralngmt.com

NOTE: The above list of stakeholders is subject to change and may be expanded as further contacts are made.

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Listing of Partner Interview Schedule and Guidelines

Interviews Performed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Ellen Pemrick

Date of Interviews: Wednesday, February 10 and Thursday, February 11, 2016

Schedule:

Stakeholder Meeting Schedule – CONFIRMED

Time	Name(s) & Affiliation (or Group)	Meeting Location/Address	Phone Number
Wednesday, February 10th:			
8:30 AM	Mayor Christine Carnrike	City Hall	(607) 316-0382
10:00 AM	Phil Fairchild	Bullthistle Model Railroad 33 Rexford St.	(607) 847-8551
11:00 AM	Anna McLaughlin	McLaughlin’s Dept. Store	(607) 334-7040
Noon	Joyce Zummo Sarah Mahan	Chenango County Historical Society 45 Rexford St.	(607) 334-9227
1:00 PM	LUNCH BREAK		
2:00 PM	Bob Jeffrey	Northeast Car Museum 24 Rexford St.	(607) 334-2886
3:00 PM	Irmin Mody	Commercial/Residential Realtor 62 South Broad St.	(607) 334-8484 (607) 316-4774 (c)
4:00 PM	Dinnett Moore Linda McNeil Dana Gross	Norwich Merchant’s Assoc. 75 North Broad St.	(607) 336-1116
Thursday, February 11th:			
8:30 AM	Audrey Robinson Steve Craig	Commercial Chenango 15 South Broad St.	(607) 334-1400
9:30 AM	Dianne Batson	Chenango Arts Council 27 West Main St.	(607) 336-2787
11:00 AM	Donna Jones	Chenango County Planning Dept. 5 Court St.	(607) 337-1640
Noon	LUNCH BREAK		
1:00 PM	Pegi LoPresti	NBT Branch Manager and BOA Comm. Member – 52 South Broad St.	(607) 337-6422
2:00 PM	Ann Coe	Norwich BID City Hall	(607) 336-1811

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Guidelines:

- Please leave one of the time slots in the shaded rows (12 or 1 pm) open for lunch each day.
- Individual interviews are best for organizations (e.g., Commerce Chenango, Norwich BID, Morrisville State College), property owners, developers, and municipal leaders. Most meetings will be 35-45 minutes... allow more time for any meetings outside the city.
- A roundtable-type discussion could be scheduled with downtown business owners (up to 10-12 people – in a larger group, not everyone gets to participate).
- If anyone is not available for an interview on the designated dates, we can contact them by phone.

Listing of Partners Interviewed

Interviews Performed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Ellen Pemrick

Date of Interviews: Wednesday, February 10 and Thursday, February 11, 2016

Individuals Interviewed

- Dianne Batson-Smith, Chenango Arts Council
- Christine A. Carnrike, Mayor, City of Norwich
- Steve Craig, Commerce Chenango
- Ann Coe, Norwich Business Improvement District
- Phil Fairchild, Bullthistle Model Railroad Society
- Bob Jeffrey, Northeast Classic Car Museum
- Donna Jones, Chenango County Planning Department
- Eric Larsen, Chenango Blues Festival
- Pegi LoPresti, NBT Bank
- Sarah Mahan, Chenango County Historical Society
- Anna McLaughlin, McLaughlin's Department Store
- Linda McNeil, Norwich Merchant Association
- Irmin Mody, Mody Real Estate
- Dinnett Moore, Norwich Merchant Association
- Audrey Robinson, Commerce Chenango
- Mary Weidman, Chenango County Agricultural Society
- Jason Zbock, Morrisville State College - Norwich Campus
- Joyce Zummo, Chenango County Historical Society

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City of Norwich

Brownfield Opportunity Areas Program – Step 2 Nomination Plan: Revitalization Plan
Contract No. C1000139

Norwich BOA Revitalization Plan – Stakeholder Interviews

Below is a bulleted summary of the stakeholder interviews conducted by E.M. Pemrick and Company and the LA Group as of March 9, 2016.

Assets

- Beauty of the city, its architecture
- Building renovation and façade improvement projects completed or underway
- Solid downtown center
- Locally-owned companies that invest in the community – e.g., NBT Bank
- NBT Bank as an employer
- Successful fundraising for, and community involvement around, the Loomis Barn
- Norwich campus of Morrisville State College as an education and training resource - two-year degree and non-credit programs, customized training programs, 350 students (mostly adult learners... median age of 27)
- Chenango County Fairgrounds – site of annual Chenango County Fair and space for numerous events that bring people to Norwich
- Long-running, highly successful events – e.g., Blues Festival, Color-scape, Gus Macker
- “A lot of good people involved” with various initiatives
- High civic involvement
- Active philanthropy community and foundations – NBT, Greater Norwich, RC Smith, Follett
- Community spirit to get things done
- Museum District communication and collaboration
- Northeast Classic Car Museum - attracting visitors from the Hudson Valley, the Catskills, and NYC metro; visitation growing 10% per year
- Norwich Merchants Association events: movies, craft sales, sidewalk sales, Small Business Saturday, Easter Egg Hunt, etc.
- Long-standing retailers: McLaughlin’s and the two jewelry stores
- Unique retailers: Made in Chenango, Seasons gift Shop
- Chenango Arts Council gallery and theater

Challenges and Needs

- City is leaking population
- Loss of the middle class, multi-generational poverty
- Attitudes and perceptions
- Perception that Norwich has a lot of low income people
- Need more people with high-paying jobs in Norwich – executives live out of town
- Hard to get people to live and spend money in Chenango County – employees don’t live here
- Need to attract younger, middle class households
- Child care needs
- Not enough for kids to do
- First impressions of the city
- Run down buildings

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- Need landscaping, sprucing up
- Parking areas should be improved, paved
- Tax exempt property
- High property taxes
- Not enough in the city for visitors coming with families
- Lack of hotel rooms (but question of whether there's enough year-round business to support)
- Limited lodging between Norwich and Binghamton – makes it hard to attract overnight visitors
- Norwich farmers markets not very successful
- Limited marketing of downtown/local businesses to event participants
- No staff to attract and book events at the Fairgrounds
- Not enough funding for tourism marketing
- Need promotional marketing for Museum District
- Need better PR about what's here, targeted not just to County residents but also to outsiders
- Need transportation to connect Museum District with downtown, connect Norwich with Binghamton and Utica
- Simplify permitting for events, signage, etc.

Retail Issues

- Impact of WalMart on local retail sector – fewer mom and pop stores than we used to have
- Lack of critical mass among retailers
- Other than long-standing retailers like McLaughlin's and McNeil Jewelers, high turnover of downtown retailers... owners who think they know how to run a business
- Risk of losing older businesses due to retirements, with nothing to replace them
- No formal recruitment program to bring additional retail stores and restaurants downtown
- Consider offering incentives to businesses willing to open a 2nd location in Norwich as well as to existing businesses for equipment, building expansion, etc.
- Too many offices and non-retail businesses in storefronts
- More retail space than we have people to take it
- Impact of events (in the park or at the Fairgrounds) on downtown business activity – varied responses; not clear whether businesses *other* than restaurants benefit

Types of Businesses Needed in Norwich

- Apparel stores: e.g., larger women's clothing, clothing for teenagers, little kids' clothes, bridal clothing, moderately-priced clothing, shoe store
- Coffee shop/bookstore
- Coffee roaster
- Old-fashioned hardware store
- "Something like the Saranac Lake Department Store"
- A sporting goods store

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- More restaurant options... there are too many pizzerias and diners!
- Microbrewery
- Café in the Museum District
- Activities for kids beyond team sports: indoor golf, video games/arcade, a place for kids' parties, bowling?
- A place for middle school kids to go to hang out (there used to be an arcade/juice bar behind McLaughlin's)

Commercial/Industrial Market

- Very soft industrial market
- Not much quality industrial space available – the industrial park north of the city doesn't have water and sewer, and there's no natural gas in Norwich
- Unrealistic price being asked for the Norwich Aero building (57,000 sf)... a tough sell
- Eaton Center has saturated the market for office space
- Absentee landlords content to "sit" on their properties, difficult to work with, don't understand the market
- Retail space downtown generally \$6-\$7 per square foot
- Downtown storefronts too small?

Housing Market

- Many apartments downtown, but not all are up to code
- Need to improve (some) downtown buildings, address code issues in upper stories
- Need senior housing, but not assisted living, for people who want to move out of their (two-story) homes – there are waiting lists
- Need apartments for young adults
- No nice apartments for young people
- Demand for market-rate apartments - \$600-\$700 for 1- and 2-BR
- Need for executive apartments for multi-week stays, people transitioning to the area
- Need for higher-end rental housing – but not too many, not 20+ units
- For-sale housing in Chenango County is on the market for 6 months or more
- Too expensive to build new given rent prices
- Issue of the cost of rehabilitating older buildings for housing vs. the likely return

Opportunities

- An amphitheater at the Fairgrounds to allow year-round use?
- Museum District concept – streetscape improvements, sense of "arrival," promotion
- Bus tours to the museums
- The 100-Mile Market and brewpub proposed as part of the Heritage Block
- Community ambassadors and brochures to "sell" the community effectively; a welcome center with public restrooms
- Renovation of the Howard Johnson Hotel to a Best Western and the opening of the new VIP Lounge – a huge deal
- Continuing building renovations - should continue identifying buildings to improve

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City of Norwich

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Contract No. C1000139

- Interest in value-added agriculture: need for a USDA-certified slaughterhouse, a way to get agricultural products to NYC markets, possibly a food hub for both retail and wholesale sales
- A year-round regional market or distribution facility for agricultural products
- Innovation center/”makerspace” proposed by Commerce Chenango with other partners to foster ideas, incubate start-up businesses, and improve career mobility
- Development of bachelor’s degree programs at Morrisville State College in fall 2017... could eventually create need for student housing
- Child care – college conducting a survey and developing a coalition to address child care needs of local employees (2/3) and students (1/3), linked to early childhood education program
- New BID strategic plan being developed

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City of Norwich

Brownfield Opportunity Areas Program – Step 2 Nomination Plan: Revitalization Plan
Contract No. C1000139

Interview Summaries

Interview With: Mayor Christine Carnike

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Wednesday, February 10, 2016 @ 8:30am

In office usually Wednesdays after 4:30pm

- City has changed – Not being proactive
 - Place to Live/Not Place to Leave
- Senior Housing
 - Some expansion may be needed
- City Has Physical Limit
 - Annexation may be needed
- Brown Ave – Viviano Lane – Housing Project
 - Room for more duplexes
 - 5 already there
- Downtown Hotel – Howard Johnson’s – Becoming the Best Western
 - With Lounge/Restaurant
- Strengths/Assets
 - NBT Bank
 - People
- Challenges/Weakness
 - Fiscal
 - High rate of tax exempt properties
 - Increase home ownership

Interview Notes

Interview With: Phil Fairchild

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Wednesday, February 10, 2016 @ 10:00am

Bullthistle Model Railroad Museum

- Since 1999 for the building
- Club has been around longer
 - Visitors somewhat slowed

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- Membership steady

Expense of the trains and rolling stock is getting to be a concern

Plans for a museum/historic district

Some possibility for model car museum

Interview Notes

Interview With: Anna McLaughlin

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Wednesday, February 10, 2016 @ 11:00am

New England Apparel Club

1955 – Waterville, NY

1975 – Norwich, NY

10 years in Oneonta, NY

- Center on brands not found in Walmart or national chains
- Supplier – controls pricing
- Strategic planner – change approach
- Chenango County – Market Area
- Specialty need – service corporate accounts
- Considering websites
- Own the building
- Would consider expansion
- Open 7 days a week: 9:30am-6:00pm
-8:00pm Thursday
12:00pm-4:00pm Sunday
 - 7,000 sq. ft. maybe more
 - 26 Employees
 - 9 Full-time
 - 3 Main Concerns
 1. Economy
 2. Community
 3. Environment
- Specialty Store Reps
 - @ each suppliers
- Great Experience in Oneonta, NY
- Event days downtown usually doubles the revenue for the day

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City of Norwich

Brownfield Opportunity Areas Program – Step 2 Nomination Plan: Revitalization Plan
Contract No. C1000139

Interview Notes

Interview With: Joyce Zummo and Sarah Mahan

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Wednesday, February 10, 2016 @ 12:00pm

Chenango County Historical Society

- Chartered Museum
- Preserving/Educating
 - Re: Significant Artifacts
- 50+ years for the Museum
- Collaborate with County Historian/Research Center
 - I.E.: Supply vintage clothing for Car Museum
- School Groups/Scouts/Outreach
 - Distance Learning
- New education center coming online
- Active publication group
- Consult to Project Review & Approval Process
- Share visitation and resources with Car Museum/Model Railroad Museum
- Visitation – Youth Groups
 - Jointly with our museums
 - Interactive experiences/displays/exhibits
- Frequent question: “Where do we stay?”
 - Lodging issue – PRIME ISSUE
- Vacant Morrisville Building – Opportunity
- Gus Macker Tournament “3 on 3”

Promotional – Cross Marketing – Principle Need

Interview Notes

Interview With: Bob Jeffrey

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Wednesday, February 10, 2016 @ 2:00pm

Northeast Car Museum

- Museum District

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- Rexford from N. Broad to Silver St.
- Museum as Economic Commerce for the city
- 14,000+ per year installation
- Museum as destination
 - But needs Lodging
- 80+ volunteers fun the museum
- Destination marketing – NEEDED
- 8-10 days turnover rate for Baseball Dream Packs
 - 8,000-12,000 persons

Interview Notes

Interview With: Donett Moor and Linda McNeil

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Wednesday, February 10, 2016 @ 4:00pm

Norwich Merchant's Association

- Under umbrella of B.I.D.
- Greater Norwich (Norwich Address)
- 62 Members
 - Retail
 - Service Providers
 - Non-Profits
- Originally downtown – expanded into towns
- Small Business Saturday
 - Movie in the park
 - Easter Egg Hun with Fire Department
- Absentee Landlords difficult to work with
 - Tax on long empty buildings

Interview Notes

Interview With: Audrey Robinson and Steve Craig

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Thursday, February 11, 2016 @ 8:30am

Commerce Chenango

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Events driven

- George Banta Jr. – Hotel Owner
- Museum District – No for/or against
- Family-oriented activities
- Bowman Lake State Park Expansion
- Rogers Environmental Center
- Color Scape – Arts Fest. – Sept.
- No place for middle school kids/high school kids to go and “hang-out”
- Norwich Aero – 57,000 sq. ft. building emptying out
- IDA owned industrial park – just north of the city – growing product but essentially empty
- Within URI approved region
- Possibility for food processing
- Active rail service is returning
- Demographics
 - Steadily losing population
- Major employers – doing well
 - NBT
 - Chobani
 - GE
- People that fill jobs don’t live here
- Must go to fundamentals
- Active philanthropy
- Many former comm/ind sites owned by C.W.S.
- City fund balance in trouble

Interview Notes

Interview With: Dianne Batson

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Thursday, February 11, 2016 @ 9:30am

Chenango County Arts Council

East-Side Mostly Rental

- Cosmetically in need of updates
- Transportation need
 - Trolley
- Rail line revitalization is good
- Participate in Color Scape

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Contract No. C1000139

- Building May Day Event – Block Party
- More communication needed
- Change of attitude
- Taxes are high
- Investment needs to come from outside
 - That’s why transportation is critical
 - “Vision” & “Attitude”

Interview Notes

Interview With: Donna Jones

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

Date and Time: Thursday, February 11, 2016 @ 11:00am

Chenango County Planning Department

Status of Sites - **Send information**

1997 – County Comp. Plan

- Update nearly done – draft on website
- County E.D. plan also in process
 - Goals just been finished
- Agricultural #1 Industry
 - Older farms – Aging out
- Two Farmers Markets – Wednesday and Sunday at East Park
 - Cornell Co-Op
 - Executive Director: Ken Smith, N. Broad
- Need USDA Approved Slaughterhouse
 - 15-acre site needed
 - 200 jobs
 - Feasibility Study?
- Cancun Farms, Greene, NY
 - Butcher Shop
 - Wants to Expand
- “Food Hub” concept
- County Chair – Oxford Town Supervisor

Interview Notes

Interview With: Pegi Lopresti

Interviewed By: Jim Martin and Ellen Pemrick; Notes Compiled by: Jim Martin

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Contract No. C1000139

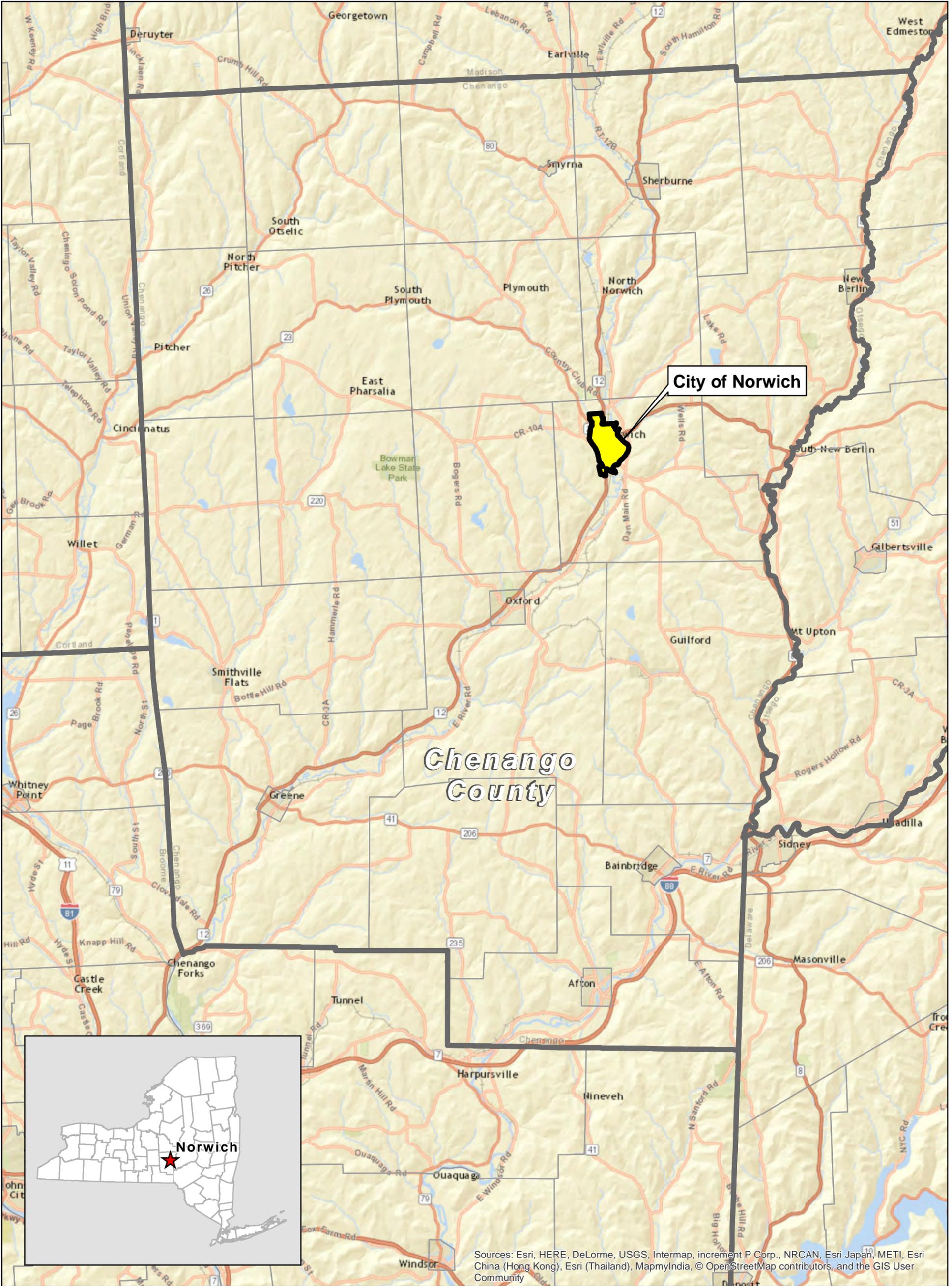
Date and Time: Thursday, February 11, 2016 @ 1:00pm

NBT Bank (Branch Manager)

- Day Care – Conky Ave. Properties
- Work study – early childhood learning
- Margaret House – Early Childhood Director
- NBT
 - 646 employees in Norwich
 - Call Center/Ins. Services/Financial Services
- Ever increasing dependency on social services
- Challenges with drugs
- “Food Hub” part of heritage block
 - Scott Sutton – “100-Mile Market”
- **Lodging/Hotel – Several Needed** **#1 Need**
 - Best Western – Part of UFI
 - Separate Bar/Banquet Area
- Jewish Center – Reuse as Boutique Hotel?
 - History as Eaton House
 - S. Broad St.
- Fairgrounds – Other Uses
 - What could be done to make it more sustainable venue
 - 35-acre/18 building
 - Owned by Chenango Co. Agricultural Association
 - Amphitheater
 - Leasable Exhibition Hall
 - Mary Wedman – on Association Board
 - Blues Fest – Mid-August @ Fairgrounds
 - Eric Larson, 334-5653 ext. 1
- Local Ambassador Initiative/Program
- Need for Welcome Center – Centrally Located
- **Former Gas Station on Broad St.
 - Gary Bilow – owner
- Charities Bureau
- Marketing
 - Under funded
 - Expand tourism
 - Greater Norwich
 - Foller Foundation
 - R.C. Smith Foundation
 - \$800,000

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Appendix B Atlas of Maps



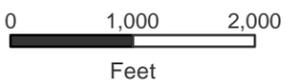
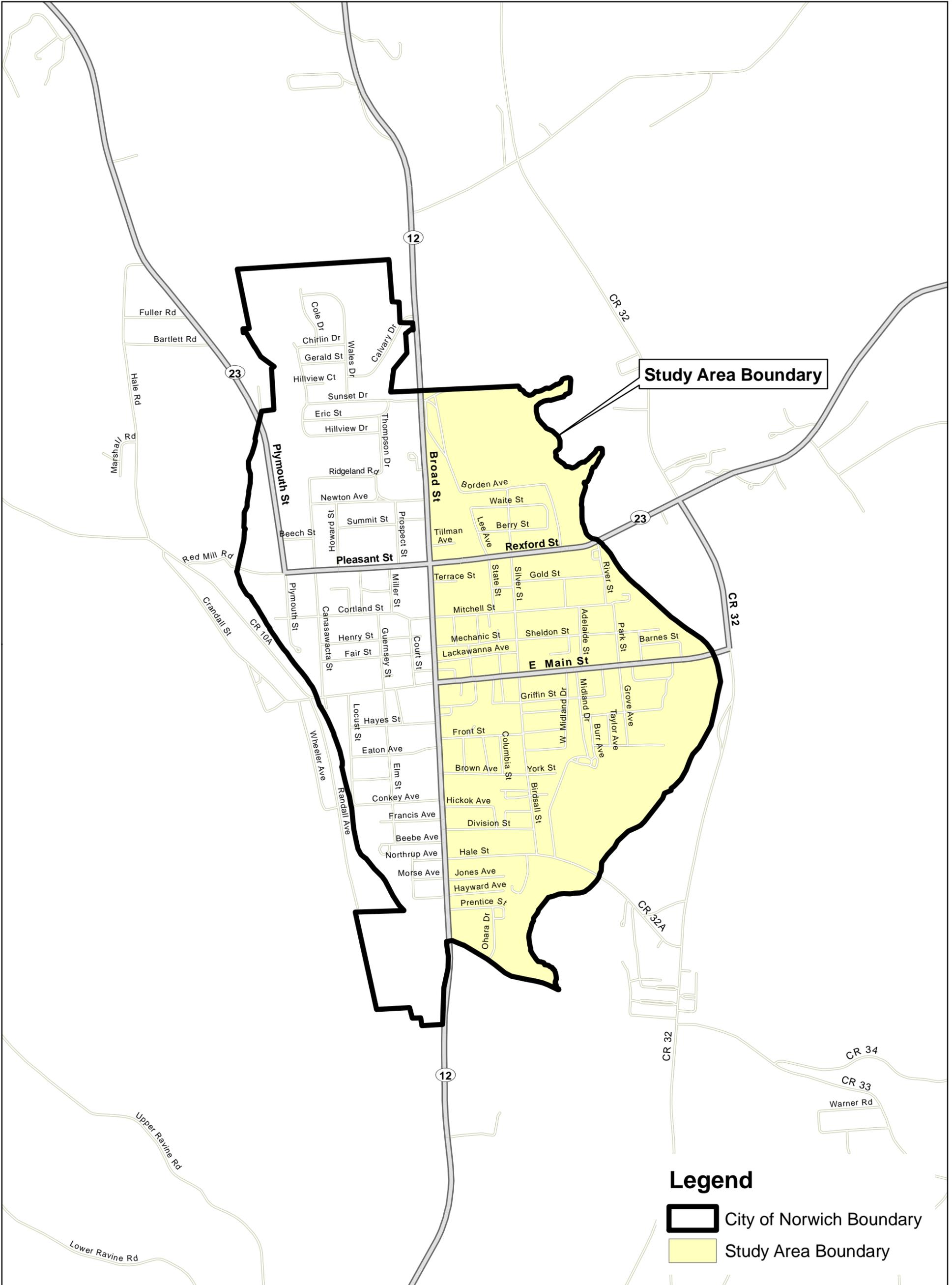
Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

City of Norwich
Brownfield Opportunities Area (BOA)

Figure 1 - Community Context Map



Project 201583
Date 09/02/2016

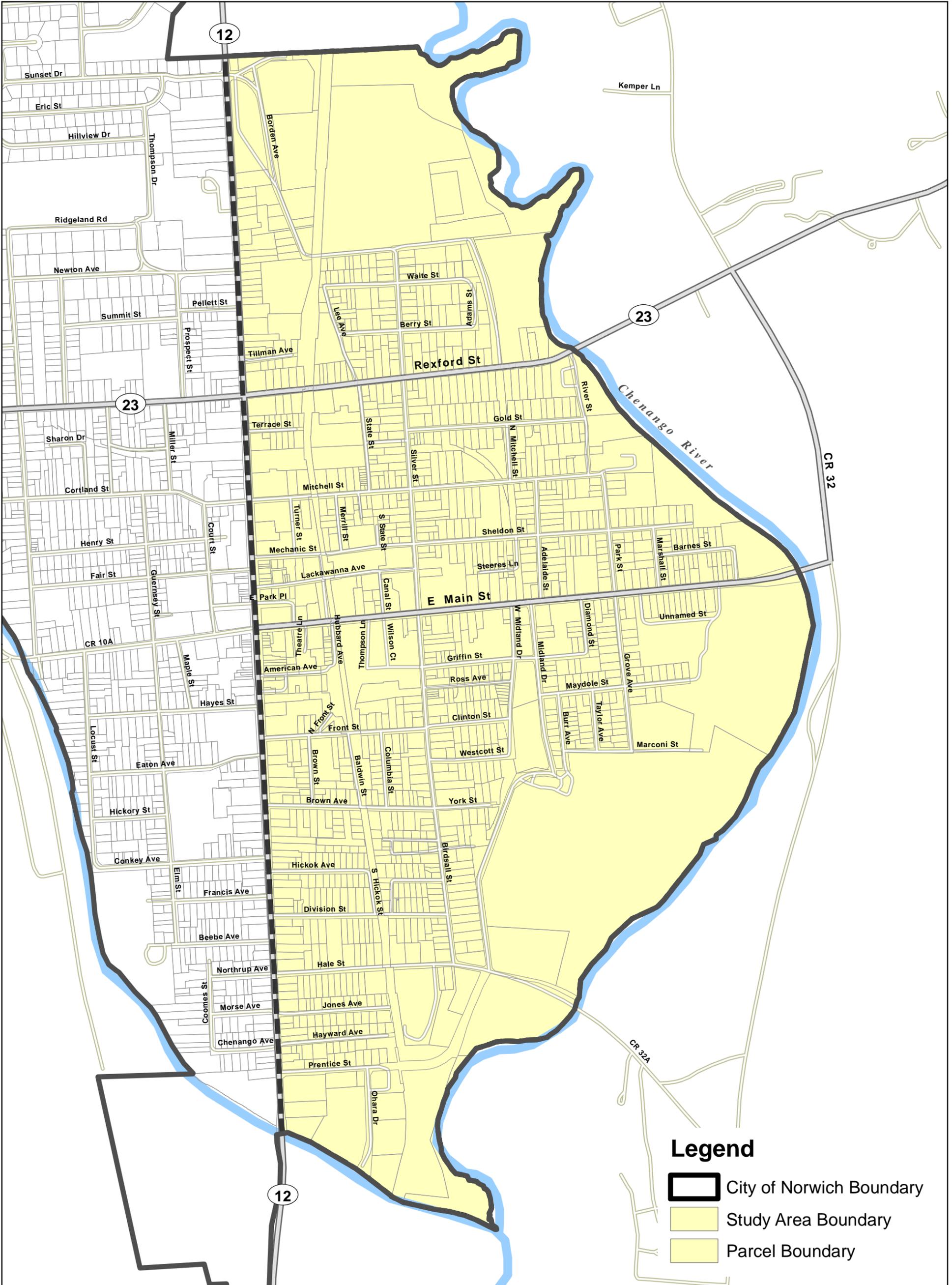


City of Norwich
Brownfield Opportunities Area (BOA)

Figure 2 - Study Area Context Map



Project 201583
Date 09/02/2016



Legend

-  City of Norwich Boundary
-  Study Area Boundary
-  Parcel Boundary



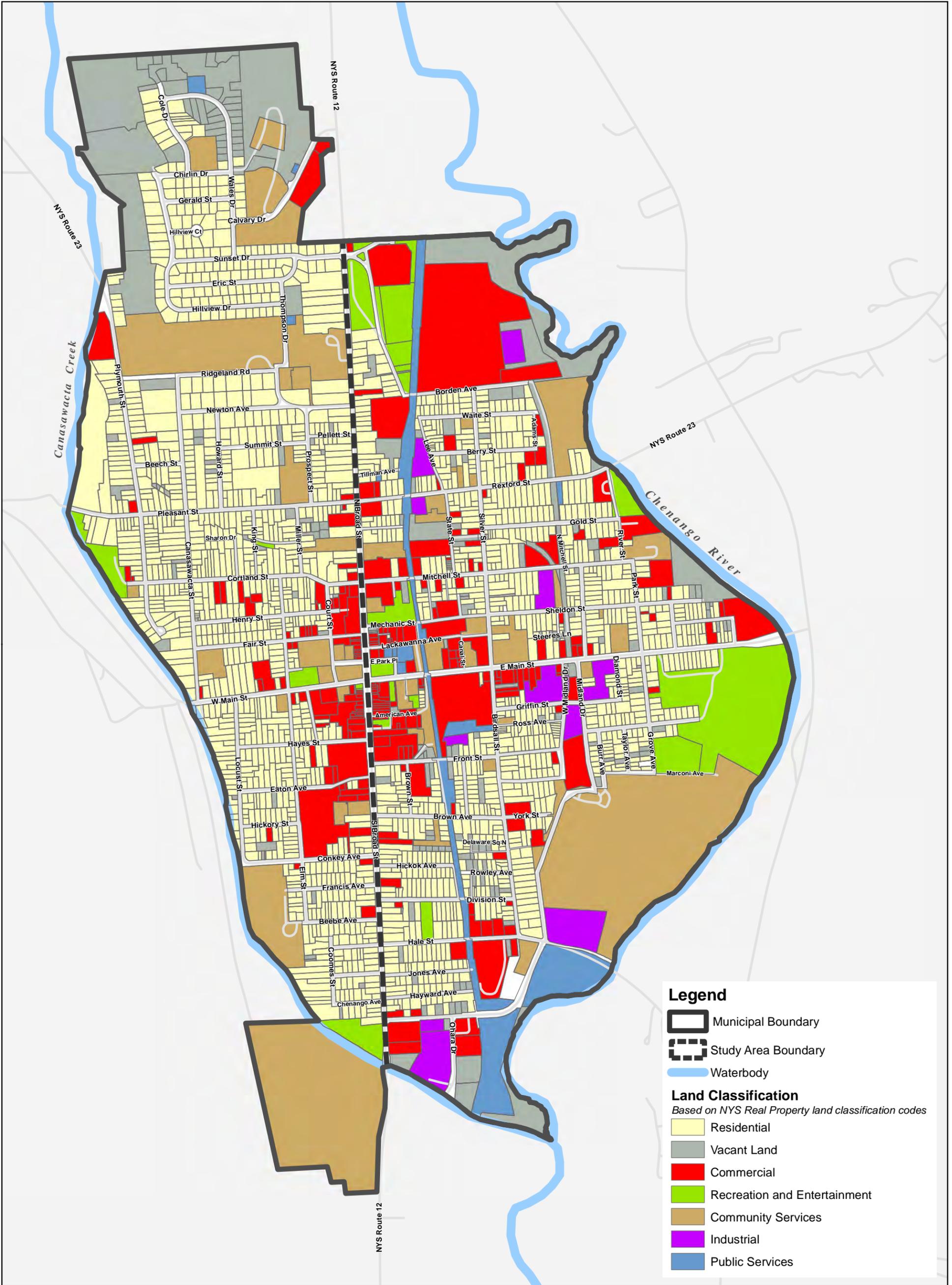
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City of Norwich
Brownfield Opportunities Area (BOA)

Figure 3 - Brownfield Opportunity Area Boundary Map



Project 201583
Date 09/02/2016



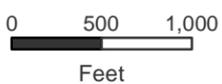
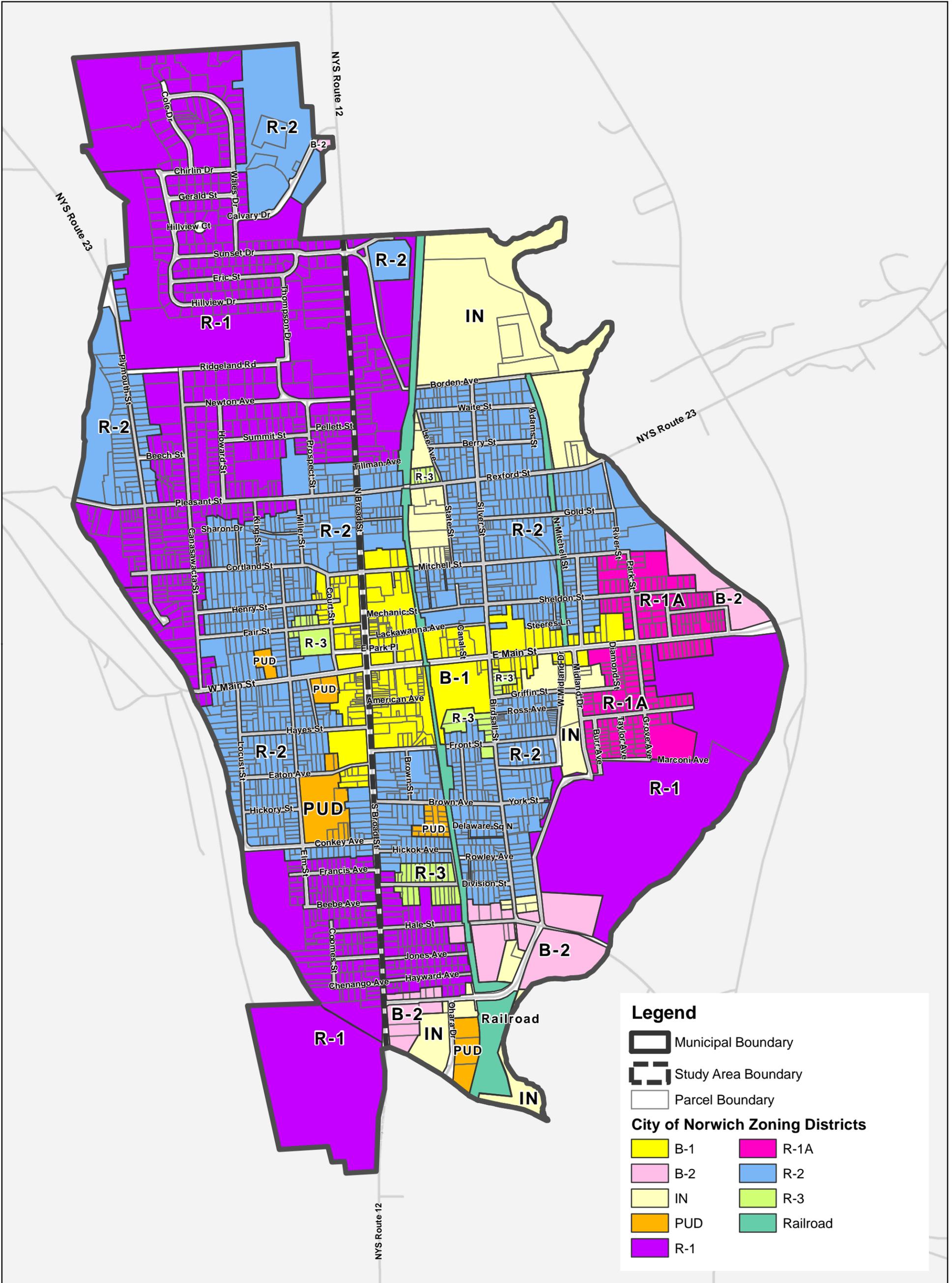
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City of Norwich
Brownfield Opportunities Area (BOA)

Figure 4 - Existing Land Use Map



Project 201583
Date 09/02/2016

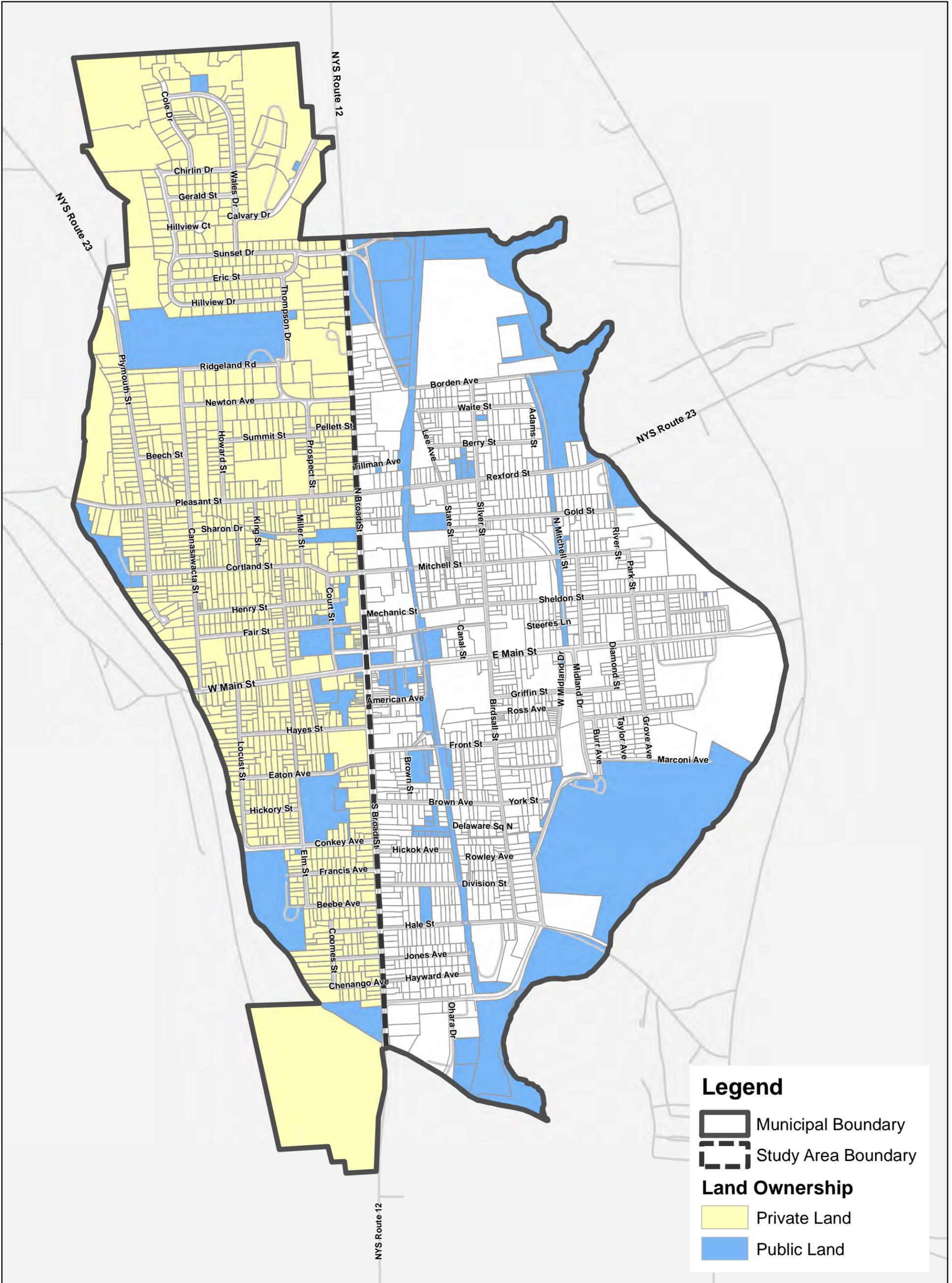


City of Norwich
Brownfield Opportunities Area (BOA)

Figure 5 - Existing Zoning Map



Project 201583
Date 09/02/2016



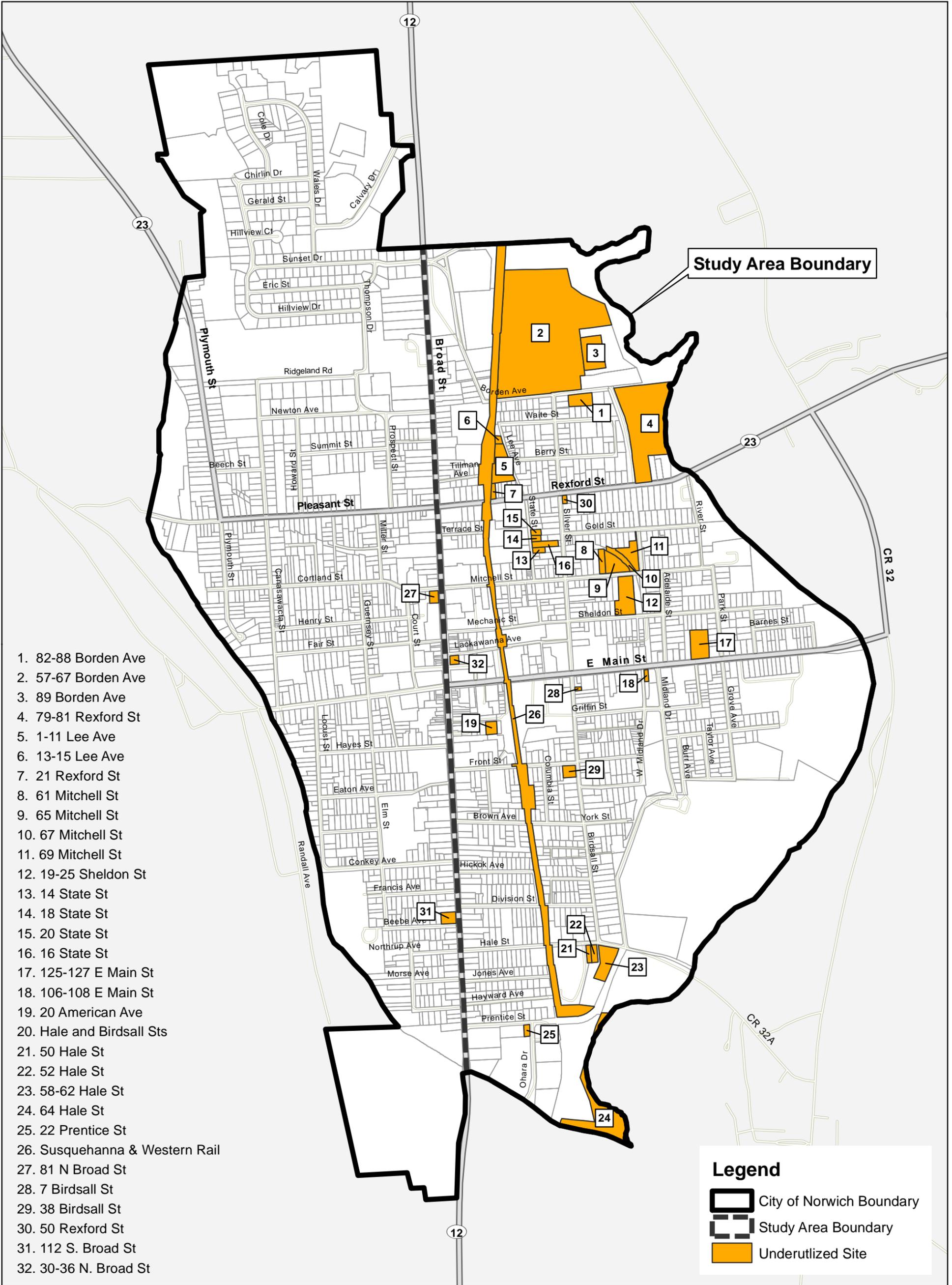
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City of Norwich
Brownfield Opportunities Area (BOA)

Figure 6 - Land Ownership Map

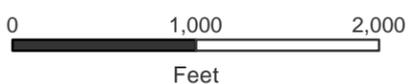


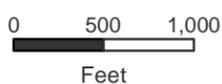
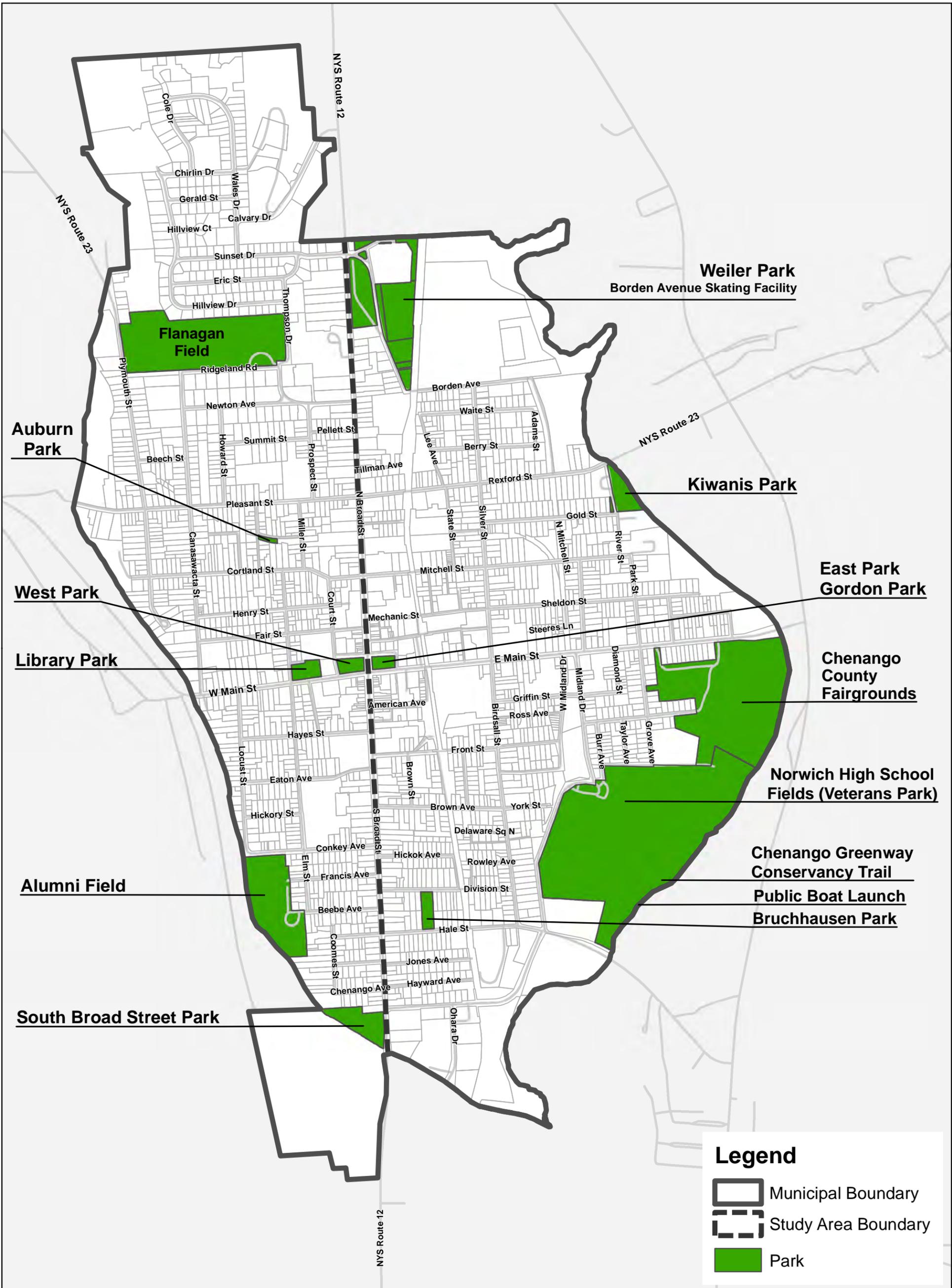
Project 201583
Date 09/19/2017



City of Norwich
Brownfield Opportunities Area (BOA)

Figure 7 - Underutilized Sites Location Map



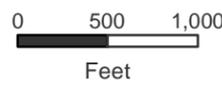
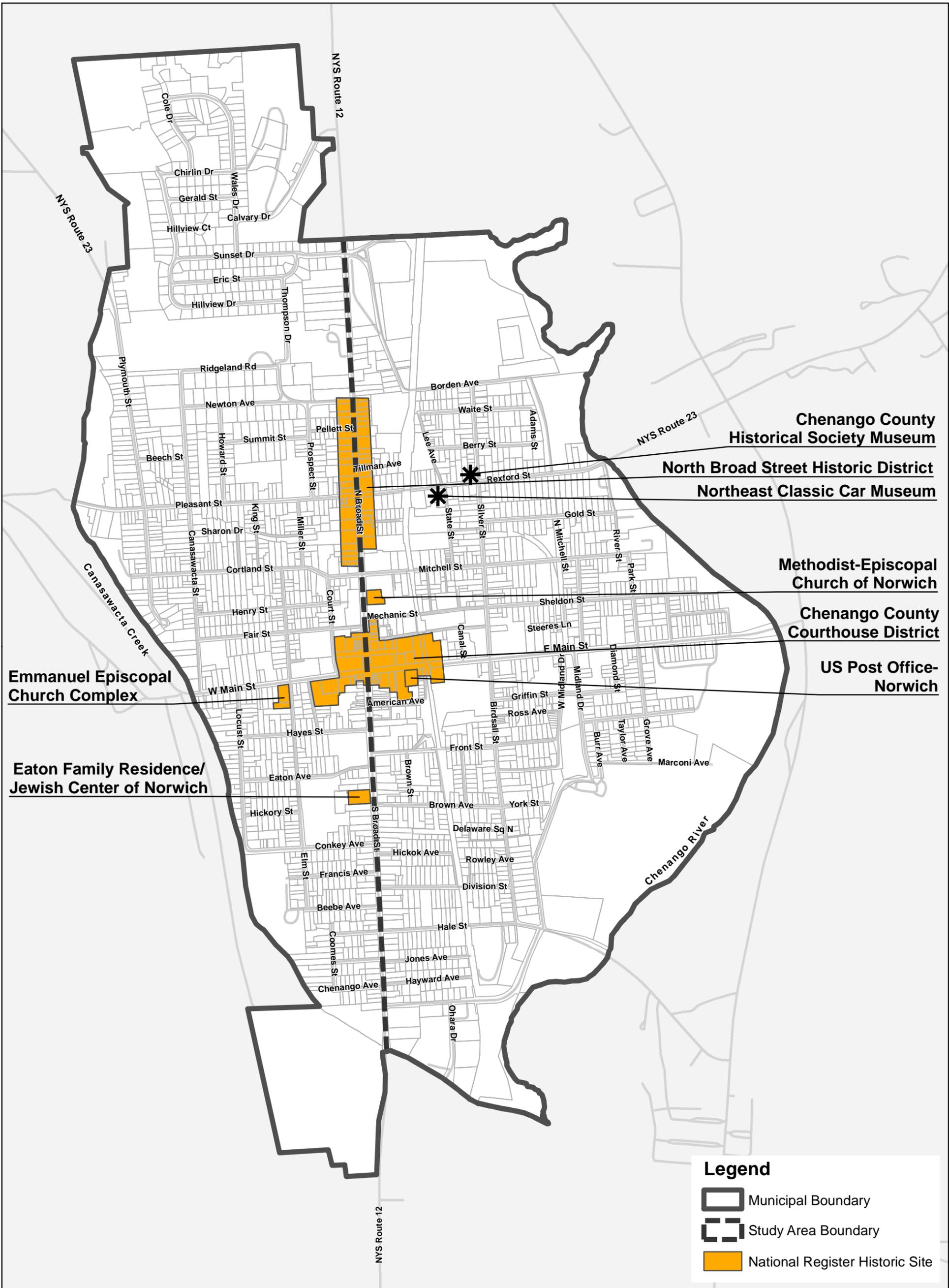


City of Norwich
Brownfield Opportunities Area (BOA)

Figure 8 - Parks and Open Space Map



Project 201583
Date 05/08/2017

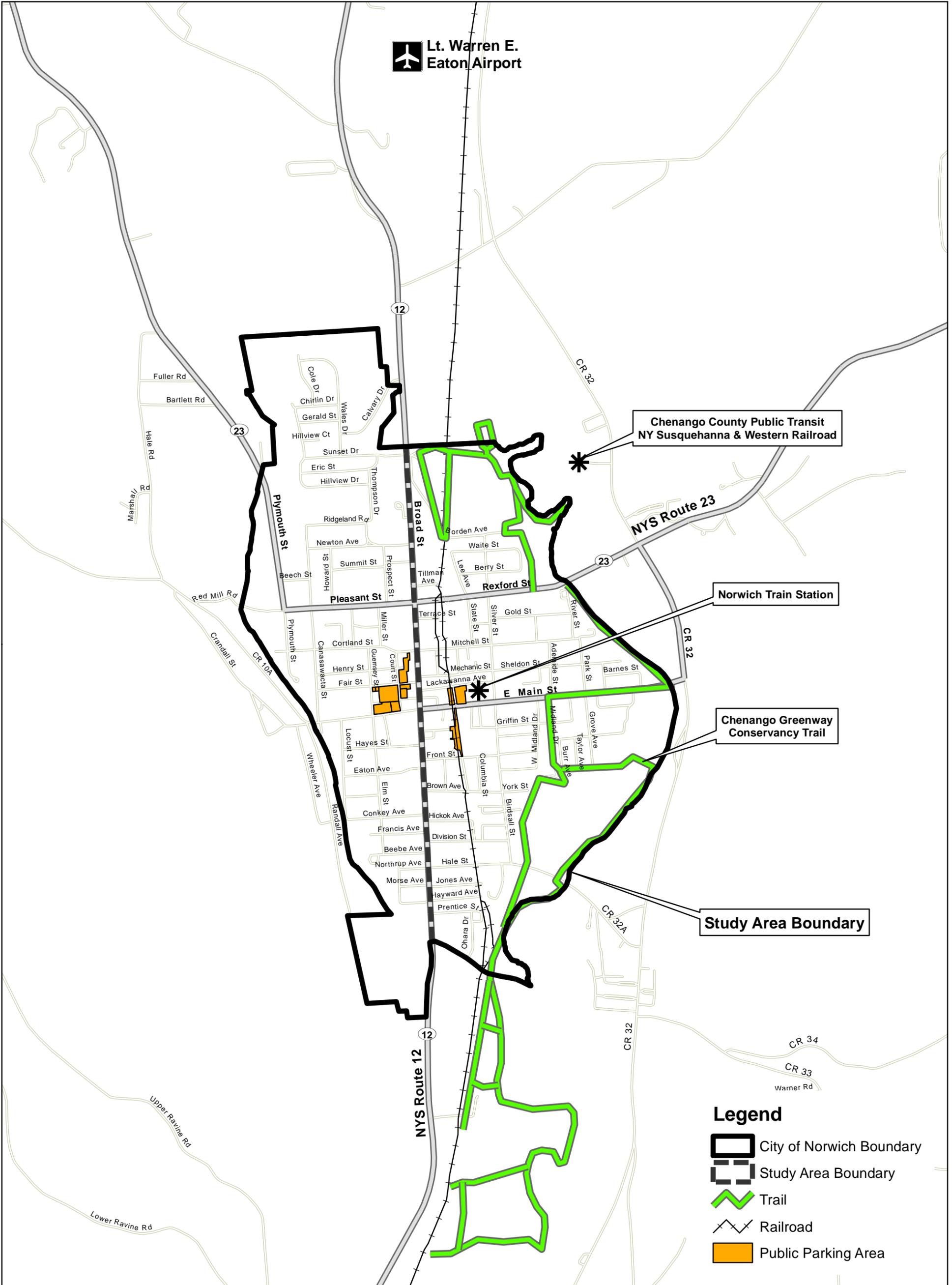


City of Norwich
Brownfield Opportunities Area (BOA)

Figure 9 - Historic & Archeologically Significant Areas



Project 201583
Date 09/19/2017



 **Lt. Warren E. Eaton Airport**

**Chenango County Public Transit
NY Susquehanna & Western Railroad**

Norwich Train Station

**Chenango Greenway
Conservancy Trail**

Study Area Boundary



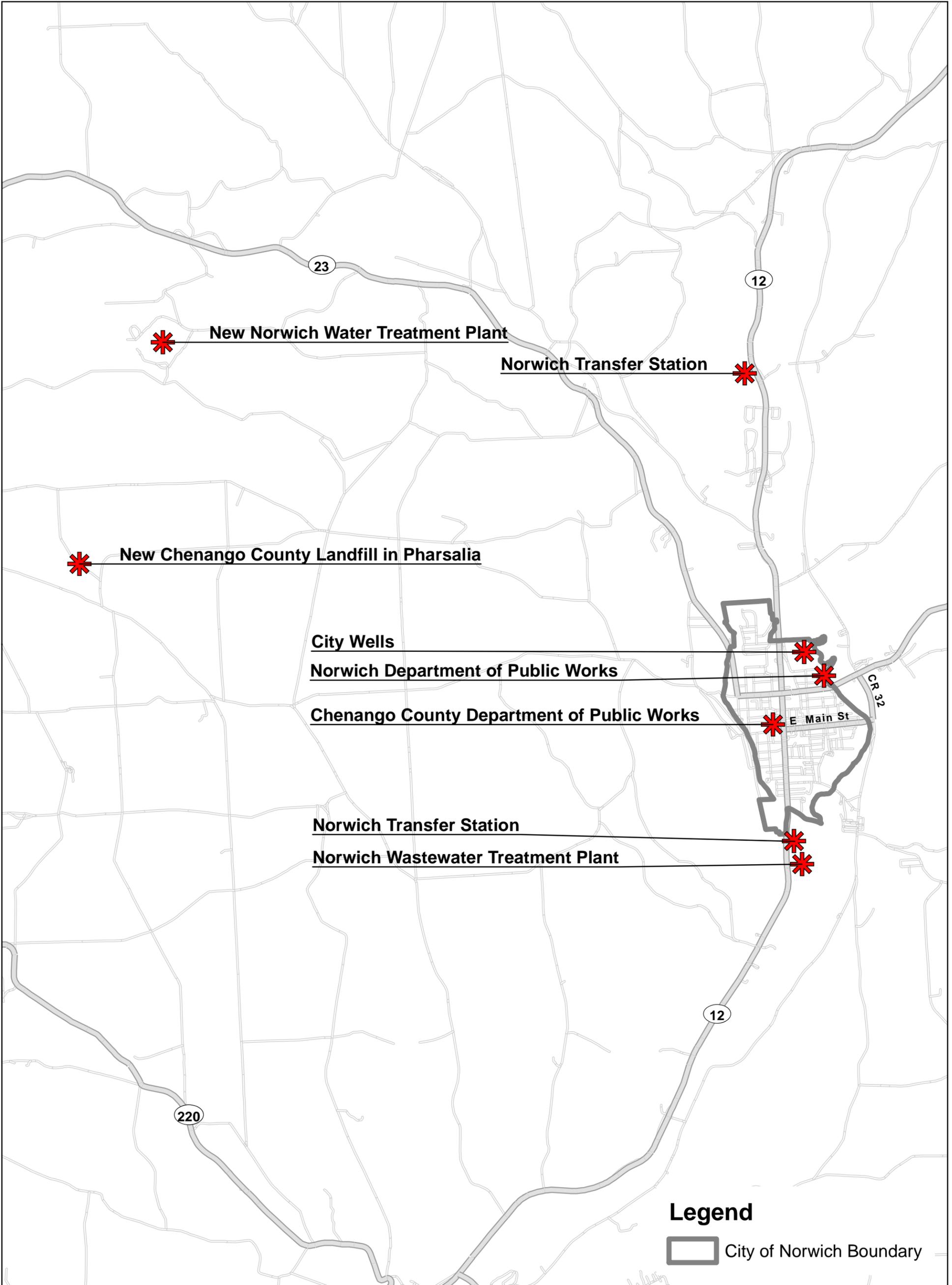
0 1,000 2,000
Feet

City of Norwich
Brownfield Opportunities Area (BOA)

Figure 10 - Transportation and Parking Map



Project 201583
Date 09/18/2017



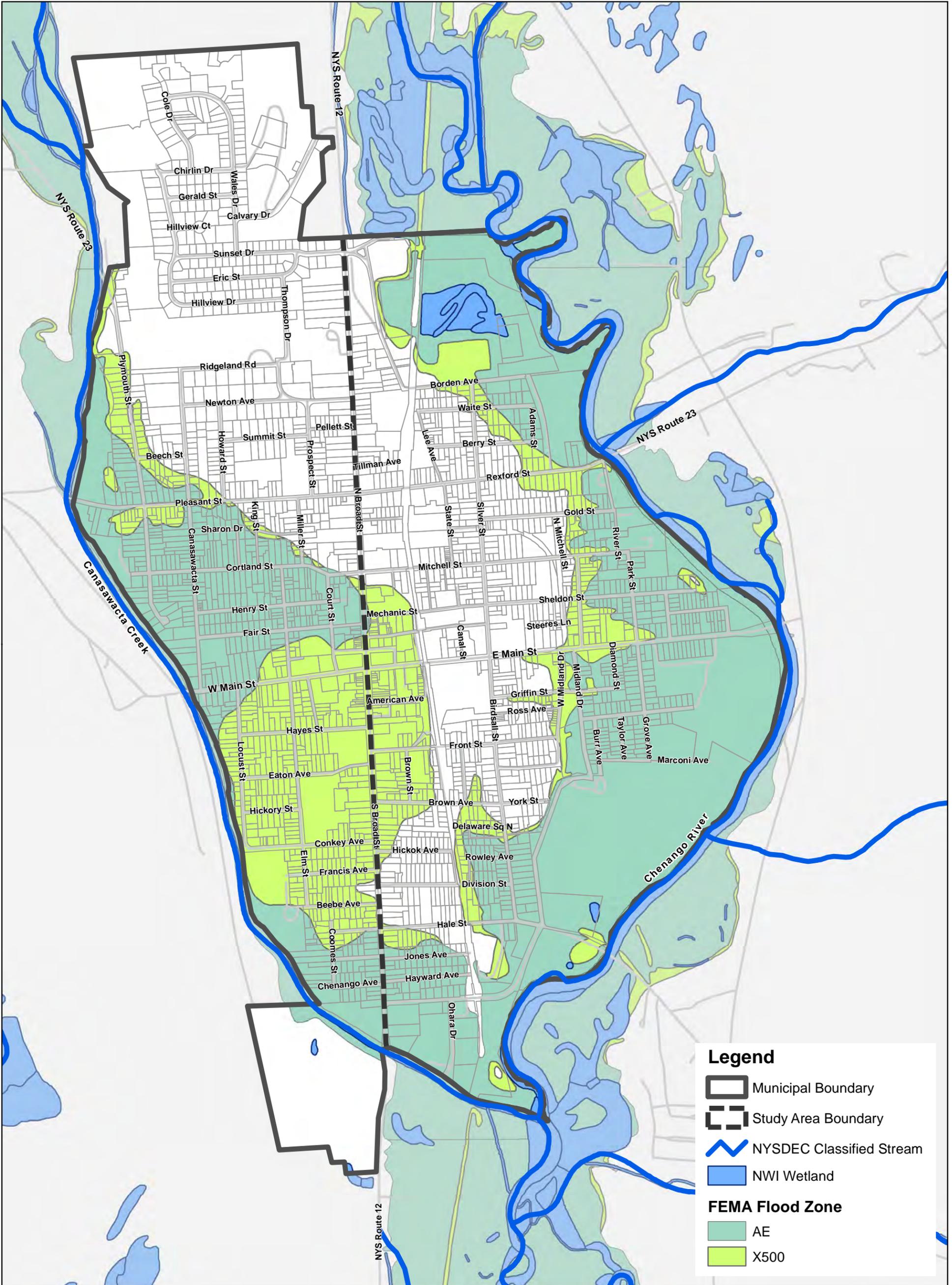
City of Norwich
Brownfield Opportunities Area (BOA)

Figure 11 - Infrastructure and Utilities Map



Project 201583
Date 09/18/2017





0 500 1,000
Feet

City of Norwich
Brownfield Opportunities Area (BOA)

Figure 12 - Natural Resources and Environmental Features Map



Project 201583
Date 09/19/2017

Appendix C Site Profiles



ADDRESS

82-88 Borden Ave.

OWNER

PME Properties, LLC

SIZE

0.82 acres

CURRENT USE

Vacant

FULL MARKET

VALUE

\$14,925

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	1
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
LOCATIONAL VALUE	Between the NYS&W rail line and Chenango River. A 5-minute walk to Weiler Park.



ADDRESS
57-67 Borden Ave.

OWNER
Westcott 4 LLC

SIZE
32.92 acres

CURRENT USE
Vacant

FULL MARKET VALUE
\$858,209

SITE DESCRIPTION

PROPERTY CLASS	449: Other Storage
EXISTING STRUCTURES	2
ZONING	IN: Industrial
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Poor

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
LOCATIONAL VALUE	Large underutilized industrial site with connections to NY-12, the NYS&W rail line and the Chenango River. Property is for sale.



ADDRESS

89 Borden Ave.

OWNER

ARS Properties, LLC

SIZE

1.98 acres

CURRENT USE

Precision Built Tops

FULL MARKET

VALUE
\$ 298,507

SITE DESCRIPTION

PROPERTY CLASS	714: Light Industrial Manufacturing
EXISTING STRUCTURES	1
ZONING	IN: Industrial
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
LOCATIONAL VALUE	Operational warehouse site with access to NY-12, the NYS&W rail line and the Chenango River.



ADDRESS

79-81 Rexford St.

OWNER

County Of Chenango

SIZE

10.30 acres

CURRENT USE

County Highway Department & Waste Management

FULL MARKET VALUE

\$1,951,194

SITE DESCRIPTION

PROPERTY CLASS	651: Highway Garage
EXISTING STRUCTURES	7
ZONING	IN: Industrial
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	Gasoline/ethanol and diesel stored aboveground on site.
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Public Amenities
LOCATIONAL VALUE	Large tax exempt site on the Chenango River accessible from NY-23 and Borden Ave. Potential for economic development.



ADDRESS
1-11 Lee Ave.

OWNER
NYIPM, LLC

SIZE
1.75 acres

CURRENT USE
MPI / Label Gallery

FULL MARKET VALUE
\$373,134

SITE DESCRIPTION

PROPERTY CLASS	714: Light Industrial Manufacturing
EXISTING STRUCTURES	1
ZONING	R-3: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Museum Overlay
TAX DELINQUENT	No
KNOWN CONTAMINANTS	VOCs in area. Additional soil vapor intrusion testing is necessary. Current areal assessment by Hercules, Inc.
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment, Increased Environmental Quality, Grant Opportunities
LOCATIONAL VALUE	Adjacent to NYS&W rail line with access to NY-23. Oversized parking lot a potential site for development. Within Museum District.



ADDRESS

13-15 Lee Ave.

OWNER

NYIPM, LLC

SIZE

0.16 acres

CURRENT USE

Vacant

FULL MARKET

VALUE

\$5,970

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	0
ZONING	R-3: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Museum Overlay
TAX DELINQUENT	No
KNOWN CONTAMINANTS	VOCs in area. Additional soil vapor intrusion testing is necessary. Current areal assessment by Hercules, Inc.
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment, Increased Environmental Quality, Grant Opportunities
LOCATIONAL VALUE	Adjacent to NYS&W rail line. Potential for larger development with 1-11 Lee Ave property. Within Museum District.



ADDRESS
21 Rexford St.

OWNER
NYIPM, LLC

SIZE
0.20 acres

CURRENT USE
Vacant

FULL MARKET VALUE
\$5,970

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	0
ZONING	R-3: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Museum Overlay
TAX DELINQUENT	No
KNOWN CONTAMINANTS	VOCs in area. Additional soil vapor intrusion testing is necessary. Current areal assessment by Hercules, Inc.
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment, Increased Environmental Quality, Grant Opportunities
LOCATIONAL VALUE	Adjacent to NYS&W rail line and NY-23. Potential for larger development with 1-11 Lee Ave property. Within Museum District.



ADDRESS

61 Mitchell St.

OWNER

Mirabito & Sons Inc.

SIZE

0.42 acres

CURRENT USE

Vacant

FULL MARKET

VALUE

\$22,388

SITE DESCRIPTION

PROPERTY CLASS	330: Vacant Commercial
EXISTING STRUCTURES	0
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Poor

ADDITIONAL INFO

OPPORTUNITIES	Housing, Public Amenities
VIABILITY	Owner has expressed interest in selling the site along with adjacent properties.



ADDRESS

65 Mitchell St.

OWNER

Miregas Inc.

SIZE

1.04 acres

CURRENT USE

Mirabito Energy Products

FULL MARKET VALUE

\$222,985

SITE DESCRIPTION

PROPERTY CLASS	441: Fuel Storage & Distribution Facilities
EXISTING STRUCTURES	3
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES Housing, Public Amenities

VIABILITY Owner has expressed interest in selling the site along with adjacent properties.



ADDRESS
67 Mitchell St.

OWNER
Mirabito & Sons Inc.

SIZE
0.49 acres

CURRENT USE
Vacant

FULL MARKET VALUE
\$15,821

SITE DESCRIPTION

PROPERTY CLASS	330: Vacant Commercial
EXISTING STRUCTURES	0
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Housing, Public Amenities
VIABILITY	Owner has expressed interest in selling the site along with adjacent properties.



ADDRESS

69 Mitchell St.

OWNER

Mirabito & Sons Inc.

SIZE

0.97 acres

CURRENT USE

Vacant

FULL MARKET

VALUE

\$37,313

SITE DESCRIPTION

PROPERTY CLASS	330: Vacant Commercial
EXISTING STRUCTURES	0
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Housing, Public Amenities
VIABILITY	Owner has expressed interest in selling the site along with adjacent properties.



ADDRESS
19-25 Sheldon St.

OWNER
NYS Association for Retarded Children/CWS

SIZE
1.86 acres

CURRENT USE
Vacant

FULL MARKET VALUE
\$528,358
\$275,000 (LP)

SITE DESCRIPTION

PROPERTY CLASS	710: Manufacturing
EXISTING STRUCTURES	3
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
STRATEGIES	Residential or mixed-use development in walking distance to CBD. Adaptive reuse of existing structures. Property is for lease or sale.



ADDRESS

14 State St.

OWNER

Lindenthaler Properties, LLC

SIZE

0.19 acres

CURRENT USE

Vacant

FULL MARKET VALUE

\$8,358

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	0
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Museum Overlay
TAX DELINQUENT	No
KNOWN CONTAMINANTS	VOCs identified at Northeast Classic Car Museum site. Remedial investigation needed.
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment, Increased Environmental Quality, Grant Opportunities
STRATEGIES	Potential for development with adjacent vacant and underutilized properties. Low to moderate income housing, or business opportunities for the same population.



ADDRESS

18 State St.

OWNER

Northeast Classic Car Museum

SIZE

0.17 acres

CURRENT USE

Parking Lot

FULL MARKET VALUE

\$11,567

SITE DESCRIPTION

PROPERTY CLASS	438: Parking lot
EXISTING STRUCTURES	0
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Museum Overlay
TAX DELINQUENT	No
KNOWN CONTAMINANTS	VOCs identified at Northeast Classic Car Museum site. Remedial investigation needed.
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment, Increased Environmental Quality, Grant Opportunities
STRATEGIES	Potential for development with adjacent vacant and underutilized properties. Low to moderate income housing, or business opportunities for the same population. Reduce parking for Northeast Classic Car Museum.



ADDRESS

20 State St.

OWNER

Northeast Classic Car Museum

SIZE

0.17 acres

CURRENT USE

Parking Lot

FULL MARKET VALUE

\$10,299

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	0
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Museum Overlay
TAX DELINQUENT	No
KNOWN CONTAMINANTS	VOCs identified at Northeast Classic Car Museum site. Remedial investigation needed.
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment, Increased Environmental Quality, Grant Opportunities
STRATEGIES	Potential for development with adjacent vacant and underutilized properties. Low to moderate income housing, or business opportunities for the same population. Reduce parking for Northeast Classic Car Museum.



ADDRESS

16 State St.

OWNER

Lindenthaler Properties,
LLC

SIZE

0.44 acres

CURRENT USE

Parking Lot

**FULL MARKET
VALUE**

\$20,299

SITE DESCRIPTION

PROPERTY CLASS	330: Vacant Commercial
EXISTING STRUCTURES	0
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Museum Overlay
TAX DELINQUENT	No
KNOWN CONTAMINANTS	VOCs identified at Northeast Classic Car Museum site. Remedial investigation needed.
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment, Increased Environmental Quality, Grant Opportunities
LOCATIONAL VALUE	Potential for development with adjacent vacant and underutilized properties. Low to moderate income housing, or business opportunities for the same population.



ADDRESS
125-127 E Main St.

OWNER
Norwich House
Associates LLC

SIZE
1.76 acres

CURRENT USE
Vacant

**FULL MARKET
VALUE**
\$186,567

SITE DESCRIPTION

PROPERTY CLASS	614: Specialized School
EXISTING STRUCTURES	2
ZONING	B-1: General Business
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Housing, Grant Opportunities
STRATEGIES	Adaptive reuse of existing structure to multi-unit residential. Property is for sale.



ADDRESS
106-108 E Main St.

OWNER
Giuseppe & Vincenzo Magro

SIZE
0.13 acres

CURRENT USE
Parking Lot

FULL MARKET VALUE
\$18,060

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	0
ZONING	B-1: General Business
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment
LOCATIONAL VALUE	Within CBD. Adjacent parking lot with plenty of spaces.



ADDRESS
20 American Ave.

OWNER
Douglas Kelly

SIZE
0.41 acres

CURRENT USE
Vacant

FULL MARKET VALUE
\$223,881

SITE DESCRIPTION

PROPERTY CLASS	449: Other Storage
EXISTING STRUCTURES	1
ZONING	B-1: General Business
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Business Improvement District
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment
STRATEGIES	Adaptive reuse of existing structure, possibly for mixed-use, student housing, senior housing, or market-rate housing. Property is for sale.



ADDRESS

Hale & Birdsall Sts.
(Prentice St.)

OWNER

Parkview at Ticonderoga
LLC

SIZE

1.88 acres

CURRENT USE

Vacant

**FULL MARKET
VALUE**

\$35,224

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	0
ZONING	IN: Industrial
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
LOCATIONAL VALUE	Proximity to NYS&W rail line and Chenango River. Access to Chenango Greenway and NY-12. Large undeveloped site in existing industrial area.



ADDRESS

50 Hale St.

OWNER

Parkview at Ticonderoga
LLC

SIZE

0.22 acres

CURRENT USE

Vacant

**FULL MARKET
VALUE**

\$9,403

SITE DESCRIPTION

PROPERTY CLASS	311: Residential Vacant Land
EXISTING STRUCTURES	0
ZONING	B-2: Highway Business
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
LOCATIONAL VALUE	Proximity to NYS&W rail line, Norwich High School, the Chenango Greenway, the Chenango River, the Boat Launch, and Bruchhausen Park.



ADDRESS

52 Hale St.

OWNER

Parkview at Ticonderoga LLC

SIZE

0.31 acres

CURRENT USE

Residence

FULL MARKET VALUE

\$44,776

SITE DESCRIPTION

PROPERTY CLASS	483: Converted Residence
EXISTING STRUCTURES	1
ZONING	B-2: Highway Business
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
LOCATIONAL VALUE	Proximity to NYS&W rail line, Norwich High School, the Chenango Greenway, the Chenango River, the Boat Launch, and Bruchhausen Park.



ADDRESS

58-62 Hale St.

OWNER

Sovereign Grace
Community Church

SIZE

1.39 acres

CURRENT USE

Sovereign Grace
Community Church

**FULL MARKET
VALUE**

\$171,642

SITE DESCRIPTION

PROPERTY CLASS	682: Recreational Facility
EXISTING STRUCTURES	1
ZONING	B-2: Highway Business
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
LOCATIONAL VALUE	Proximity to NYS&W rail line, Norwich High School, the Chenango Greenway, the Chenango River, the Boat Launch, and Bruchhausen Park.



ADDRESS

64 Hale St.

OWNER

City of Norwich

SIZE

5.10 acres

CURRENT USE

Vacant

FULL MARKET

VALUE

\$15,224

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	0
ZONING	IN: Industrial
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Poor

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
STRATEGIES	Expand recreational opportunities and public access to the waterfront with connection to Chenango Greenway.



ADDRESS

22 Prentice St.

OWNER

McCredy Real Estate, LLC

SIZE

0.20 acres

CURRENT USE

Vacant

FULL MARKET VALUE

\$299

SITE DESCRIPTION

PROPERTY CLASS	311: Residential Vacant Land
EXISTING STRUCTURES	0
ZONING	IN: Industrial
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Poor

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment
LOCATIONAL VALUE	Within commercial district. Proximity to NYS&W rail line, Chenango River, Canasawacta Creek, the Chenango Greenway.



ADDRESS

Susquehanna & Western

OWNER

New York, Susquehanna & Western Railroad

SIZE

26.02 acres

CURRENT USE

Rail

FULL MARKET VALUE

N/A

SITE DESCRIPTION

PROPERTY CLASS	340: Vacant Industrial
EXISTING STRUCTURES	N/A
ZONING	RR: Railroad
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Business Improvement District
TAX DELINQUENT	No
KNOWN CONTAMINANTS	VOCs in area between the former Lee Avenue Plant and the railroad tracks. Current areal assessment by Hercules, Inc.
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Public Amenities
SERVICES	NYSDOT funds and federal assistance for restoration along the tracks to be completed in 2017. NYSW service between Binghamton and Utica with freight access to the Norfolk Southern Railway and CSX lines.



ADDRESS

81 N Broad St

OWNER

Gary John Bilow

SIZE

0.31 acres

CURRENT USE

Bilow's Garage

FULL MARKET VALUE

\$145,522

SITE DESCRIPTION

PROPERTY CLASS	432: Gas Station
EXISTING STRUCTURES	1
ZONING	B-1: General Business
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Business Improvement District
TAX DELINQUENT	No
KNOWN CONTAMINANTS	Encased underground storage tanks related to its former use as a gasoline service station.
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment, Increased Environmental Quality
LOCATIONAL VALUE	Within the CBD. Proximity to NYS&W rail line.



ADDRESS

7 Birdsall St.

OWNER

T&J Brauer's Holding Co., LLC

SIZE

0.07 acres

CURRENT USE

Vacant

FULL MARKET VALUE

\$52,239

SITE DESCRIPTION

PROPERTY CLASS	482: Detached Row Building
EXISTING STRUCTURES	1
ZONING	R-3: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Fair

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
LOCATIONAL VALUE	Proximity to NYS&W rail line, CBD and grocery store.



ADDRESS
38 Birdsall St.

OWNER
Birdsall Street, LLC

SIZE
0.44 acres

CURRENT USE
Perkins School of the Arts

FULL MARKET VALUE
\$119,851

SITE DESCRIPTION

PROPERTY CLASS	510: Entertainment
EXISTING STRUCTURES	1
ZONING	R-3: Residential
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment
STRATEGIES	Building was a renovated Ward School. It appears to be actively used by the dance school however there may be substantial space for other businesses.



ADDRESS
50 Rexford St.

OWNER
Kenneth W. Titus, Jr.

SIZE
0.11 acres

CURRENT USE
Vacant

FULL MARKET VALUE
\$15,522

SITE DESCRIPTION

PROPERTY CLASS	449: Other Storage
EXISTING STRUCTURES	1
ZONING	R-2: Residential
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Poor

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment, Increased Environmental Quality, Grant Opportunities
LOCATIONAL VALUE	Corner lot in close proximity to NYS&W rail line, Chenango County Historical Society, and Northeast Classic Car Museum. Walking distance to Kiwanis Park and Chenango River.



ADDRESS

112 S Broad St

OWNER

Birdsall Street, LLC

SIZE

0.49 acres

CURRENT USE

Vacant

FULL MARKET

VALUE

\$141,791

SITE DESCRIPTION

PROPERTY CLASS	464: Office Building
EXISTING STRUCTURES	1
ZONING	R-1: Residential
SPECIAL ZONING DISTRICTS	NYS Environmental Zone
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Housing, Business/Employment, Grant Opportunities
STRATEGUES	Potential adaptive reuse of existing structure to multi-unit residential. Building was recently renovated.



ADDRESS
30-36 N Broad St.

OWNER
Mavis Tire

SIZE
0.23 acres

CURRENT USE
Mavis Tire

FULL MARKET VALUE
\$208,955

SITE DESCRIPTION

PROPERTY CLASS	433: Auto Body
EXISTING STRUCTURES	1
ZONING	B-1: General Business
SPECIAL ZONING DISTRICTS	NYS Empire Zone, NYS Environmental Zone, Business Improvement District, Chenango County Courthouse Historic District
TAX DELINQUENT	No
KNOWN CONTAMINANTS	None
SITE CONDITION	Good

ADDITIONAL INFO

OPPORTUNITIES	Business/Employment, Increased Environmental Quality
LOCATIONAL VALUE	Within the CBD and Historic District. Proximity to NYS&W rail line and station. Adjacent to West Park and East Park Stage.

Appendix D Economic and Market Trends Analysis

Economic and Market Trends Analysis

City of Norwich Brownfield Opportunity Area Revitalization Plan

September 2016

Updated October 2017

Prepared by

E.M. Pemrick and Company

www.empemrick.com



This draft report was prepared for the City of Norwich and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program.



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Table of Contents

- Executive Summary i**
- 1. Introduction 1**
 - Location and Regional Setting 1
 - Methodology and Data Sources 2
 - Past Plans..... 2
- 2. Community Overview 3**
 - Population & Households..... 3
 - Age Distribution & Median Age..... 4
 - Median Household Income 6
 - Educational Attainment..... 6
 - Business Mix 7
- 3. Economic Analysis 8**
 - Resident Labor Force 8
 - Unemployment..... 8
 - Employment by Industry 9
 - Major Employers 10
 - Jobs and Commutation..... 12
 - Agriculture 13
 - Economic Development Initiatives..... 15
- 4. Commercial Real Estate Market 18**
 - Office Market Demand 18
 - Office Market Supply 20
 - Industrial Market Demand 21
 - Industrial Market Supply 21
- 5. Retail Market Analysis 23**
 - Market Definition 23
 - Trade Area Resident Characteristics 24
 - Market Segmentation..... 26
 - Retail Demand 29
 - Potential Non-Local Markets 30
 - Taxable Sales 32
 - Retail Activity in Norwich 35
 - Competitive Retail Areas 36
 - Conclusion 37
- 6. Tourism Market Analysis..... 38**
 - Tourism Attractions and Events 38
 - Tourism Infrastructure 41

7. Residential Market Analysis	44
Demographic Trends	44
Housing Characteristics	46
Residential Construction Trends	48
Market Activity	49
Housing Needs.....	50

Tables

TABLE 1: MARKET AREA POPULATION	3
TABLE 2: MARKET AREA HOUSEHOLDS	3
TABLE 3: MARKET AREA SELECTED HOUSEHOLD CHARACTERISTICS, 2010	4
TABLE 4: MARKET AREA MEDIAN AGE	5
TABLE 5: MEDIAN HOUSEHOLD INCOME	6
TABLE 6: EDUCATIONAL ATTAINMENT, RESIDENTS AGE 25 AND OVER, 2015	6
TABLE 7: BUSINESS MIX IN NORWICH	7
TABLE 8: EMPLOYMENT BY INDUSTRY, 2015 ANNUAL AVERAGES.....	10
TABLE 9: MAJOR EMPLOYERS, GREATER NORWICH/CHENANGO COUNTY.....	11
TABLE 10: INFLOW/OUTFLOW JOB COUNTS	12
TABLE 11: SELECTED AGRICULTURAL STATISTICS, CHENANGO COUNTY.....	14
TABLE 12: EMPLOYMENT IN OFFICE-USING PRIVATE INDUSTRIES	18
TABLE 13: OFFICE & PROFESSIONAL BUILDINGS BY SIZE.....	20
TABLE 14: INDUSTRIAL BUILDINGS BY SIZE.....	21
TABLE 15: RETAIL TRADE AREA DEMOGRAPHICS.....	25
TABLE 16: TOP 5 TAPESTRY SEGMENTS.....	26
TABLE 17: ANNUAL SPENDING ON SELECTED RETAIL GOODS & SERVICES (000s).....	29
TABLE 18: CITY OF NORWICH OFFICE WORKER EXPENDITURES.....	31
TABLE 19: RETAIL CAPTURE ANALYSIS, CHENANGO COUNTY.....	35
TABLE 20: MAJOR SHOPPING CENTERS WITHIN AN HOUR’S DRIVE OF DOWNTOWN NORWICH	37
TABLE 21: TOURISM ASSETS IN THE NORWICH AREA	38
TABLE 22: NOTABLE ANNUAL EVENTS IN THE NORWICH AREA.....	41
TABLE 23: RESIDENTIAL MARKET AREA DEMOGRAPHICS	45
TABLE 24: RESIDENTIAL MARKET AREA HOUSING CHARACTERISTICS	47
TABLE 25: RESIDENTIAL BUILDING PERMIT ACTIVITY.....	49

Executive Summary

This report was completed as part of a Brownfield Opportunity Area (BOA) Revitalization Plan for the City of Norwich, New York. It analyzes demographic characteristics, economic conditions, industry trends, and real estate market conditions, and is designed to identify potential opportunities for the proposed BOA study area. Key observations and conclusions are listed below; please see full report for additional details.

- Low median household income levels and the limited financial assets of residents in the City restrict consumer spending potential. There is a need to attract consumers from the surrounding area and capitalize on the large number of people who work in Norwich but live elsewhere. The development of quality market-rate rental housing in the City could help to attract or retain young professionals who would spend money at local businesses.
- Retail development along Route 12 in the Town of Norwich has had a long-term negative impact on the City, drawing businesses, customers, and traffic away from the downtown commercial district. The number of retailers in the City is less than half what it was in 1997, and the City's share of total retail sales in Chenango County has fallen below 20% (from about 50% in the 1990s). Despite a decrease in the number of eating and drinking places, however, the City accounts for an estimated 35% of the county's restaurant sales. Food service establishments may be a potential niche area for the City.
- The retail trade area, defined as being within a 30-minute drivetime of downtown Norwich, encompasses almost all of Chenango County and parts of southwestern Otsego County. Although population trends are similar to those in the City, the trade area has a higher percentage of married-couple families with children, a larger share of households in peak earning years (ages 35-54), and a much higher rate of homeownership than the City overall.
- Norwich has many long-running, highly successful festivals and events that draw residents and visitors to the city. These include the Chenango Blues Festival, Gus Macker Basketball Tournament, Colorscape Chenango Arts Festival, and the Chenango County Fair. However, the lack of quality lodging in the City serves as a major barrier to increasing the economic impact of tourism and business travel.
- Although the size of the resident labor force has been stagnant to declining over the last 25 years, unemployment rates in Chenango County are typically close to state averages, and the manufacturing sector is in relatively good shape, with several companies investing in expansion projects.

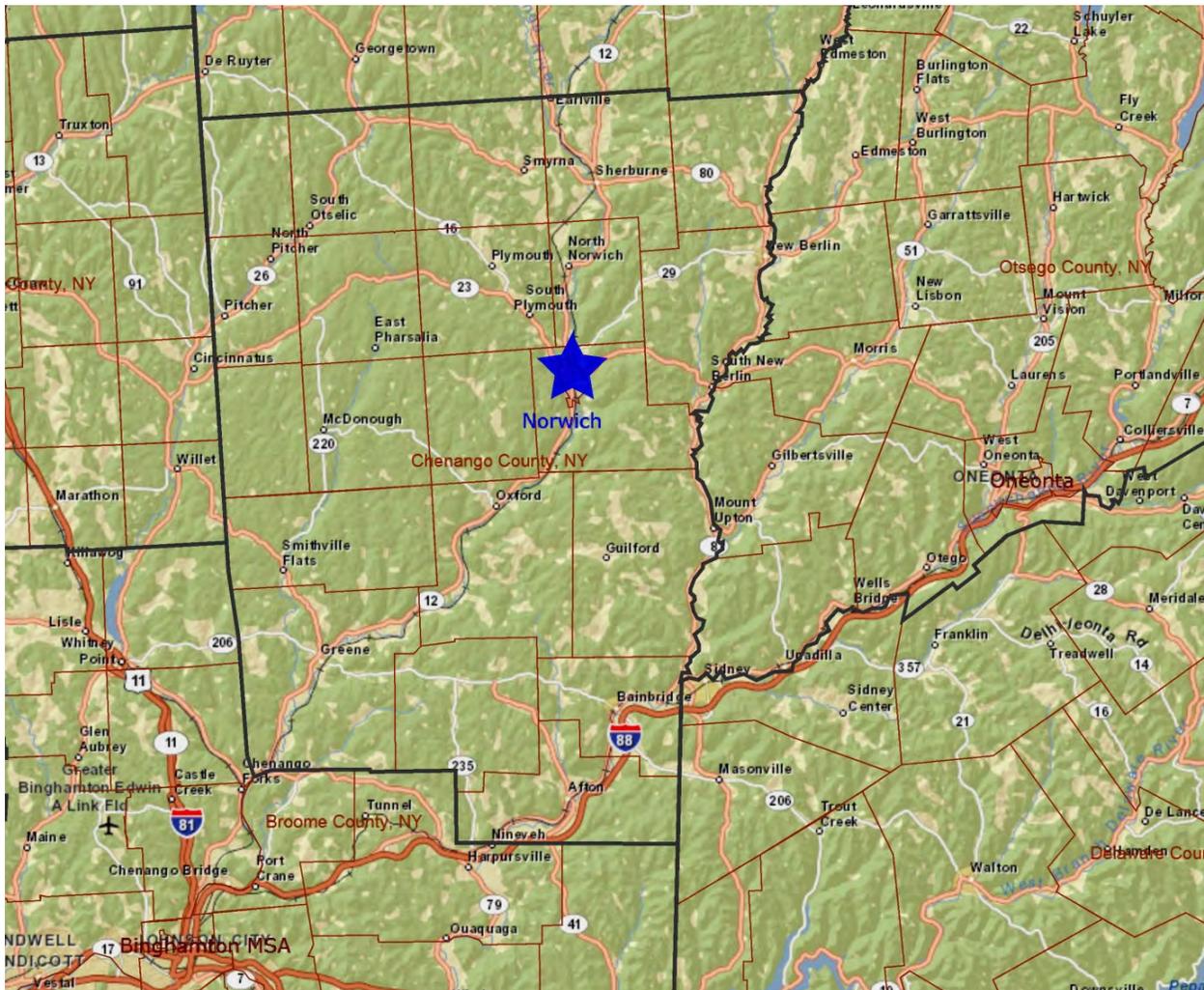
- Agriculture, especially dairy farming, represents a major component of the Chenango County economy. Local leaders and organizations recognize the need to promote agricultural economic development and improve the economics of farming. Vacant and underutilized industrial buildings in the City of Norwich, especially those with rail access, could be used for the distribution and processing of local agricultural products.
- With the exception of large employers like NBT Bank that have their own buildings, most businesses that utilize offices are small, and their needs can usually be met by existing structures in the City. As a result, there is little unmet demand for office space.
- The industrial real estate market in Norwich is characterized as “very soft.” Buildings suitable for manufacturing and warehousing generally sit on the market for long periods of time. A property that housed Norwich Aero until parent company Esterline relocated its operations to Mexico has been vacant since June 2016, and the price has been reduced from \$1,495,000 to \$799,000.
- Housing issues in the City of Norwich include a shortage of quality rental units – more than two-thirds of rental housing units are more than 50 years old – and the need for senior housing, including assisted living facilities. There is also an ongoing need for funding to make repairs and improvements to the large number of older housing units.

1. Introduction

The purpose of this study is to analyze current demographic, economic, and real estate market conditions as part of a Brownfield Opportunity Area (BOA) Revitalization Plan for the City of Norwich, New York. It is designed to identify potential opportunities for the development, or redevelopment, of vacant and underutilized properties in the designated BOA study area. Key findings and conclusions will be incorporated into the BOA Revitalization Plan.

Location and Regional Setting

The City of Norwich is located in Chenango County, New York. Covering an area of 2.12 square miles, it is surrounded on all sides by the Town of Norwich. With a 2010 population of 7,190, the City of Norwich is the largest municipality in Chenango County, and serves as the seat of County government. The City of Oneonta and access to Interstate 88 are approximately 35 miles away to the east, while the Binghamton metropolitan area and access to Interstate 81 are 40 miles away to the south and west.



Methodology and Data Sources

The methodology for the study involved the compilation and analysis of a broad range of quantitative data on the City of Norwich and Chenango County, as well as the Towns of Norwich and North Norwich and the Southern Tier region, which is comprised of Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, and Tompkins Counties.

Data was compiled from various sources, including the U.S. Census Bureau, the federal Bureau of Labor Statistics, and the NYS Department of Labor. Additional data was purchased from ESRI, a leading national provider of market information. ESRI prepares demographic estimates and projections based on federal data sources, and offers market data derived from public and proprietary sources. In addition, qualitative information on economic and market conditions, development issues, and potential redevelopment opportunities was obtained through research and interviews.

Past Plans

Recognizing the value of local and regional plans, economic development strategies, and other materials to this assignment, the consultant reviewed the following:

- Guiding Chenango - Chenango County Comprehensive Plan (2016)
- Community Revitalization Plan for Greater Norwich, New York – Submission for America’s Best Communities Award Funding (2015)
- Southern Tier East Regional Planning Development Board – Comprehensive Economic Development Strategy (2015)
- City of Norwich Comprehensive Plan (2014)
- Chenango County Lodging Study (2014)
- Chenango County Agriculture and Farmland Protection Plan Update (2012)
- Opportunities for Revitalize Norwich - Norwich BOA Pre-Nomination Study (2009)
- Chenango County Economic Development Strategic Plan (2006)
- Strategic planning documents and progress reports produced by the Southern Tier Regional Economic Development Council

These documents provided additional background information.

The findings and conclusions presented in this report are solely the opinion of E.M. Pemrick and Company based on the analysis and interpretation of the information available during the completion of the study. The report is provided as an overall guide to market opportunities in the proposed Norwich BOA, and is not intended as a substitute for detailed market and financial feasibility analysis on the part of a prospective entrepreneur, property owner, or developer interested in a specific business enterprise or development project in the City of Norwich.

2. Community Overview

To provide an initial context for the market analysis, this section provides an overview of demographic and socioeconomic characteristics, businesses, and traffic in the City of Norwich, with selected comparisons to the Towns of Norwich and North Norwich, Chenango County, and New York State.

Population & Households

The population of the City of Norwich according to the 2010 Census was 7,190 (Table 1). Although the city's population declined by 5.6% between 1990 and 2010, the number of residents is expected to remain stable in the next five years.¹

TABLE 1: MARKET AREA POPULATION									
Market Area	1990	2000	2010	2015 (est.)	2020 (proj.)	% Change			
						1990-2000	2000-2010	2010-2015	2015-2020
City of Norwich	7,613	7,355	7,190	7,202	7,222	-3.4%	-2.2%	0.2%	0.3%
Town of Norwich	4,084	3,906	3,998	3,983	3,992	-4.4%	2.4%	-0.4%	0.2%
Town of North Norwich	1,998	1,821	1,783	1,799	1,813	-8.9%	-2.1%	0.9%	0.8%
Chenango County	51,768	51,401	50,477	50,800	51,214	-0.7%	-1.8%	0.6%	0.8%
New York State	17,990,455	18,976,457	19,378,102	19,704,032	20,119,871	5.5%	2.1%	1.7%	2.1%

Source: ESRI, U.S. Census Bureau, and E.M. Pemrick and Company.

The Census Bureau defines a household as all persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more persons living together, or any other group of individuals who share living arrangements outside of an institutional setting. In 2010, there were 3,097 households residing in the City of Norwich, a 1.1% decline since the previous decennial census (Table 2).

TABLE 2: MARKET AREA HOUSEHOLDS									
Market Area	1990	2000	2010	2015 (est.)	2020 (proj.)	% Change			
						1990-2000	2000-2010	2010-2015	2015-2020
City of Norwich	3,276	3,131	3,097	3,118	3,129	-4.4%	-1.1%	0.7%	0.4%
Town of Norwich	1,549	1,503	1,546	1,562	1,573	-3.0%	2.9%	1.0%	0.7%
Town of North Norwich	708	703	715	732	742	-0.7%	1.7%	2.4%	1.4%
Chenango County	19,195	19,926	20,436	20,835	21,091	3.8%	2.6%	2.0%	1.2%
New York State	6,639,322	7,056,860	7,317,755	7,476,368	7,650,474	6.3%	3.7%	2.2%	2.3%

Source: ESRI, U.S. Census Bureau, and E.M. Pemrick and Company.

¹ Estimates released by the Census Bureau indicate that Chenango County had a population of 48,579 in July 2016, reflecting a net decline of 1,898 since April 2010.

Nationally, average household sizes have decreased over the last few decades due to an increase in single-parent households, smaller family sizes, and more people living alone. More recently, however, the decline has started to level off. The average household size in the City of Norwich was 2.24 persons in 2010 (Table 3), a slight increase from the 2.19 persons reported in 2000.

TABLE 3: MARKET AREA SELECTED HOUSEHOLD CHARACTERISTICS, 2010					
	City of Norwich	Town of Norwich	Town of North Norwich	Chenango County	New York State
Average Household Size (Persons)	2.24	2.49	2.49	2.43	2.57
Households with 1 Person	38.2%	22.1%	22.5%	27.5%	29.1%
Households with 2+ People	61.6%	77.9%	77.5%	72.5%	70.9%
Husband-Wife Family	33.3%	53.8%	71.2%	48.9%	43.6%
Other Families (No Spouse Present)	20.8%	17.3%	17.2%	16.8%	19.9%
Nonfamily Households	7.5%	6.9%	6.3%	6.7%	7.3%
All Households With Children	30.2%	32.8%	31.3%	30.1%	31.7%

Source: U.S. Census Bureau and E.M. Pemrick and Company.

Data from the 2010 Census on the distribution of households by type indicate that 61.6% of the households in the City of Norwich are comprised of two or more people; one-third are married-couple families, 20.8% are other family households, and 7.5% are non-family households. Fully 30% of city households have children under age 18 living at home. Notably, the prevalence of individuals living alone is much higher in the City of Norwich than in any of the comparison areas.

Age Distribution & Median Age

When reviewing demographic trends, it is often useful to look at the distribution of the population by age to assess community needs. Based on 2015 estimates from ESRI, nearly one-third of all residents in the City of Norwich are under age 25; 13.3% are 25 to 34, and 36.0% are between the ages of 35 and 64. Approximately 18% of city residents are age 65 and over.

Projections to 2020 indicate that the fastest population growth in the City of Norwich will be among individuals ages 65 to 74 (+10.7%) and age 75 and over (+4.5%), followed by those between the ages of 35 and 44 (+3.9%).

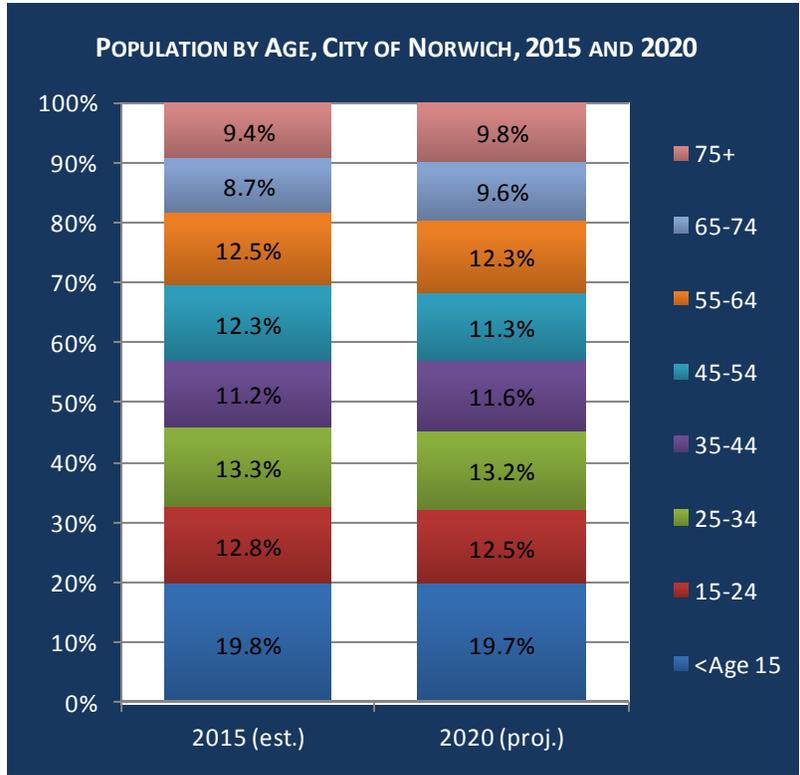


TABLE 4: MARKET AREA MEDIAN AGE

Market Area	2000	2010	2015 (est.)	2020 (proj.)	% Change		
					2000-2010	2010-2015	2015-2020
City of Norwich	38.9	38.3	38.4	38.8	-1.5%	0.3%	1.0%
Town of Norwich	40.0	42.0	44.3	45.9	5.0%	5.5%	3.6%
Town of North Norwich	36.2	43.2	44.1	46.0	19.3%	2.1%	4.3%
Chenango County	38.4	42.9	44.2	45.4	11.7%	3.0%	2.7%
New York State	35.9	37.9	38.7	39.7	5.6%	2.1%	2.6%

Source: ESRI, U.S. Census Bureau, and E.M. Pemrick and Company.

The median age of the population in the City of Norwich was 38.3 in 2010 (Table 4). This figure is generally on par with New York State overall, but it is lower than in the Towns of Norwich and North Norwich or Chenango County. The city has a higher percentage of residents under age 15 (19.8%) than any of the comparison areas, including the state (17.5%).

Median Household Income

Household income is one of the most important local economic indicators. As shown in Table 5, the City of Norwich has an estimated 2015 median household income of \$37,226. Over the last few decades, the median household income in the city has been consistently lower than in the Towns of Norwich and North Norwich. Cities like Norwich often have lower income levels than nearby rural communities because they have a greater number of households living in subsidized rental housing (which tends to be more widely available in urban locations).

TABLE 5: MEDIAN HOUSEHOLD INCOME					
Market Area	2000	2015 (est.)	2020 (proj.)	% Change	
				2000-2015	2015-2020
City of Norwich	\$28,485	\$37,226	\$41,175	30.7%	10.6%
Town of Norwich	\$35,357	\$44,367	\$48,224	25.5%	8.7%
Town of North Norwich	\$37,450	\$45,242	\$50,977	20.8%	12.7%
Chenango County	\$33,679	\$44,550	\$50,038	32.3%	12.3%
New York State	\$ 43,582	\$58,048	\$66,766	33.2%	15.0%

Source: ESRI, U.S. Census Bureau, and E.M. Pemrick and Company.

Approximately 22% of the households in the City of Norwich have incomes of \$75,000 or more per year, while 10.0% have incomes in excess of \$100,000 annually. This translates to 677 and 312 households, respectively – relatively small numbers. Affluent households comprise a greater share of households in the two neighboring towns: 28.7% of all households in the Towns of Norwich and North Norwich earn \$75,000 or more per year and 14.1% have annual incomes of at least \$100,000.

Educational Attainment

As indicated in Table 6 below, 87.8% of City of Norwich residents age 25 and over have at least a high school diploma, while nearly one in four have a bachelor's degree or higher; 11.2% have a graduate or professional degree. The city is well ahead of Chenango County overall in terms of bachelor's and graduate degree attainment. This affect residents' earning potential, as well as the community's ability to attract businesses requiring skilled labor.

TABLE 6: EDUCATIONAL ATTAINMENT, RESIDENTS AGE 25 AND OVER, 2015			
Market Area	% with High School Diploma or Higher	% with Bachelor's Degree or Higher	% with Graduate or Professional Degree
City of Norwich	87.8%	24.8%	11.2%
Town of Norwich	89.0%	19.3%	10.9%
Town of North Norwich	86.4%	16.0%	6.7%
Chenango County	87.5%	18.0%	8.0%
New York State	85.8%	34.5%	15.0%

Source: ESRI, U.S. Census Bureau, and E.M. Pemrick and Company.

Business Mix

To examine the mix of businesses in the City of Norwich, an inventory was compiled based on multiple sources. The list identified approximately 184 business establishments, including non-profit organizations with staff, museums, and sole practitioners that occupy commercial space in the city.²

As shown in Table 7, service uses represent the largest share of the overall

mix. This is not surprising since Norwich is the County seat and the only incorporated city in Chenango County. Fully 27% are businesses and organizations that provide education, health care, social services, and similar forms of assistance: e.g., doctors' and dentists' offices, physical therapists, counselors, home health care providers, nursing homes, family service organizations, and so on. UHS Chenango Memorial Hospital and other UHS facilities fall into this category.

Separate from these uses are personal and repair services (12.0%), including hair and nail salons, dry cleaners, and auto repair establishments; and professional and business services (10.3%), such as attorneys, management consultants, and accountants. Many professional and medical offices in Norwich are located in the Eaton Center, a large building that until the mid-1990s housed a division of Procter & Gamble. Other professional offices are on North and South Broad Streets downtown and in various other locations throughout the city.

Retail uses comprise 18.5% of the overall business mix in Norwich. These establishments sell groceries, personal care items, wine and spirits, plants, hardware, apparel, jewelry, auto parts, gifts, home furnishings, leather goods, used merchandise, and more. Some retailers, like McLaughlin's Department Store and McNeil Jewelers, have operated in Norwich for generations. A review of data from the Economic Census suggests that the retail sector in the City of Norwich has steadily declined over the last two decades, with 90 stores reported in 1997.³

Accommodations and food services, at 11.4%, includes all restaurants and bars, from taverns and pubs to fast-food and sit-down restaurants. Norwich has only a single hotel and a bed-and-breakfast within city limits.

Category	Number	Percent
Education, Health, and Social Services	49	26.6%
Retail	34	18.5%
Accommodations and Food Services	21	11.4%
Personal and Repair Services	22	12.0%
Professional and Business Services	19	10.3%
Financial Activities	15	8.2%
Manufacturing	9	4.9%
Arts, Entertainment, and Recreation	5	2.7%
All Other Establishments	10	5.4%
Total	184	100.0%

² Because residential properties were excluded, the inventory probably undercounts home-based business establishments.

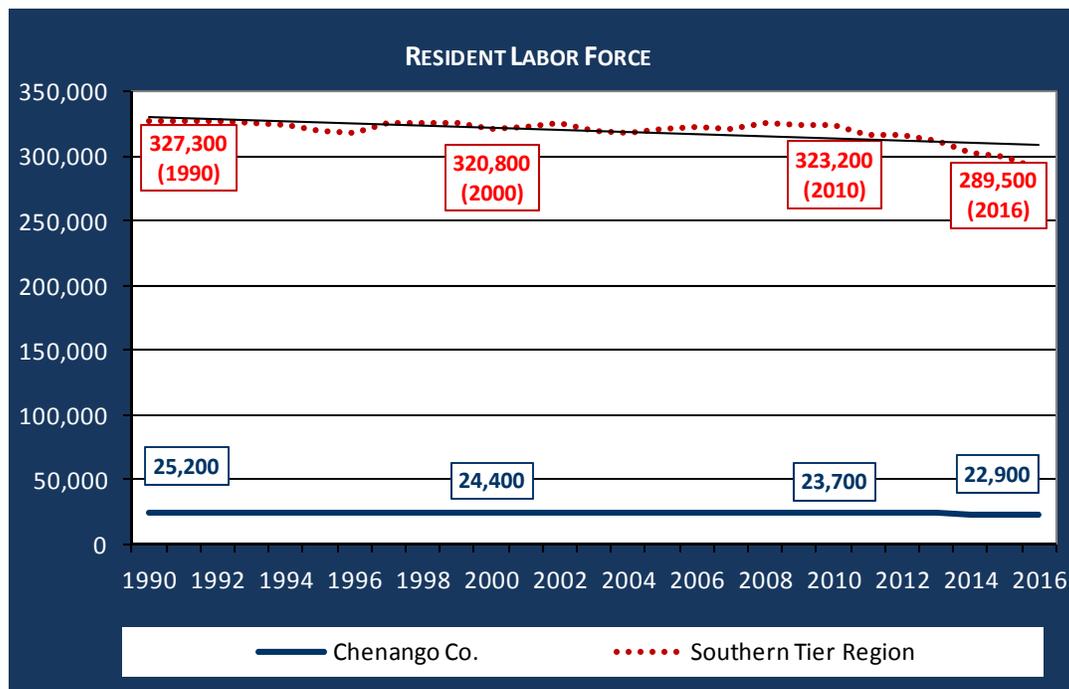
³ A Walmart Supercenter opened on Route 12 just south of the City in 2006, though Walmart has had a local presence since the mid-1990s. Walmart stores often serve as a magnet for other retail and service businesses.

3. Economic Analysis

This section examines the employment trends, industry segments, employers, and other characteristics that influence economic and market conditions in the City of Norwich and Chenango County. Data on the Southern Tier region is provided for comparison.

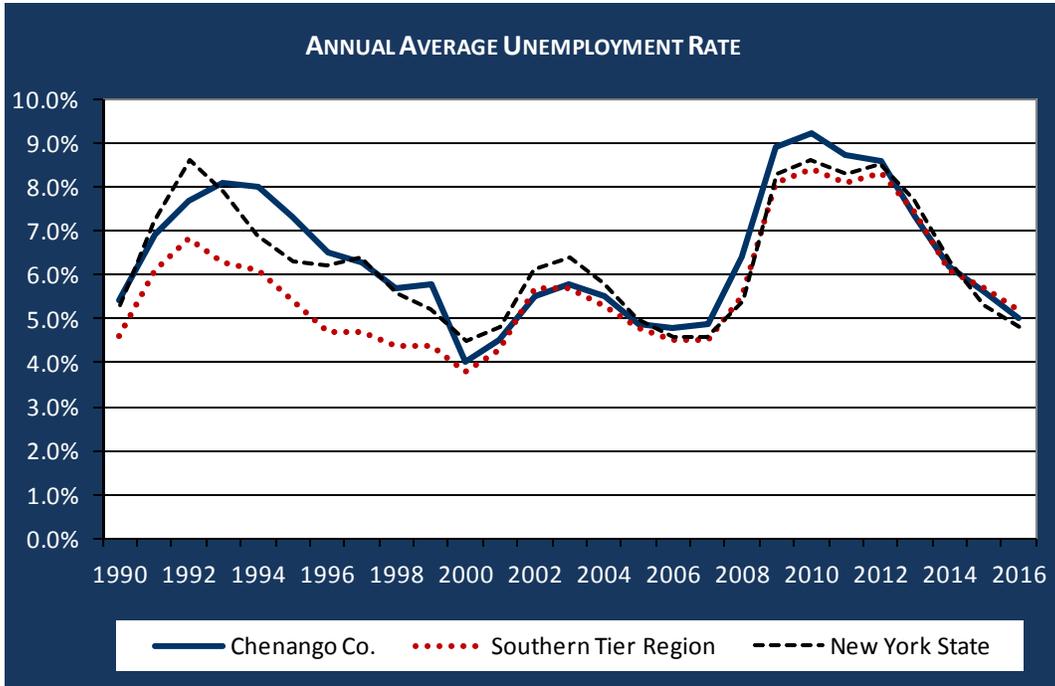
Resident Labor Force

The resident labor force is comprised of individuals age 16 and older who are currently employed or unemployed and actively looking for work. An analysis of historical trends indicates that, consistent with population trends, the size of the labor force in Chenango County and the Southern Tier has been stagnant to declining over the last 25 years. Between 1990 and 2016, the resident labor force declined by 9.1% in Chenango County and 11.5% in the region. The Chenango County share of the regional labor force, however, increased marginally, from 7.7% to 7.9%.



Unemployment

As shown below, unemployment rates in Chenango County over the last 25 years ranged from a low of 4.0% in 2000 to as much as 9.2% in 2010, following the end of the national recession which nevertheless continued to impact the local and regional economy. Unemployment rates in the County tend to be less than a single percentage point higher or lower than state averages.



The latest figures from the NYS Department of Labor (NYSDOL) show unemployment at 4.7% in Chenango County, compared to 4.9% in the Southern Tier and New York State, as of August 2017. The unemployment rate in Chenango County is lower than in the neighboring counties of Broome (5.2%) or Delaware (5.3%).

Employment by Industry

Table 8 shows employment by industry in Chenango County and the Southern Tier. In 2015, average annual employment in the region was 259,602, and 6.7% of these jobs were in Chenango County.

Manufacturing is the County’s largest industry sector, supporting 4,692 jobs and paying nearly \$255 million in annual wages. More than half of the employment is in machinery and food manufacturing. Other goods produced locally include pharmaceuticals, transportation equipment, wood products, and metal products. According to NYSDOL Labor Market Analyst Christian Harris, the number of manufacturing jobs in Chenango County was at an all-time high in 2014.

[An] exciting development in the Southern Tier is Chenango County’s manufacturing sector, one of the success stories in Upstate New York. In 2014, the county’s manufacturing job count stood at an all-time annual high of 4,900... Since the depths of the national recession in 2009, the county’s factory job count has grown by 1,800, or more than 58%! In contrast, the nation’s manufacturing job count was up less than 3% over the same period. Contributing to this increase in Chenango County’s manufacturing base is ongoing growth at Raymond Corporation, which makes lift trucks in the village of Greene... Over the past five years, the company has almost doubled its local workforce, which now stands at more than 1,500...

- NYS Department of Labor,
Employment in NYS, March 2015

Chenango County has a higher share of its employment in the public sector than the region overall. Most of these jobs (3,157) are in local government, which includes the school districts.

Nearly 1,900 jobs (10.6%) in the County are in retail trade, followed by 1,664 (9.5%) in health care and social assistance and 1,137 (6.5%) in finance and insurance. All three of these industries have a significant presence in the City of Norwich.

TABLE 8: EMPLOYMENT BY INDUSTRY, 2015 ANNUAL AVERAGES

Industry Sector	Chenango County		Southern Tier Region		County as % of Region
	Number	Share	Number	Share	
Manufacturing	4,692	26.8%	33,751	13.0%	13.9%
Total Government	4,127	23.6%	49,962	19.2%	8.3%
Retail Trade	1,859	10.6%	30,223	11.6%	6.2%
Health Care and Social Assistance	1,664	9.5%	36,910	14.2%	4.5%
Finance and Insurance	1,137	6.5%	6,864	2.6%	16.6%
Accommodation and Food Services	795	4.5%	20,867	8.0%	3.8%
Administrative and Waste Services	543	3.1%	9,828	3.8%	5.5%
Other Services	485	2.8%	8,714	3.4%	5.6%
Information	464	2.6%	3,689	1.4%	12.6%
Construction	457	2.6%	7,690	3.0%	5.9%
Professional and Technical Services	269	1.5%	9,716	3.7%	2.8%
Wholesale Trade	224	1.3%	7,012	2.7%	3.2%
Transportation and Warehousing	182	1.0%	4,945	1.9%	3.7%
Management of Companies and Enterprises	163	0.9%	2,576	1.0%	6.3%
Agriculture, Forestry, Fishing & Hunting	130	0.7%	1,726	0.7%	7.5%
Arts Entertainment and Recreation	119	0.7%	2,704	1.0%	4.4%
Real Estate and Rental and Leasing	92	0.5%	2,551	1.0%	3.6%
Educational Services	53	0.3%	17,271	6.7%	0.3%
Mining	8	0.0%	921	0.4%	0.9%
Total, All Industries	17,511	100.0%	259,602	100.0%	6.7%

Source: U.S. Department of Labor, Quarterly Census of Employment & Wages.

Major Employers

Major employers in Chenango County, excluding government and public school districts, are shown in Table 9. They include multiple manufacturers, medical and residential care facilities, organizations that serve youth and families, and finance and insurance companies.

Chobani, the largest manufacturing company in the Norwich area, was founded in 2005, when it purchased a former Kraft Foods plant in the Town of Columbus. Since then, the Greek yogurt producer has undertaken several phases of expansion, investing millions of dollars in equipment and plant upgrades. In 2009, Chobani established its corporate offices at a former Procter & Gamble facility just outside the city in the Town of Norwich.

TABLE 9: MAJOR EMPLOYERS, GREATER NORWICH/CHENANGO COUNTY

Company	Est. Local Employment Range	Sector	Location
Raymond Corporation	1,000-2,499	Manufacturing	Greene
Agro-Farma / Chobani	1,000-2,499	Manufacturing	Columbus, Norwich (town)
NBT Bank	500-999	Finance/Insurance	Norwich (city)
Frontier Communications	250-499	Information	Norwich (city)
UHS Chenango Memorial Hospital	250-499	Health/Social Services	Norwich (city)
Unison Industries/GE Aviation	250-499	Manufacturing	Norwich (town)
Norwich Pharmaceuticals	250-499	Manufacturing	North Norwich
Preferred Mutual Insurance Co.	250-499	Finance/Insurance	New Berlin, Norwich (city)
CWS Contract Packaging	100-249	Administrative Services	Norwich (city)
NBT-Mang Insurance	100-249	Finance/Insurance	Norwich (city)
Golden Artist Colors	100-249	Manufacturing	Norwich (city), New Berlin
Snyder Communications	100-249	Information	Norwich (city)
Opportunities for Chenango, Inc.	100-249	Health/Social Services	Norwich (city)
Walmart Supercenter	100-249	Retail	Norwich (town)
Norwich Aero	100-249	Manufacturing	Norwich (city)
Sheffield Chemical	100-249	Manufacturing	Norwich (town)
Chase Memorial Nursing Home	100-249	Health/Social Services	New Berlin
Curtis Lumber	100-249	Retail	Norwich (city)
Norwich Family YMCA	100-249	Health/Social Services	Norwich (city)
Valley View Skilled Nursing and Rehabilitation Center	100-249	Health/Social Services	Norwich (city)
Catholic Charities of Chenango County	100-249	Health/Social Services	Norwich (city)

Source: E.M. Pemrick and Company research.

Several other manufacturers in the Norwich area have expanded as well. For example, Golden Artist Colors, Inc. acquired and renovated a 45,000-square foot industrial building on Hale Street in the City of Norwich as part of a \$2.5 million expansion. A producer of acrylic paints for artists, the company celebrated the opening of its new facility in 2014. In September 2016, Norwich Pharmaceuticals, a contract pharmaceutical manufacturing business in the Town of North Norwich, held an official ribbon-cutting to mark the completion of a \$26 million facility expansion. The project, which took 18 months, included the purchase and installation of new processing equipment focused on future production needs.

The City of Norwich is the headquarters of NBT Bank, which operates in upstate New York, northeastern Pennsylvania, and parts of New England. The company has 160 bank branches, with 11 in Chenango County alone. NBT has nearly 650 employees in Norwich and supports many community-based initiatives.

In addition to companies that employ hundreds of workers, Chenango County is home to many small- and mid-sized business establishments, some of which are located in the City of Norwich. According to the NYS Department of Labor, 89% of all private business establishments in the County have less than 20 employees; 76% have under 10 employees. These figures do not include so-called “nonemployer” businesses, primarily sole proprietorships. Data from the Census Bureau show that there are 2,760 nonemployers in Chenango County, half of them in four industries: construction, personal and repair services, retail trade, and professional services.

The City of Norwich has lost several major employers in recent decades. These have included Norwich Shoe Company (1991), Victory Markets (1992), Champion Products (1994), and Procter & Gamble (2009, though the company scaled back most of its operations in 1994). In 2016, Norwich Aero closed its plant on O’Hara Drive, laying off 120 workers, as parent company Esterline Corp., a Bellevue, Washington-based manufacturer serving global aerospace and defense markets, moved its U.S. production to Mexico.

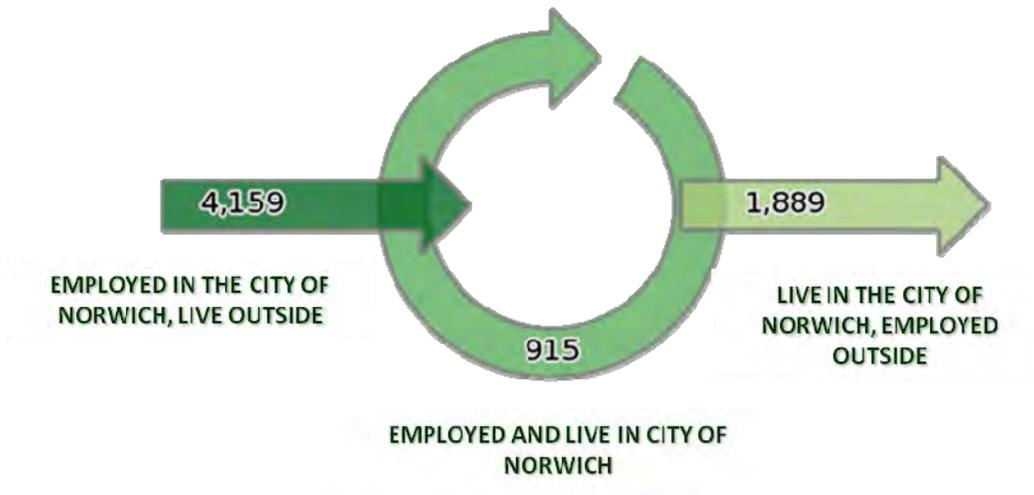
Jobs and Commutation

Table 10 and the map on the next page show the job counts and flow of workers into and out of the city based on Longitudinal Employer-Household Dynamics (LEHD) data from the U.S. Census Bureau. Total employment in the City of Norwich is estimated at 5,074, or 29% of the jobs in Chenango County. Consistent with the city’s status as the County seat, 65% of the employment in Norwich is in government (including public schools), financial activities, and education and health services.

TABLE 10: INFLOW/OUTFLOW JOB COUNTS		
Category	Count	Share
Employed In The City Of Norwich:	5,074	100.0%
Employed In The City Of Norwich, Live Outside:	4,159	82.0%
Employed And Living In The City Of Norwich:	915	18.0%
Living In The City Of Norwich:	2,804	100.0%
Living In The City Of Norwich, Employed Outside:	1,889	67.4%
Living And Employed In The City Of Norwich:	915	32.6%
<i>Net Job Inflow:</i>		2,270

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics. Data is as of 2015, the latest available. Due to differences in methodology, the job counts shown are not comparable to those from other sources.

The majority of individuals who work in the City of Norwich reside elsewhere: 44.3% live in other parts of Chenango County, 6.6% in Otsego County, 4.5% in Broome County, and 3.5% in Madison County. Norwich serves as an employment center for many rural communities in the Southern Tier and Central New York. In fact, Norwich has a *net worker inflow* of 2,270; more individuals commute into the city than leave it for work. About 28% of people employed in the City of Norwich travel at least 25 miles from home to work.



Agriculture

Although agriculture is not among the County’s largest employers, farming activities nevertheless “contribute significantly to the economic activity of Chenango County,” according to the County Agriculture and Farmland Protection Board. The Agriculture and Farmland Protection Plan adopted in 2012 established *the promotion of agricultural economic development* as an important goal for Chenango County, and the County and its partners have pursued a range of strategies to improve the economics of farming. These include promoting and exploring opportunities for diversification of local and regional food processing, products, and services; encouraging agricultural retail and service providers to locate in the County; and expanding local farmers markets.

The table below highlights recent statistics on the agricultural sector in Chenango County. According to the U.S. Census of Agriculture, the County had 828 farms – defined by the USDA as agricultural operations with \$1,000 or more in gross sales – in 2012. Land in farms totaled 167,226 acres, or approximately 29% of the County’s land area.

Chenango County farms generated \$65,934,000 in cash receipts in 2012, with the livestock and poultry sector contributing the largest percentage. Dairy farming is the major agricultural activity. In 2012, the County had about 160 dairy farms, with milk sales totaling \$41,738,000. Milk production in Chenango County was at 219.8 million pounds in 2015, according to the Federal Milk Market Administrator. Together with the neighboring counties of Broome, Cortland, Delaware, and Otsego, the area produces over 965 million pounds of milk per year to support the dairy product manufacturing industry.

TABLE 11: SELECTED AGRICULTURAL STATISTICS, CHENANGO COUNTY

	2012		2007	
Number of Farms	828		908	
Land in Farms (Acres)	167,226		177,267	
Market Value of Products Sold*	Value (000s)	Percent	Value (000s)	Percent
Crops, Including Nursery and Greenhouse	\$14.7	22.3%	\$7.8	11.8%
Grains, Oilseeds, Dry Beans, Dry Peas	\$5.9	8.9%	\$1.9	2.8%
Vegetables, Melons, Potatoes, Sweet Potatoes	\$1.8	2.7%	\$0.8	1.2%
Fruits, Tree Nuts, and Berries	\$0.8	1.2%	\$0.9	1.4%
Other Crops And Hay	\$5.9	8.9%	\$3.3	5.0%
Livestock, Poultry, and Their Products	\$51.2	77.7%	\$58.0	88.2%
Cattle and Calves	\$7.2	10.9%	\$9.6	14.6%
Milk From Cows	\$41.7	63.3%	\$46.8	71.2%
Sheep, Goats, and Their Products	\$0.2	0.4%	\$0.2	0.3%
Horses, Ponies, Mules, Burros, and Donkeys	\$1.3	2.0%	\$0.2	0.2%
Total Market Value	\$65.9	100.0%	\$65.8	100.0%
Organic Product Sales	\$2.2	3.3%	\$1.0	1.5%

Source: U.S. Department of Agriculture, Agricultural Census.

* Not all commodity groups included in the total are listed.

Farmers in Chenango County also raise beef cattle, sheep and lambs, horses, and chickens; grow corn, straw, hay, berries, and vegetables; and produce maple syrup and honey. Many local farms operate farmstands or participate in farmers markets. Direct-to-consumer sales of agricultural products in the County reached \$2,077,000 in 2012, double the amount in 2007. Organic product sales also increased, from \$967,000 to \$2,161,000.

One local farm, Norwich Meadows, has a regular presence at NYC Greenmarkets during the growing season. Norwich Meadows, which leases 40 acres at the Earl B. Clark Business Park in North Norwich for agricultural production, offers organic fruits and vegetables, eggs, and pastured poultry. The farm provides quality food to community-supported agriculture (CSA) programs in New York City and Westchester County as well as Norwich. Cascun Farms in Greene has partnered with several New York City restaurants, processing and selling their poultry products wholesale. The farm owners also operate a butcher shop and deli.

Recognizing the potential for growth in the agricultural sector, in 2014, the Chenango County Cooperative Extension, in collaboration with the Chenango County Agricultural Development Council, prepared a directory of meat and livestock producers to link consumers with local farms. The directory lists 25 farms, three of them in the Town of Norwich. There may be potential for agricultural economic development in the City of Norwich to capitalize on the diverse agricultural activity in the County.

Economic Development Initiatives

Recent economic and community development activities in the City of Norwich and Chenango County are described below.

- **Streetscape Improvements** – In the last several years, grant awards from the NY Main Street Program have been used by the City of Norwich not only to revitalize downtown commercial properties but also to assist with streetscape enhancements. These efforts have been in addition to improvements made in the downtown area, including period lighting and new sidewalks, by the Norwich BID. In 2015, the city secured a grant from the NYS Department of Environmental Conservation’s Community Urban Forestry Program to plant 30 new trees, complementing the numerous maples, oaks, elms, and other trees lining city streets. The grant targeted streets considered especially “tree-deprived.” In 2016, the City of Norwich converted 27 streetlights to utilize LED technologies, making them more energy-efficient.
- **Heritage Block** – The Heritage Block is a one-block area bounded by North Broad Street on the west, Lackawanna Avenue on the south, and Mechanic Street in the City of Norwich. It consists of several deteriorated commercial structures and an interior parking area. In 2014, the City of Norwich was awarded \$120,000 from Empire State Development for restoration of the Heritage Block, leveraging \$817,000 in private investment. The project involves the renovation of six buildings for mixed-use development, as well as the redesign and construction of a shared parking lot between Lackawanna Avenue and Mechanic Street. The owners of 42 and 44-46 North Broad Street plan to establish a brewpub, and a “100-Mile Market” that offers food products from within a 100-mile radius, on the ground floor. It is anticipated that the new investment will help to revitalize an area of North Broad Street that has many vacant commercial properties.
- **Rail Restoration** – Federal, state, and local funds were used by the Chenango County IDA to repair sections of the NYS&W Utica branch rail line that have been out of service since 2006, when flooding destroyed a section from Norwich to below Oxford. Additional damage occurred during Hurricane Irene and Tropical Storm Lee in 2011. Completed in 2017, the project reestablished freight rail service to Chenango County, connecting Norwich with Utica to the



north and Binghamton to the south. Restoration of the rail line is expected to improve the economic competitiveness of local manufacturers by providing an easier and less expensive means of transporting goods. It also has the potential to attract new business activity to the area.

- **Southern Tier URI Plan** – In 2015, Governor Andrew Cuomo established the Upstate Revitalization Initiative (URI), part of a program aimed at improving the upstate New York economy. At the core of the URI was a \$1.5 billion competition giving seven of the state’s ten Regional Economic Development Councils (REDCs) the opportunity to receive one of three \$500 million funding awards for economic development. Each eligible REDC was required to craft a five-year revitalization plan to identify how it would make “transformative improvements to its economy,” creating jobs and generating economic opportunity, if selected to receive the award.

In December 2015, the Southern Tier (along with the Central New York and Finger Lakes regions) was designated a “Best Plan Awardee.” The region will receive a \$500 million allocation of URI funds over five years to implement its revitalization plan, creating more than 10,000 jobs and leveraging \$2.5 billion in private investment.

The Southern Tier’s URI Plan focuses on four key initiatives:

- 1) Building the Greater Binghamton Innovation Ecosystem;
- 2) Investing in the Advanced Manufacturing Industry;
- 3) Transforming the Food and Agriculture Industry; and
- 4) Promoting the Southern Tier’s Innovative Culture.



Among the investments in advanced manufacturing are the creation of a Manufacturing Center of Excellence, involving new construction, building renovations, and the purchase of employee training equipment and production machinery, at the Raymond Corporation in Greene, Chenango County; and the establishment of the Southern Tier Small Business Manufacturing Competitiveness Fund, a \$1.5 million low-interest loan fund aimed to helping new and existing manufacturers with less than 20 employees “innovate, adapt, increase productivity and... create employment opportunities,” targeted to communities with a high concentration of low-income individuals like Norwich.

The agricultural initiative calls for a “strategic mix of projects [to] transform and grow agriculture and food production, processing and distribution across the region, while also strengthening links to growing tourism and manufacturing industries.” These projects include the construction or expansion of processing facilities for dairy, value-added foods, and meat and the creation of a food hub network to facilitate the distribution of agricultural products around the state. A new meat processing plant in the Town of Sherburne, Chenango County, was proposed in the URI Plan, but the project has not advanced due to issues with the site.

- **America’s Best Communities Application** – In 2015, Commerce Chenango, Inc. submitted an application on behalf of the Greater Norwich area⁴ to the America’s Best Communities (ABC) competition. Sponsored by Frontier Communications and DISH Network, ABC is a \$10 million initiative to stimulate economic revitalization in small towns and cities, supporting “the kinds of creativity and innovation that transform communities and result in long term growth.”⁵ The grand prize winner receives \$3 million to increase economic development and make positive changes within their community; smaller amounts of money are awarded to semi-finalists and finalists.

The Greater Norwich area was one of 50 communities nationwide to advance to the quarter-finalist round, receiving \$50,000 to prepare a revitalization plan outlining the strategic investments to be made should it be selected as “America’s Best.” Commerce Chenango spearheaded the planning process, working with a wide range of stakeholders, including business owners, educators, elected officials, representatives of not-for-profit organizations, and members of the public. A key initiative in the community revitalization plan was the establishment of an “Innovation Space” in downtown Norwich to support creative thinking, innovation, and modernization and facilitate the development of ideas, processes, and products. The concept was aimed at rekindling the spirit of entrepreneurship that led to the founding of Norwich’s “legacy companies,” creating new opportunities for business development and job creation, with a particular focus on local agriculture, food processing and packaging, food and beverage preparation, and advanced manufacturing.

Ultimately, the Greater Norwich area was not selected as a semi-finalist. However, Commerce Chenango and its partners are interested in pursuing the development of the Innovation Space.

⁴ Defined as the City of Norwich, “and the contiguous Towns of Norwich, North Norwich, Oxford, and Sherburne, including the incorporated Villages of Oxford and Sherburne.”

⁵ America’s Best Communities Fact Sheet, accessed at <https://americasbestcommunities.com/wp-content/uploads/2015/10/ABC-Fact-Sheet-FINAL-10.05.151.pdf>.

4. Commercial Real Estate Market

Office Market Demand

The demand for office space is typically driven by business and employment growth in industries such as information, finance, insurance, and professional and business services. Health care providers, social service agencies, and other kinds of establishments that support local businesses or residents also utilize office space.

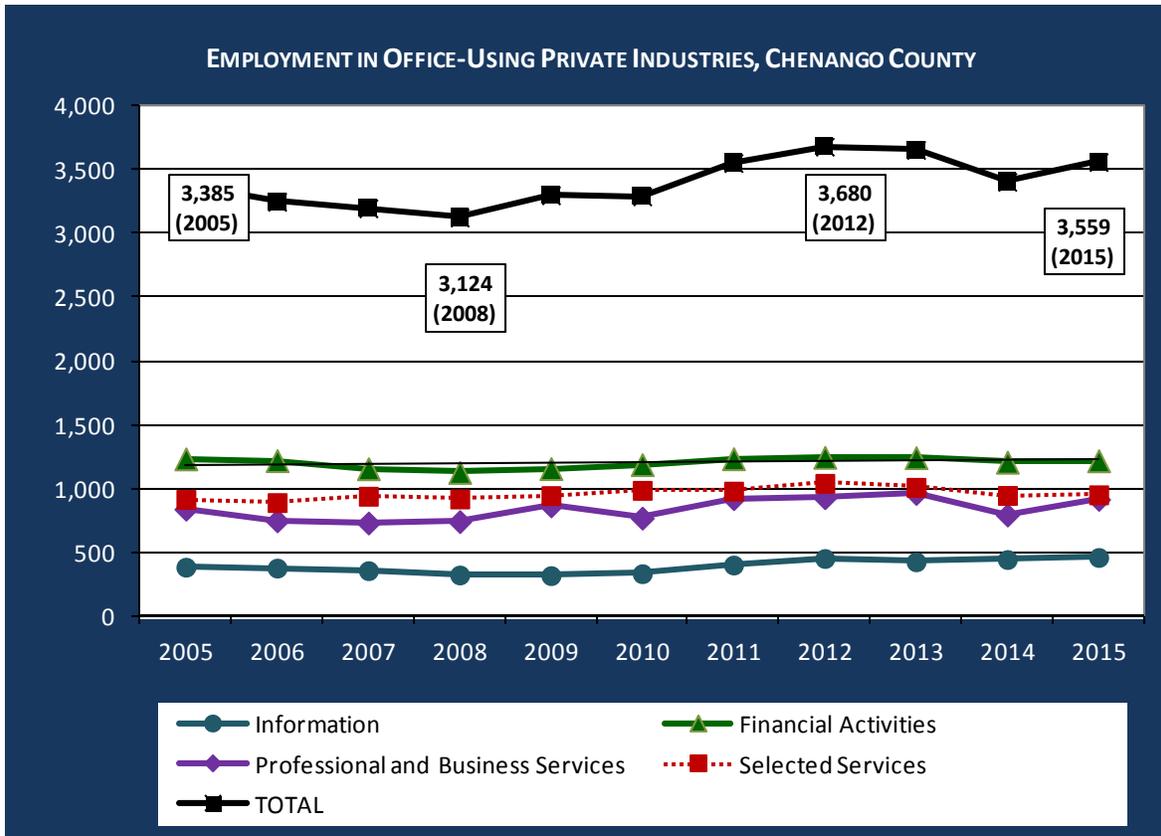
Some of these industries have a significant local presence. As shown in the table below, Chenango County accounts for fully one-quarter of the telecommunications employment and 16% of the finance and insurance jobs in the Southern Tier, with companies like Frontier Communications, NBT Bank, and Preferred Mutual Insurance located in the City of Norwich. However, employment in other industries, like professional and technical services, is much more limited.

Industry Sector	Chenango County		Southern Tier Region		County as % of Region
	Number	Share	Number	Share	
Information	464	2.6%	3,689	1.4%	12.6%
Publishing Industries	58*	0.3%	942	0.4%	6.2%
Motion Picture and Sound Recording Industries	4*	0.0%	194	0.1%	2.1%
Broadcasting (except Internet)	0	0.0%	544	0.2%	0.0%
Telecommunications	358*	2.0%	1,286	0.5%	27.8%
Other Information Services	44	0.3%	273	0.1%	16.1%
Financial Activities	1,230	7.0%	8,601	3.3%	14.3%
Finance and Insurance	1,137	6.5%	6,864	2.6%	16.6%
Real Estate	84	0.5%	1,737	0.7%	4.8%
Professional and Business Services	975	5.6%	22,120	8.5%	4.4%
Professional and Technical Services	269	1.5%	9,716	3.7%	2.8%
Management of Companies and Enterprises	163	0.9%	2,576	1.0%	6.3%
Administrative and Support Services	543	3.1%	9,828	3.8%	5.5%
Selected Services	955	5.4%	20,746	8.0%	4.6%
Ambulatory Care Services	421	2.4%	8,766	3.4%	4.8%
Social Assistance	268	1.5%	7,448	2.9%	3.6%
Membership Organizations	266	1.5%	4,532	1.7%	5.9%
Subtotal, Office-Using Private Industries	3,559	20.3%	55,156	21.2%	6.5%
Total, All Industries	17,511	100.0%	259,602	100.0%	6.7%

Source: U.S. Department of Labor, Quarterly Census of Employment & Wages.

* Estimates; data has been suppressed.

Total employment in office-using industries in Chenango County has ranged from about 3,100 (2008) to as much as 3,700 (2012), as shown in the chart below. Employment in financial activities has been relatively stable over the years. There has been much more variation in professional and business services, however, particularly in administrative and support services.



With the exception of major employers that have their own buildings (e.g., Snyder Communications, NBT, Preferred Mutual), most establishments that require office space in the City of Norwich are small, with no more than 5 employees. As a result, their needs can usually be met by existing structures. In addition, some first-floor storefronts in the city are being leased to businesses for offices instead of stores due to reduced demand for retail space.

Office Market Supply

Due to the size of the market, there is no centralized database or market survey conducted to indicate the supply of office space, vacancy rates, or rent levels in the City of Norwich or Chenango County. The only data available was extracted from tax records which identify primary uses by assigning property type classification codes to each parcel as part of the real property assessment process.

Gross Floor Area	Number	Percent
Less than 2,500 square feet (SF)	5	20.8%
2,500 – 4,999 SF	7	29.2%
5,000 – 9,999 SF	7	29.2%
10,000 – 49,999 SF	4	16.7%
50,000 SF and larger	1	4.2%
Total	24	100.0%

Property type classification codes 464 and 465 only.

Based on the properties classified as 464 (Office Building) or 465 (Professional Building), the office market in the City of Norwich consists of approximately 400,000 square feet of space. The buildings range in size from 1,378 to an estimated 200,000 square feet, but only five of them exceed 10,000 square feet. The largest office building in the city is the Eaton Center complex, which has Class A office space available in a variety of sizes. With approximately 40 tenants that include medical practices and professional service providers as well as County offices, the Eaton Center has a fitness center, conference rooms, and other business amenities on-site. It also offers ample off-street parking.

The figures in the table do not include offices that are located on parcels assigned under other property classification codes, such as downtown row buildings, converted residences, and one-story small structures that can be used for multiple purposes. In fact, many downtown row buildings in Norwich are mixed-use, with office and retail space (as well as apartments on upper floors, in many cases). There is also a separate classification for banks with office buildings, like the South Broad Street properties occupied by NBT Bank and its affiliates.

Industrial Market Demand

Industry sectors that normally drive the market for industrial space include manufacturing, utilities, wholesale trade, and transportation and warehousing. In the City of Norwich and Chenango County, the demand for industrial space is primarily driven by the manufacturing sector. As discussed in the economic analysis, these industries comprise a disproportionate amount of the employment in Chenango County. Most of the major industrial employers are located outside the city, within a 20- to 25-mile radius.

Industrial Market Supply

As with the office market, there is no centralized database or market survey conducted to indicate the supply of industrial space, vacancy rates, or rent levels in the City of Norwich or Chenango County. Tax assessment records allowed for the identification of properties classified under the codes for manufacturing, light industrial, and storage/warehouse uses.

TABLE 14: INDUSTRIAL BUILDINGS BY SIZE		
Gross Floor Area	Number	Percent
Less than 10,000 square feet (SF)	8	38.1%
10,000 – 24,999 SF	5	23.8%
25,000 – 49,999 SF	4	19.0%
50,000 – 99,999 SF	2	9.5%
100,000 SF and larger	1	4.8%
Unknown	1	4.8%
Total	21	100.0%

Property type classification codes 710, 714, and 449 only.

Generally speaking, industrial space can be divided into three categories: manufacturing, warehouse and distribution, and research and development. Facilities may be further distinguished by the amount of space available for office functions. Some industrial space may be described as “flex” space as it can be configured to accommodate a flexible amount of office and showroom space in combination with manufacturing and warehouse uses.

Based on local assessment records, the industrial market in the City of Norwich contains approximately 511,000 square feet of space, 48% of it classified as 710 (Manufacturing) or 714 (Light Manufacturing). The remainder is classified as 449 (Other Storage), although some production activity may be conducted on the property.⁶

Industrial buildings in the city range in size from under 1,000 to about 140,000 square feet. The largest is 57-59 Borden Avenue, part of the former Victory Market warehouse complex; it sits on a 30-acre parcel. The Pre-Nomination Study included 57-59 Borden Avenue and two other former Victory Market properties in its inventory of underutilized sites.

Three industrial properties in the City of Norwich are currently on the market:

⁶ Fourteen parcels in Norwich are classified as 340 (Vacant Industrial Land). Most are properties adjacent to industrial buildings, and nine are less than two acres in size.

- 57-59 Borden Avenue. For sale. Industrial property with 13 loading docks, rail access, and extensive parking. Fully occupied with long-term tenants. Asking \$3.7 million.
- 50 O’Hara Drive (Norwich Aero). For sale or lease. 57,640 SF flex building vacated in June 2016. Reduced, asking \$799,000.
- 20 American Avenue (Unguentine Building). For sale. 67,000 SF building currently used as warehouse space; needs new roof. Reduced, asking \$129,800.

Economic development officials characterize the industrial market in the Norwich area as “very soft,” making it hard to sell properties like the Norwich Aero facility. They note that Norwich has inherent disadvantages, like the lack of interstate highway access, that also affect the city’s ability to attract industrial users.

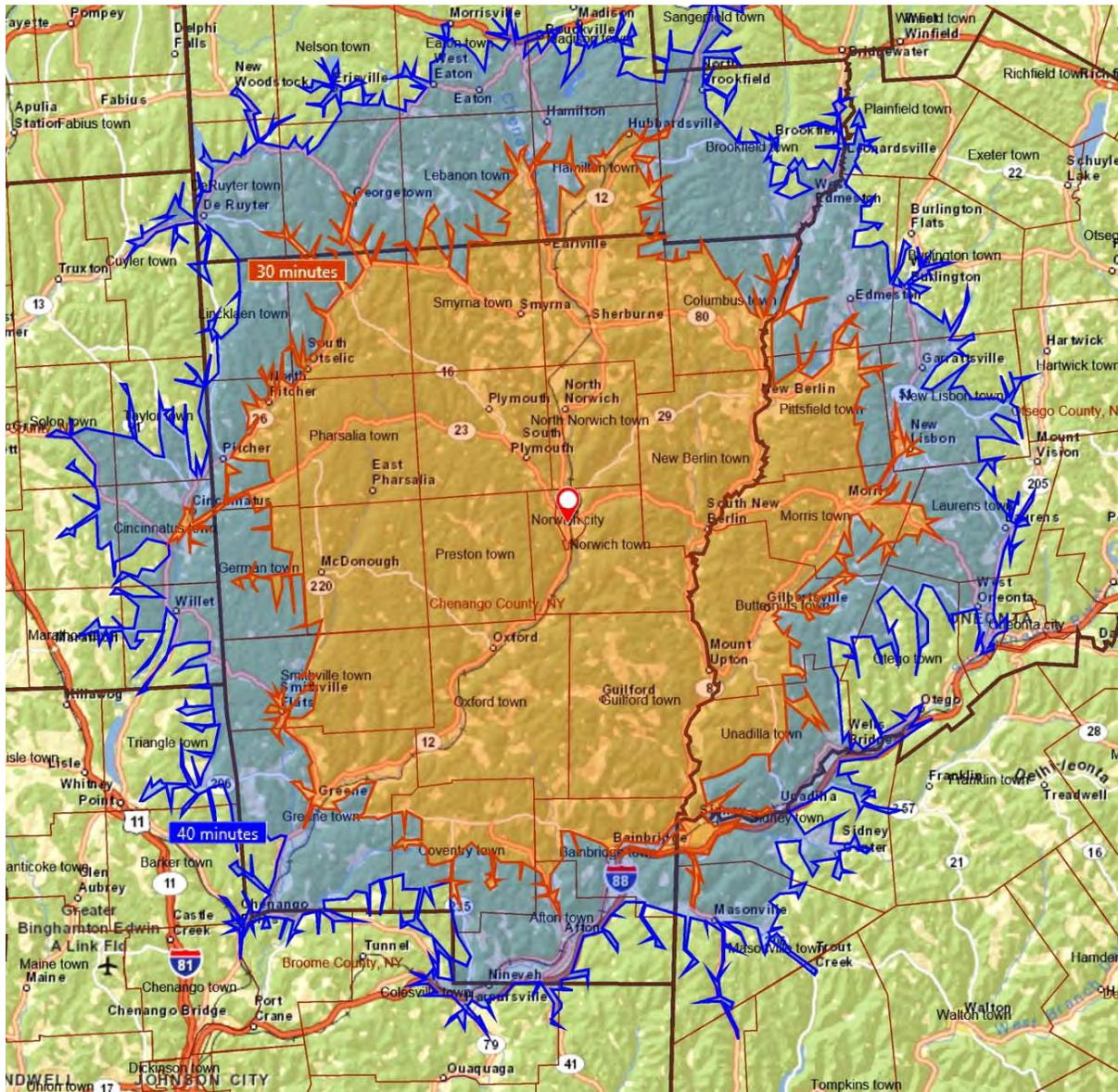
According to Commerce Chenango, “The initiative to find a new occupant for the building at 50 O’Hara Drive... is one of our most pro-active projects of 2015 and 2016... [We have initiated] an aggressive campaign to market this site and workforce through the creation of its own promotional website and attendance at manufacturing trade shows.” The marketing effort targeted aerospace manufacturing. However, Commerce Chenango has given tours of the building to suppliers for Raymond Corporation and large daily operations, and notes that there are “multiple possibilities for the future utilization of the building, including breaking it up into two spaces for businesses without need for the entire facility.”⁷ The property is currently being marketed by CBRE.

⁷ Posted on the Commerce Chenango website at <http://w.chenangony.org/news/article.php?50-ohara-drive&id=14>.

5. Retail Market Analysis

Market Definition

A trade area is defined as the geographic area from which retail stores, restaurants, and consumer service providers draw the majority of their business. It is typically based on such factors as the geographic distribution and clustering of establishments, the perceived attractiveness of particular stores or locations, the location of competing retail centers, and physical or psychological barriers that impact consumer behavior. Based on our understanding of the local retail market, we have defined the trade area as being within a *30-minute drivetime* of downtown Norwich.



As illustrated on the map above, the Norwich retail trade area (shaded in orange) encompasses almost all of Chenango County and parts of southwestern Otsego County. A slightly larger 40-minute drivetime, shaded in blue, is also shown; this area extends as far as Hamilton in Madison County and Oneonta in Otsego County.

A consumer survey conducted 15 years ago by Zogby International found that residents of the greater Norwich area tend to go to other parts of Chenango County when they shop or dine outside the City of Norwich, occasionally travelling to larger shopping areas in the Binghamton area (and to a lesser extent, Oneonta) to do comparison-shopping. This appears to be the case today.

Trade Area Resident Characteristics

Table 15 compares key demographic and socioeconomic characteristics in the retail trade area with those of the City of Norwich. A summary of these characteristics follows.

- **Population Trends** – Population trends in the trade area are generally similar to those in the City of Norwich, although the rate of decline between 2000 and 2010 was somewhat less (1.5% in the trade area versus 2.2% in the city). Over the next five years, the trade area population is projected to increase by less than 1%. This limits the potential for retail growth in Norwich as far as the resident consumer base is concerned.
- **Household Trends** – There are 21,137 households in the trade area, and ESRI projects a 1.1% increase in this figure by 2020. The number of households is increasing faster in the trade area than in the City of Norwich (+0.4%), but continues to lag the New York State household growth rate (+2.3%).
- **Household Composition** – The trade area has a much higher percentage of married-couple families with children than the City of Norwich, and conversely, a smaller incidence of households headed by a single parent. The average household size is 2.42 persons in the trade area, compared with 2.24 persons in the city; this is mainly attributable to the fact that the trade area has fewer individuals living alone, as the proportion of households with children is about the same.
- **Age** - The population of the trade area is relatively mature, with a median age estimated at 44.2 years. The median age is 38.4 in the City of Norwich and 38.7 in the state overall. With respect to householders (heads of household), the trade area has a slightly larger share of households in peak earning years, ages 35-54, than the city. Only 15% of trade area householders are under the age of 35, compared with 22% of householders in the city. The upshot of these trends is that the trade area is becoming increasingly oriented towards consumers age 55 and older, rather than younger adults with new homes (or apartments) and growing families.

TABLE 15: RETAIL TRADE AREA DEMOGRAPHICS

	30-Minute Drivetime	40-Minute Drivetime	City of Norwich
Population			
2010 Census	51,015	90,177	7,090
2015 estimate	51,324	90,780	7,202
2020 projection	51,674	91,432	7,222
% Change, 2010-2015 (est.)	0.6%	0.7%	0.2%
% Change, 2015-2020 (proj.)	0.7%	0.7%	0.3%
Households			
2010 Census	20,745	35,760	3,097
2015 estimate	21,137	36,556	3,118
2020 projection	21,379	37,007	3,129
% Change, 2010-2015 (est.)	1.9%	2.2%	0.7%
% Change, 2015-2020 (proj.)	1.1%	1.2%	0.4%
Selected Household Characteristics (2010)			
Average household size	2.42	2.41	2.24
Households w/ 1 person	27.9%	27.5%	38.4%
Households w/ 2+ people	72.1%	72.5%	61.6%
Husband-Wife Family	48.5%	49.6%	33.3%
Other Families (No Spouse Present)	16.9%	15.8%	20.8%
Nonfamily Households	6.7%	7.2%	7.5%
All households with children	30.0%	29.2%	30.2%
Householders by Age (2015 estimates)			
Under age 25	3.0%	3.4%	5.6%
25 – 34	12.0%	11.7%	16.4%
35 – 44	13.9%	13.6%	15.2%
45 – 54	19.5%	19.4%	17.0%
55 – 64	22.2%	22.4%	18.8%
65 – 74	16.9%	17.0%	13.8%
75 and over	12.5%	12.4%	13.3%
Median Age			
2010 Census	42.9	41.9	38.3
2015 estimate	44.2	43.1	38.4
2020 projection	45.3	44.3	38.8
% Change, 2010-2015 (est.)	3.0%	2.9%	0.2%
% Change, 2015-2020 (proj.)	2.5%	2.8%	1.0%
Household Income (2015 estimates)			
Median household income	\$43,979	\$45,670	\$37,226
Median disposable income	\$35,816	\$36,700	\$30,385
Households w/ incomes of \$75,000 - \$99,999	2,853 (13.5%)	4,899 (13.4%)	365 (11.7%)
Households w/ incomes of \$100,000 and over	2,579 (12.2%)	4,679 (12.8%)	312 (10.0%)
Other Characteristics			
Median net worth	\$87,067	\$100,284	\$17,947
% households in owner-occupied housing	73.7%	75.6%	46.6%
% persons age 25+ w/ 4-yr. degree or higher	18.8%	20.1%	24.8%

Source: ESRI (estimates and projections), U.S. Census Bureau, and E.M. Pemrick and Company.

- **Income and Wealth** - Household income is a good indicator of both personal wealth and purchasing power. The median household income in the trade area is \$43,979, or about 20% more than the city median income (\$37,226). Approximately 26% of trade area households, versus 22.7% of city households, earn at least \$75,000 annually. There is a marked contrast between the trade area and the City of Norwich in terms of wealth: the median net worth among trade area households is nearly \$90,000, versus less than \$20,000 in the city. This can be linked, in part, to the higher rate of homeownership among trade area households. It can also be correlated with householder age, as households in the City of Norwich tend to be headed by younger individuals with limited financial assets.

Market Segmentation

Market segmentation is a technique often used to classify consumers based on demographic and socioeconomic attributes, lifestyles, and spending behaviors. This information is often used by retail stores and restaurants to better understand their customers (existing as well as prospective), develop effective marketing strategies, and identify future locations for growth.

Developed by ESRI Business Information Solutions, Community Tapestry categorizes U.S. neighborhoods into 65 distinct clusters, or market segments. The top five Tapestry segments that characterize residents in the defined trade area (30-minute drivetime), the 40-minute drivetime, and the City of Norwich are listed in Table 16, and are described below. The descriptions reflect the overall propensity of trade area households to exhibit certain characteristics and preferences relative to the general population; while each segment is different, there are some common features, including limited racial and ethnic diversity and relatively moderate income levels. People in these segments also tend to be practical, cost-conscious consumers who engage in a variety of strategies – e.g., shopping at discount stores, using coupons, buying generic items – to save money.

TABLE 16: TOP 5 TAPESTRY SEGMENTS					
30-Minute Drivetime		40-Minute Drivetime		City of Norwich	
Heartland Communities	27.7%	Heartland Communities	21.9%	Traditional Living	53.0%
Southern Satellites	17.7%	Southern Satellites	21.5%	Midlife Constants	15.1%
Rooted Rural	12.8%	Rooted Rural	13.5%	Hardscrabble Road	11.9%
Traditional Living	9.4%	Traditional Living	5.5%	Small Town Simplicity	10.1%
The Great Outdoors	7.6%	The Great Outdoors	13.0%	Social Security Set	9.9%

Source: ESRI.

- **Heartland Communities** – Residing in rural communities and small towns, these households are settled and close knit. They own modest, single-family homes and choose to stay even after the mortgage is paid off and their children have grown up and moved away. Their hearts are with the country; they embrace the slower pace of life but actively participate in outdoor activities and community events. Traditional and patriotic, these residents always buy American and favor domestic driving vacations over foreign plane trips. They are budget savvy consumers; they stick to the brands they grew up with and know the price of goods they purchase.

- **Southern Satellites** - This market is comprised of married-couple families, slightly older than average, who own single-family structures or mobile homes. Median household income and home values are below average. Residents enjoy country living, preferring outdoor activities (such as fishing and hunting) and DIY home projects. They tend to be somewhat late in adapting to technology. These consumers are more concerned about cost than quality or brand loyalty; they use Walmart for most or all of their shopping needs, and dine at low-cost family restaurants.

- **Rooted Rural** - Rooted Rural is heavily concentrated in the Appalachian region. Households in this market are heavily influenced by religious faith, traditional gender roles, and family. They enjoy spending time outdoors, hunting, fishing, or working in their gardens; they also like to watch TV with a spouse and spend time with their pets. These residents are thrifty shoppers; they use coupons frequently, look for American-made and generic products, and buy new clothes more out of necessity than as a fashion statement.

- **Traditional Living** - Residents in this segment live primarily in older, low-density neighborhoods. Households are a mix of married-couple families and singles. Many encompass two generations who have lived and worked in the community. This is a younger market: beginning householders who are juggling the responsibilities of living on their own or a new marriage while retaining their youthful interests. They have little savings and may be burdened by credit card balances or student loan debt. Residents are cost-conscious consumers who are comfortable with brand loyalty, unless the price is too high. They shop at discount stores, eat fast food, and enjoy outdoor activities like camping.

- **The Great Outdoors** - These neighborhoods are found in pastoral settings throughout the U.S. Consumers are educated empty nesters living an active but modest lifestyle. They are avid gardeners and partial to homegrown and home-cooked meals. Most have pets. Although retirement beckons, most of these residents remain employed, with incomes slightly above average; a disproportionate number of households in this market work from home. Residents are very do-it-yourself oriented and cost-conscious. They enjoy outdoor activities such as hiking, hunting, fishing, and boating, and support various civic causes.

- **Midlife Constants** - Midlife Constants residents are seniors, at or approaching retirement, with below-average labor force participation and above-average net worth. They tend to live outside central cities, in small communities, often in the same house for decades. As consumers, residents in this market are traditional yet practical; they opt for convenience and comfort over cutting-edge. They are attentive to price, but not at the expense of quality, preferring to buy American and natural products. Leisure activities include scrapbooking, movies at home, reading, and fishing. They also do volunteer work and contribute to arts/cultural, educational, political, or social service organizations.

- **Hardscrabble Road** - This market is characterized by families – married couples and single parents – living in older housing, primarily as renters, in urban neighborhoods . Young and less educated, residents often struggle to get by; almost one in three households have income below the poverty level. These cost-conscious consumers purchase sale items in bulk and buy generic products over name brands. Priority expenditures include children’s clothing and baby food.

- **Small Town Simplicity** - Small Town Simplicity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news. Residents enjoy such pursuits as online gaming, scrapbooking, hunting, and fishing. With high rates of poverty, these households are price-conscious, using coupons at discount stores to save money. However, a largely single population favors convenience over cooking, and as a result, they buy a lot of frozen meals and fast food.

- **Social Security Set** - Living in metropolitan cities across the U.S., this is an older market; over one-third of householders are aged 65 or older and dependent on low, fixed incomes, primarily Social Security. Wages and salary income are still earned by about half of these households. Residents live in low-rent buildings located in or close to business districts, with access to hospitals, community centers, and public transit. Rather than eat out, these residents prefer to have their meals at home, whether they order takeout or warm up a frozen dinner; to save money, many frequently cook their own meals. With limited resources, spending on entertainment is restricted.

Retail Demand

Based on local demographic data and the annual Consumer Expenditure Survey conducted by the federal Bureau of Labor Statistics, the market demand for retail goods and services among households in the defined trade area is estimated at \$242.3 million. Of this, approximately \$32.8 million is from residents in the City of Norwich.

Product Category	30-Minute Drivetime	40-Minute Drivetime	City of Norwich
Food & Nonalcoholic Beverages at Home	\$65,469	\$114,679	\$8,915
Food Away from Home	\$45,949	\$80,486	\$6,257
Alcoholic Beverages	\$7,633	\$13,371	\$1,039
Housekeeping Supplies	\$10,420	\$18,252	\$1,419
Household Furniture, Furnishings, & Equipment	\$26,066	\$45,658	\$3,549
Furniture	\$6,380	\$11,176	\$869
Appliances and Housewares	\$5,589	\$9,790	\$761
Household Textiles & Floor Coverings	\$1,880	\$3,292	\$226
Personal Care Products	\$10,634	\$18,627	\$1,448
Apparel, Shoes, and Accessories	\$29,446	\$51,578	\$4,009
Men's Apparel	\$5,375	\$9,415	\$732
Women's Apparel	\$9,084	\$15,912	\$1,237
Children's Apparel	\$4,699	\$8,231	\$640
Shoes	\$6,051	\$10,599	\$824
Jewelry, Watches, and Accessories	\$4,221	\$7,393	\$575
Entertainment and Recreation	\$44,976	\$78,782	\$6,124
Pets	\$8,359	\$14,642	\$1,138
Toys, Games, & Hobbies	\$2,094	\$3,668	\$285
Reading	\$1,698	\$2,975	\$231
Total, Selected Retail Goods & Services	\$242,291	\$424,408	\$32,760

Source: E.M. Pemrick and Company, based on the Consumer Expenditure Survey, U.S. Bureau of Labor Statistics, September 2015. Figures have been rounded. The categories listed represent purchases by product type rather than store type and goods may be sold by multiple types of establishments.

The demand for the retail goods and services listed averages about \$10,400 per household in the City of Norwich, or about \$11,500 among households living within a 30-minute drive. It is important to note that retail demand varies by income level, householder age, household composition, and other characteristics. For example, on average, householders ages 35-44 spend the most on food away from home, and households earning more than \$100,000 per year spend more on reading material than other consumer units. Nevertheless, the figures in the table demonstrate the level of spending generated within the trade area annually, spending that could be captured by businesses in Norwich.

Potential Non-Local Markets

Given limited growth in the trade area resident consumer base, retailers in Norwich could develop strategies to increase their appeal to non-local markets: e.g., daytime workers, visitors, and tourists.

The daytime employment base plays an important role in supporting commercial businesses in the City of Norwich. Norwich is the county seat and the location of the Chenango County Courthouse and County Office Building. It is also home to numerous law firms, medical practices, and other professional offices, as well as business operations associated with companies like NBT Bank that have hundreds of employees.

The International Council of Shopping Centers (ICSC) has noted that what office workers spend “going to work, during the business day, and immediately after work prior to returning home can provide a better understanding of the opportunities that exist for retail, restaurant, and service establishments” in proximity to places of employment.⁸ A 2012 ICSC study found that U.S. office workers spend about \$195 per week, on average, on expenses associated with commutation and purchases of goods and services made within the vicinity of their workplace during the work week. The level of spending, however, varies depending on the office location in an urban, suburban, or small-town/rural setting. Weekly spending by office workers in small-town and rural communities is \$143, or more than 25% below the national average. Average weekly expenditures by this group include:

- \$74 on retail goods and services, *excluding* personal online purchases made at the office;
- \$29 on transportation to and from work; and
- \$17 on full-service and fast-food restaurants combined.

The ICSC concludes that while national office-worker spending “is relatively small and only accounts for approximately 2% of total consumer expenditures,” there are opportunities for providers of goods and services to generate more sales by tapping into this market.⁹

Based on employment data for Chenango County, the presence of major employers, and our understanding of the local business mix, we estimate that approximately 3,150 people work in office settings in the City of Norwich. This includes both private-sector and government workers. The annual impact of these office workers, with figures adjusted for 2016 dollars, includes \$11.8 million in the sale of retail goods and services, and \$2.8 million in prepared food and beverage sales (see Table 18).

⁸ ICSC press release, “ICSC Announces Results of U.S. Office Worker Retail Spending Study,” March 14, 2012. Accessed at <http://www.icsc.org/icscnews/Office%20Worker%20Retail%20Spending.pdf> [no longer available]. Because they have more variation in their schedules and work locations, *non-office* workers tend to have less of an impact on nearby stores and restaurants.

⁹ International Council of Shopping Centers. *Office-Worker Retail Spending in a Digital Age, 2012*. The full study is available at <http://www.icsc.org/srch/rsrch/wp/FINALREPORT.pdf>.

TABLE 18: CITY OF NORWICH OFFICE WORKER EXPENDITURES

Product Category	Weekly Expenditure	Annual Expenditure	Total Annual Office Worker Expenditure (000s)
Selected Retail Goods & Services	\$74.70	\$3,735.00	\$11,780
<i>Grocery & Drug Stores</i>	\$29.30	\$1,465.00	\$4,621
<i>General Merchandise Stores</i>	\$23.55	\$1,177.50	\$3,714
<i>Apparel & Jewelry Stores</i>	\$5.30	\$265.00	\$836
<i>All Other Retail Goods Stores</i>	\$10.25	\$512.50	\$1,616
<i>Personal Care Shops, Personal Svcs, & Other Svcs</i>	\$6.25	\$312.50	\$986
Full-Service and Fast-Food Restaurants	\$17.50	\$875.00	\$2,760
Total	\$92.20	\$4,610.00	\$14,540

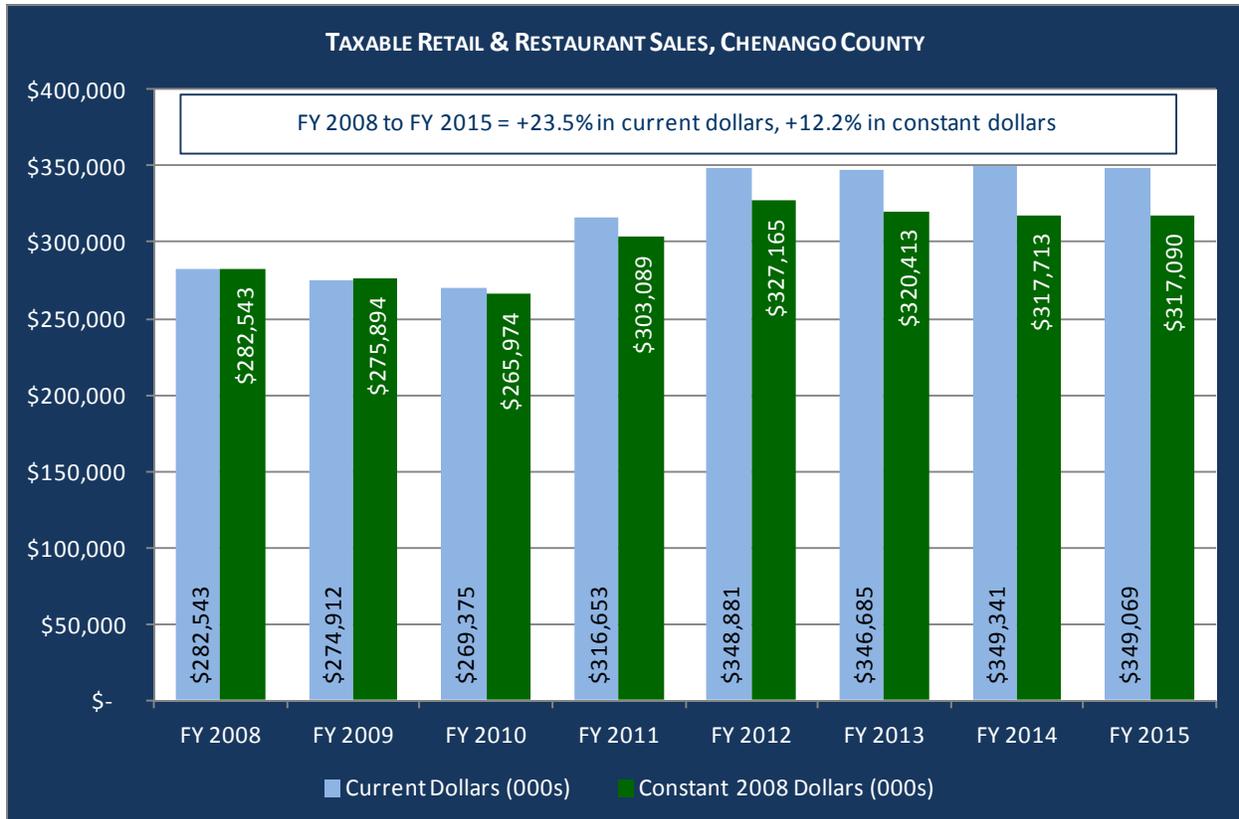
Source: E.M. Pemrick and Company, based on ICSC, Office-Worker Retail Spending in a Digital Age, 2012.

These are conservative estimates, since they do not include sole proprietors or individuals employed in other types of work environments in the city. The latter may not have enough free time during the day to shop or dine in the City of Norwich on a regular basis, but may contribute to the local economy on a more limited basis. Moreover, the analysis considers only those whose place of employment is within city limits; office employees in neighboring communities could also be encouraged to patronize shops and restaurants in the City of Norwich, increasing the local impact.

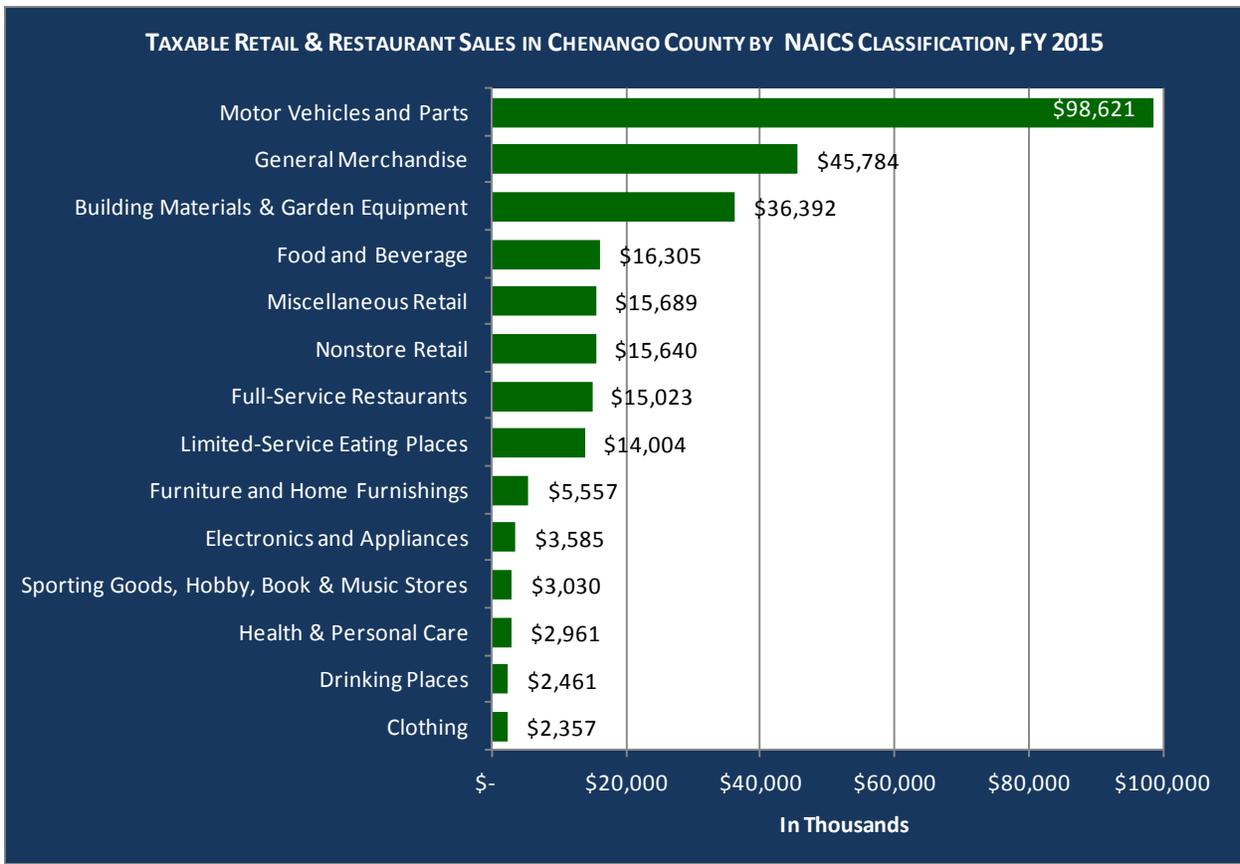
Another possible source of retail spending is the demand represented by visitors and tourists. Typically these purchases are for food and beverage items, lodging, and unique retail goods that are not available elsewhere. Unfortunately, there is no quantitative data available on trips and visits to Norwich and Chenango County. However, increasing the number of visitors who spend the night in and around the city is an important goal, as overnight visitors have a greater local economic impact than those who travel to the area for only a few hours. The tourism market is further discussed in the next chapter.

Taxable Sales

The New York State Department of Taxation and Finance provided annual taxable sales for Chenango County from fiscal year (FY) 2008 through FY 2015. As illustrated in the chart below, taxable retail and food service sales totaled \$349.1 million in FY 2015, up from \$282.5 million in FY 2008. During fiscal years 2009 and 2010, taxable retail and restaurant sales declined slightly as a result of the national recession; however, sales subsequently rebounded and generally remained stable. Combined, retail trade and food services make up about 65% of all taxable sales in the county.

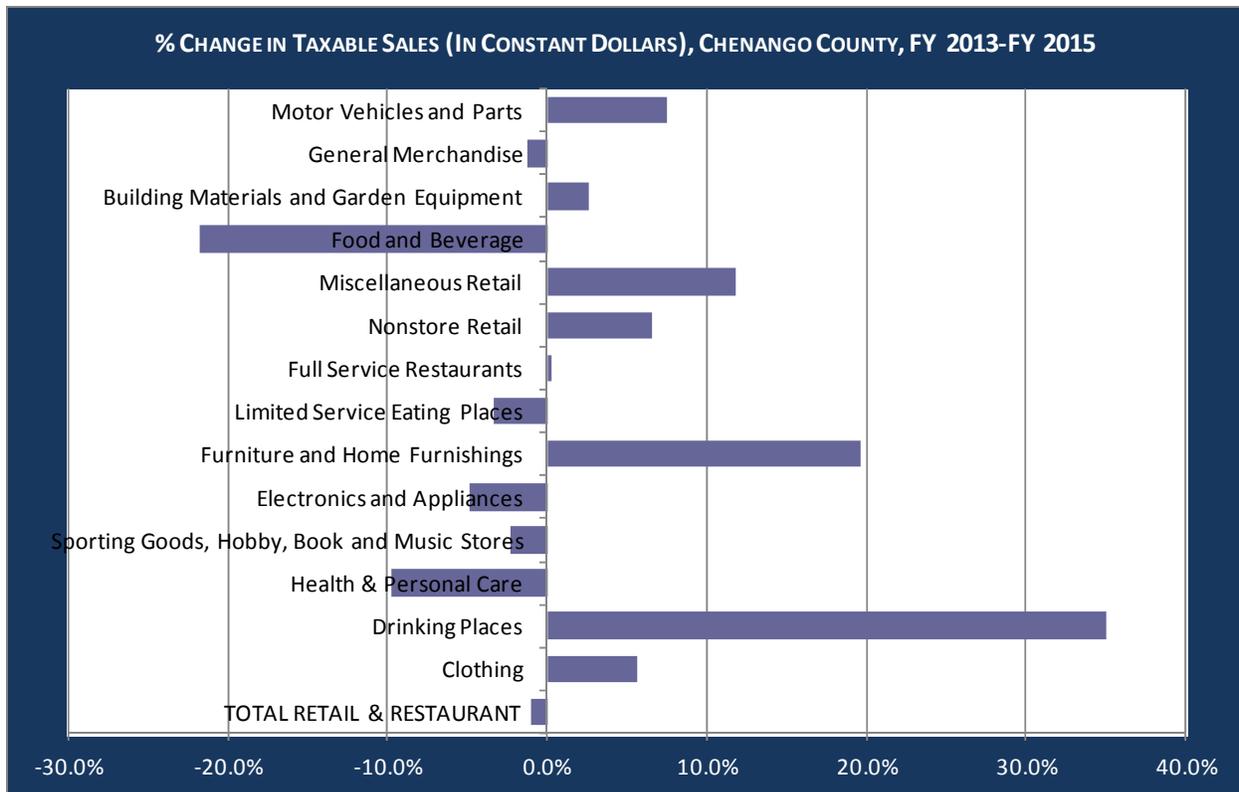


The chart on the following page shows taxable retail and restaurant sales in Chenango County by NAICS categories (excluding gas stations and special food services). During FY 2015, taxable sales were led by motor vehicles and parts (\$98.6 million), general merchandise (\$45.8 million), and building materials and garden equipment (\$36.4 million). It is important to note that the sales figures are provided by store type rather than merchandise line; some retailers, like general merchandise stores, carry *multiple* product lines. In addition, the NYS Department of Taxation and Finance cautions that industry taxable sales may represent only a portion of industry gross sales. A good example is food store sales; most food and beverages are exempt from sales tax. Taxable items include candy, soft drinks, alcoholic beverages, prepared foods, and household cleaning products. Like general merchandise stores, supermarkets and convenience stores (which are classified as food stores) carry a wide array of items.



Between 2009 and 2012, the Tax Department re-registered sales tax vendors. “This process included a vendor self-update of their sales tax business activity code (NAICS code). A significant number of these businesses changed their NAICS code. Concurrent to this process the federal government made changes to NAICS codes in 2007 and 2012.” Recognizing the implications for examining sales trends by store type, we restricted our analysis of sales trends by store type to the most recent fiscal years for which data are available.

Between FY 2013 and FY 2015, total taxable retail and restaurant sales in Chenango County declined, in constant dollars, by 1.0%. The greatest percent increases occurred in drinking places (a relatively small category) and furniture and home furnishings, followed by miscellaneous retail. The increase among furniture stores appears to be due to an increase in the number of vendors. Taxable sales declined, however, in many other store categories, suggesting a potential weakening of the retail market. In New York State as a whole, total taxable retail and restaurant sales in constant dollars increased by 4.4% during the two-year period.



A *pull factor* is a tool used to measure the relative strength of a community’s retail sector. A pull factor greater than 1.0 means that retail sales are greater than would be expected based on resident demand, suggesting that the community is drawing sales from outside its boundaries. Alternatively, a pull factor of *less* than 1.0 signifies that the community is not adequately capturing local shoppers, resulting in sales “leakage” to other retail markets.

Using taxable sales as a proxy for all retail sales, pull factors were calculated for Chenango County by store category (see Table 19). Based on the analysis, the retail types with the greatest “draw” are motor vehicle and parts stores, building materials and garden supply establishments, and general merchandise stores. Conversely, the demand for goods sold by clothing stores and food stores, among others, is not being met locally, resulting in considerable sales leakage. With regard to clothing, the leakage is likely because residents travel to shopping malls in Oneonta and Binghamton, or purchase apparel and accessories from online merchants. Another possible explanation is that consumers are buying some of these products at general merchandise stores. Further analysis is needed to determine why the leakage exists and whether additional stores in that category would be able to successfully compete.

TABLE 19: RETAIL CAPTURE ANALYSIS, CHENANGO COUNTY

Store Type	Potential Sales (000s)	Actual Sales (000s)	Pull Factor	Value of Surplus or Leakage (000s)
Motor Vehicles and Parts	\$54,314	\$98,921	1.82	\$44,307
Furniture and Home Furnishings	\$11,346	\$5,557	0.49	(\$5,788)
Electronics and Appliances Stores	\$10,775	\$3,585	0.33	(\$7,190)
Building Materials & Garden Equipment	\$23,029	\$36,392	1.58	\$13,363
Food & Beverage Stores	\$27,138	\$16,305	0.60	(\$10,333)
Health & Personal Care Stores	\$9,810	\$2,961	0.30	(\$6,849)
Clothing Stores	\$21,334	\$2,357	0.11	(\$18,976)
Sporting Goods, Hobby, Book & Music Stores	\$5,753	\$3,030	0.53	(\$2,723)
General Merchandise	\$28,260	\$45,784	1.62	\$17,524
Miscellaneous Retail	\$18,435	\$15,689	0.85	(\$2,745)
Total Retail Trade	\$247,318	\$316,237	1.28	\$68,919
Full-Service and Limited-Service Restaurants	\$57,727	\$29,028	0.50	(\$28,700)
Drinking Places	\$3,193	\$2,461	0.77	(\$732)
Total Retail and Food Services	\$313,003	\$349,069	1.12	\$36,066

Source: E.M. Pemrick and Company, based on taxable sales data from the NYS Department of Taxation and Finance. Totals include some categories not shown.

Retail Activity in Norwich

Based on data from the most recent Economic Census, the City of Norwich had \$91.4 million in retail sales from 38 stores in 2012. Approximately 35% of the sales were from motor vehicles and part dealers and gas stations. Between 2002 and 2012, retail sales in the city declined 7.4% from \$98.6 million as the store count dropped from 59. This was contrary to a 42% increase in retail sales in Chenango County (from \$359.9 million to \$512.8 million) during the same period, despite a net loss of 26 stores, according to the Economic Census.

Sales figures are not available from the Economic Census for most types of establishments in the City of Norwich due to the small numbers. It is estimated, however, that total restaurant sales in the city were approximately \$11 million from 19 eating and drinking places counted in 2012.



The data indicate that the City of Norwich has lost its share of the retail market in Chenango County over the last 10 to 15 years. From about 50% in the 1990s, the city's share of total retail sales in the county declined to 27.4% in 2002 and even further, to 17.8% in 2012. There are also fewer stores in the City of Norwich. Despite a decrease in the number of eating and drinking places, however, the city accounted for an estimated 35% of the county's restaurant sales in 2012. Food service establishments may be a potential niche area for the city.

Competitive Retail Areas

Locally, retail stores and restaurants in the City of Norwich compete with similar establishments within Chenango County. The majority of the retail development is concentrated along NY Route 12 in the Town of Norwich. According to the Chenango County Planning Department, land purchases for commercial development in the town commenced in the late 1950s and early 1960s. North Plaza, also known as Norwich Shopping Plaza, was developed in 1966, with a Jamesway Department Store as the anchor tenant, and a grocery store and other retailers filling the remaining spaces. Today, the plaza is occupied by small retail and service businesses. A new Aldi's grocery store opened on an adjacent parcel in summer 2017.

Just south of the city line are South Plaza, Chenango Towne Center, a Walmart Supercenter, and a Lowe's home improvement center. South Plaza was the earliest to be developed, and is currently anchored by a Save-A-Lot Food Store and Tractor Supply. Chenango Towne Center is occupied by a Price Chopper supermarket, Advanced Auto Parts, and several other businesses. Both the Lowe's and the Walmart Supercenter opened in 2006, although Walmart has had a local presence since the mid-1990s.

In addition to these shopping centers, there are many free-standing establishments located along the Route 12 corridor, including retail stores, restaurants, gas stations and convenience stores, and banks. These establishments tend to have large parking areas and plenty of room for expansion. Several businesses along Route 12, like Mayhood Sporting Goods and Norwich Implement, were once located in the City of Norwich.

Additional competition is present in the form of mostly small-scale retail and dining establishments in Oxford, Bainbridge, Sherburne, Greene, and other communities. Based on the 2012 Economic Census, more than 42% of total retail sales and 14% of restaurant sales in Chenango County are generated by establishments in the Town of Norwich.

Major shopping malls are upwards of 25 miles away from Norwich (see Table 20). These retail centers contain more than 3.2 million square feet of gross leasable area and a total of 365 stores. They are often surrounded by additional big-box and national chain retailers, including Dick's Sporting Goods, Gander Mountain, Christmas Tree Shops, and BJ's Wholesale Club.

TABLE 20: MAJOR SHOPPING CENTERS WITHIN AN HOUR'S DRIVE OF DOWNTOWN NORWICH

Name and Location	Approx. Distance	Anchor Stores
Southside Mall, Oneonta	25 miles	JCPenney, T.J.Maxx, OfficeMax, Bed Bath & Beyond
Binghamton Plaza, Binghamton	35 miles	Kmart
Cortlandville Crossings, Cortland	35 miles	Lowe's, Walmart, Kmart, JCPenney
Oakdale Mall, Johnson City	36 miles	Sears, Macy's, JCPenney, Burlington Coat Factory
New Hartford Shopping Center, New Hartford	39 miles	Jo-Ann Fabric & Craft, Herb Philipson's, Save-A-Lot, Ollie's Bargain Outlet
Sangertown Square, New Hartford	40 miles	Sears, JCPenney, Macy's, Target

Source: *Directory of Major Malls, Inc.*

Online retailers that may be physically located thousands of miles away also compete with stores in the Norwich area for a share of local consumer dollars. In fact, online retail has become a much greater threat to locally-based retail in the last decade, with e-commerce accounting for an estimated 7.5% of all retail sales in the U.S., according to the U.S. Department of Commerce.

Conclusion

When greater Norwich area residents were asked, as part of a 2001 survey, what they most disliked about downtown Norwich, the top responses included the need for *more stores* and *more for kids to do* and *empty storefronts*. Over the last 15 years, the retail sector in the city has further shrunk in size, greatly reducing the level of critical mass necessary for long-term sustainability.

In the current industry climate, developing additional retail opportunities in the City of Norwich will be challenging. However, retail activity in the city could be enhanced through strategies to expand foot traffic, increase tourism, and encourage buying locally. Drawing more people to Norwich for performances, festivals, and events would also help support local restaurants.

6. Tourism Market Analysis

Tourism is another industry segment to be considered in the City of Norwich, both as a generator of economic activity and as a potential source of demand for retail goods and services. According to the annual report *Economic Impact of Tourism in New York State*, tourism in Chenango County generated \$28.5 million in direct spending in 2015. Although visitor spending increased marginally over the previous year, Chenango County had the smallest portion of the tourism market in the Central New York region, with a 2% share.¹⁰ This is probably due to the lack of major tourism destinations and a limited volume of year-round tourism traffic in the county.

Tourism Attractions and Events

As shown in Table 21, tourism attractions in the Norwich area include museums, historic and cultural facilities, and the Chenango County Fairgrounds, which hosts the annual County Fair and numerous events. Located on Rexford Street, the Bullthistle Model Railroad Society, Chenango County Historical Society, and Northeast Classic Car Museum have developed a mutually supportive relationship, often sharing visitors and finding ways to connect activities. Of the three, the Classic Car Museum receives the most visitors from outside Chenango County. Established in 1997, the museum has extended its marketing reach downstate, and visitation is growing at about 10% per year. A Museum District has been proposed to enhance the appearance of and establish a stronger identity for the Rexford Street area as a unified “attraction.” This would involve streetscape improvements and signage.

Description	Location	Comments
Ambler State Forest	New Berlin	629 acres for fishing, hunting, trapping, primitive camping and nature observation; no formal trails.
Bowman Lake State Park	McDonough	660-acre park with hiking and nature trails, rustic cabins and campsites, picnic area, playing fields, and a lake stocked with brook and rainbow trout for fishing. Annual visitor count estimated at 63,000.
Bullthistle Model Railroad Society	Norwich	Open Saturday afternoons and by appointment. Hosts many after-school groups.
Chenango Arts Council	Norwich	Live music, dance, comedy, and theater performances at the 514-seat Martin J. Kappel Theatre; exhibits at the Mariea Brown and Raymond Loft Galleries; arts workshops and classes, and kids' summer theater and arts programs.
Chenango County Fairgrounds	Norwich	Owned by Chenango County Agricultural Society, Inc. Offers both indoor and outdoor venues with accessible restrooms, ample parking, and power. Site of the Chenango County Fair and many other annual events.

¹⁰ The study divides the state into 11 “economic regions,” which are different from the regions defined by Empire State Development. The study considers Chenango County part of Central New York, along with the counties of Broome, Herkimer, Madison, Montgomery, Oneida, Otsego, and Schoharie.

TABLE 21: TOURISM ASSETS IN THE NORWICH AREA

Description	Location	Comments
Chenango County Historical Museum	Norwich	Located in former Ward #2 School. Completed major expansion into an adjacent building in 2011 and relocated the historic Loomis Barn to property for agricultural exhibits in 2015.
Earlville Opera House	Earlville	Music and theater performances, films, cultural events in a historic (c. 1890) opera house.
Finger Lakes Trail	Various	Long-distance hiking trail. Traverses Chenango County via Bowman Lake State Park and state forests. Bullthistle Hiking Club in Norwich, an affiliate club of the Finger Lakes Trail Conference, maintains about 35 miles of trail.
Hunts Pond State Forest	New Berlin	1,397 acres with many unmarked trails. Open to a broad array of outdoor recreational activities.
Northeast Classic Car Museum	Norwich	Vehicles on display in five connected buildings. About 14,000 visitors per year.
Unadilla Valley Sports Center	New Berlin	Venue for professional motocross races. About 22,000 visitors per year.
Rogers Environmental Education Center	Sherburne	600-acre property with trails in varied habitat; visitor center offers exhibits and programs. About 14,000 visitors per year.
Whaupanaucou State Forest	North Norwich	1,187 acres of trails for hiking, cross-country skiing, snowshoeing, fishing (on Jeffrey's Pond), and other outdoor recreational activities.
Wolf Mountain Nature Center	Smyrna	Private nature center with environmental education programs aimed at promoting understanding of wolves, coyotes, and Arctic fox.

Source: E.M. Pemrick and Company research.

Though outside the City of Norwich, state forests, nature centers, and parks and trails support a wide range of outdoor recreational activities in Chenango County. Billed as a “camper’s paradise,” Bowman Lake State Park is slated to expand following the acquisition of 307 acres of land by the Open Space Institute (OSI); the OSI will hold the land until New York State takes title to it. The property will connect the state park with neighboring McDonough State Forest and provide additional hiking opportunities.

While not well-publicized outside the community, the City of Norwich has a series of self-guided walking tours described in brochures. Designed to “enhance [participants’] appreciation of the history and architectural heritage” of the city, the walking tour brochures were originally commissioned by the Greater Norwich Bicentennial Committee in 1988 and the Norwich Business Improvement District Management Association in 1998, then updated in 2007. Another walking tour, focused on the history of the old Chenango Canal, was created by the County Historian in 2005.

In addition to the attractions listed in the table, Chenango County has many working farms and agricultural businesses that welcome visitors looking for fresh produce, herbs and spices, fruit wines,

flowers, maple syrup, meats, and other products. There are nearly two dozen farmstands (mostly seasonal) and two wineries in the County, but as yet, no breweries.

Special events bring many visitors to the City of Norwich (see Table 22). The most popular events are the Chenango County Fair, Colorscape Chenango, Gus Macker Basketball Tournament, and Chenango Blues Festival, although attendance figures are not available for all events. Some of the fairs and festivals have been held every year for decades: for example, the County Fair dates back to the 1840s, Colorscape Chenango and the Blues Festival to the early 1990s, the Gus Macker Tournament in Norwich to 1996 (the tournament itself was founded in 1987), and the Pumpkin Festival to 2000.

Chenango County does not have a strong travel and tourism infrastructure based on traditional criteria... However, the county's special events and festivals are well attended and have been growing in both quality and popularity. In particular the County's festivals and events attract regional, national, and in some cases, international participants.

*- Chenango County Lodging Study,
September 2014, p. 4*

The Chenango County Fairgrounds is the site of many activities and events. The approximately 35-acre Fairgrounds property is owned and maintained by a private not-for-profit organization, the Chenango County Agricultural Society, Inc., and not by County government. The organization's mission is to promote agriculture in the County, and its funding is used primarily for the County Fair (and other agricultural events) as well as for maintaining the Fairgrounds. The grounds and exhibition hall are available for use by others, however; users are charged a fee based on the space required for the event and are responsible for utility costs, insurance, and security. A list of scheduled ground use events shows that there are more than 30 events held at the Fairgrounds between April and October, from Holstein Club shows to antique shows.

Held at the Fairgrounds two weekends before Labor Day, the Chenango Blues Festival attracts thousands of people to Norwich each year for continuous music on two stages, on-site camping, and a free Friday opening night. In 2016, the festival received a Keeping the Blues Alive award from the Blues Foundation in Memphis for its "significant contribution to blues music." As explained in a Blues Foundation press release: "The Chenango Blues Festival was first held twenty-four years ago and has been run ever since by largely the same group of committed blues fans, supplemented by some new younger members. The nonprofit group has no paid positions and takes a 'by fans, for fans' approach to all of its activities... Its many regular fans look forward to this late summer stop on the festival circuit."¹¹ The Chenango Blues Association also produces a free Thursday concert series in the park in July and August.

¹¹ PR Newswire, "The Blues Foundation to Honor Blues Patrons at January Awards Ceremony in Memphis," November 11, 2015. Accessed at <http://www.prnewswire.com/news-releases/the-blues-foundation-to-honor-blues-patrons-at-january-awards-ceremony-in-memphis-300176802.html>.

TABLE 22: NOTABLE ANNUAL EVENTS IN THE NORWICH AREA

Description and Venue	Location	Month(s)	Comments
Allegro 5K Run for the Arts and May Day Celebration – Guernsey Memorial Park	Norwich	May	Fundraiser for Chenango Arts Council. 2017 was its 16 th year. May Day celebration Includes live music, crafts, demonstrations.
General Clinton Canoe Regatta – General Clinton Park	Bainbridge	May	4-day event with canoe racing, a 5K race, carnival rides, fireworks, food, and entertainment. 2017 was its 55 th year.
Antique Car Show & Flea Market – Chenango County Fairgrounds	Norwich	May	Sponsored by the Rolling Antiquer's Old Car Club (RAOCC).
Sherburne Arts Festival	Sherburne	June	Arts and crafts, music, food, exhibits.
Gus Macker Basketball Tournament – East Main Street	Norwich	July	3 on 3 basketball tournament with over 400 youth and adult teams. Sponsored by the Norwich YMCA. About 11,000 participants and spectators. 2017 was its 22 nd year.
Family Fun Day – Chenango County Fairgrounds	Norwich	July	Games, concerts, tractor pull, fireworks.
Chenango County Fair - Chenango County Fairgrounds	Norwich	August	Annual attendance estimated at 35,000 to 40,000 per year. 170 th fair in 2017.
NBT Summer Concert Series – East Park	Norwich	July & August	Free Thursday concert series produced by the Chenango Blues Association. Attendance averages 1,000 per concert.
Pro National MX Weekend – Unadilla Valley Sports Center	New Berlin	August	Professional motocross race.
Chenango Blues Festival - Chenango County Fairgrounds	Norwich	August	Two-day festival with about 4,500 participants. 2017 was its 25 th year.
Colorscape Chenango Arts Festival – East and West Parks	Norwich	September	Two-day festival with vendors, juried arts and crafts shows, music, kids' arts activities. About 14,500 participants. 2017 was its 23 rd year.
CCHS Antique Show – Chenango County Fairgrounds	Norwich	September	Sponsored by the Chenango County Historical Society.
Norwich Pumpkin Festival	Norwich	October	Two-day festival with contests, rides, food, entertainment, and other activities. 2017 will be its 19 th year. Produced by the Norwich BID.
Turkey Trot Road Race	Norwich	November	Held the Sunday before Thanksgiving. Organized by the Norwich Family YMCA.

Source: E.M. Pemrick and Company research.

Tourism Infrastructure

A major barrier to increasing the economic impact of events and festivals in Norwich – and accommodating business travelers – has been the lack of quality lodging. The Howard Johnson Hotel on North Broad Street and the Splendor Inn, a B&B, are the only lodging options in the City; a Super 8 and Fred's Inn, an independent hotel, are located just across the city line in the Town of Norwich. Most of the competing facilities lie outside Chenango County, in Cooperstown, Oneonta, Hamilton, and even the Binghamton and Utica metro areas.

In 2014, Commerce Chenango commissioned a study to analyze the market demand for lodging in Chenango County and make recommendations. Noting that 70% of the County's major employers are in the Norwich area, the consultant who prepared the study initially focused on the area within a 30-minute drive of Norwich. This geographic draw area was later expanded to 45 minutes, as lodging demand increases during the spring and summer when there are college graduations, sports activities, seasonal festivals, and other events taking place in adjacent counties.

Based on one-on-one interviews with community and business leaders, information on primary target markets, an evaluation of the existing lodging supply, and an assessment of demand drivers, the study concluded:

- Chenango County “has lost market share due to a reputation for poor quality among the existing brand name hotels, lack of a ‘popular’ flag hotel property with an on-site restaurant, small independent lodging facilities that don’t have high visibility among new visitors, and intense competition from name brand chain hotels in nearby communities,” resulting in lost business revenues and sales tax;
- The quality of lodging “does not meet the needs and expectations of the key target market groups, particularly the business community, which measurably impacts year-around occupancy rates”;
- Chenango County is missing opportunities to capitalize on the success of county-wide events, to attract overnight visitors traveling in groups to the region, and to stimulate additional growth of the tourism industry;
- With improved customer service, major renovations and upgrades to meet the expectations of today’s lodging consumers, and/or the development of a new hotel property, the County should be able to capture the growing leisure market and recapture lost corporate lodging activity.

The Chenango County Lodging Study drew the attention of the owner of the Howard Johnson Hotel in Norwich, who subsequently proposed to improve the property. In 2015, the hotel’s owner was awarded a \$250,000 grant from Empire State Development to be used towards renovating the outdated hotel, restaurant and banquet facility into a Best Western Hotel, providing access to the brand’s centralized reservation system and guest loyalty program. With a plan for high-quality rooms and modern amenities, the renovated hotel was expected to provide a viable local lodging alternative for business and leisure travelers, stemming the leakage of approximately \$800,000 per year to hotels outside Chenango County that currently house visitors. The project is on hold, however, because the hotel owner backed away from making the renovations necessary to affiliate with Best Western, and the grant funding that was awarded has been withdrawn.

Recognizing a potential opportunity, a private developer has initiated plans to purchase the former Morrisville State College property at 14-16 S. Broad Street and transform the three-story structure into a chain-flagged hotel, with up to 60 rooms. A funding application has been submitted to Empire State Development, seeking \$804,800 to leverage private equity and bank loans for the approximately \$4.3 million project. A decision is expected to be made by the state by the end of 2017.

7. Residential Market Analysis

This section examines housing characteristics and residential market conditions and trends in and around the City of Norwich. To help determine a potential market for housing in the proposed BOA, a residential market area comprised of the City of Norwich and the Towns of Norwich and North Norwich was delineated (see map).

Demographic Trends

Table 23 presents key demographic and socioeconomic indicators for the defined residential market area. Below are key findings based on the table.

- According to the U.S. Census Bureau, the residential market area contained 12,971 persons and 5,358 households in 2010, accounting for approximately 26% of all households in Chenango County. ESRI projects that the number of households in the residential market area will increase by less than 2% by 2020.
- Nearly two-thirds of households in the residential market area are comprised of just one or two individuals, while 15% have three people. Roughly 31% of households have related children under age 18 present, a slight decline from 32.7% in 2000, while 27.8% include at least one individual age 65 and over.
- Households in the residential market area are generally concentrated in the low- to moderate-income brackets. Based on 2015 estimates, 32.2% earn less than \$25,000 per year, while 27.1% earn between \$25,000 and \$49,999 per year. This could be explained in part by the relatively large share of households made up of one or two people. The median household income is an estimated \$40,513, compared to \$44,550 in Chenango County overall.

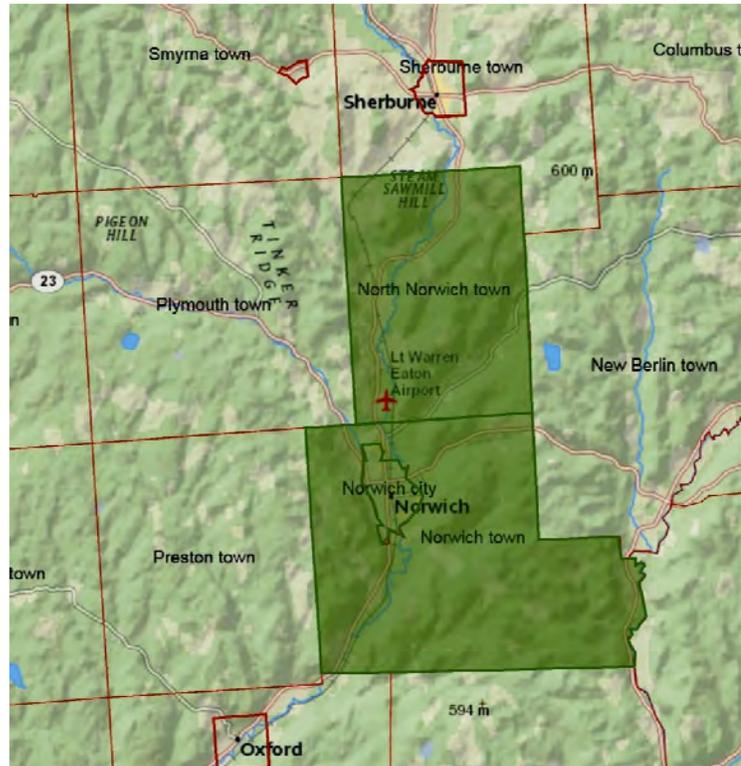


TABLE 23: RESIDENTIAL MARKET AREA DEMOGRAPHICS

	2010 Census*	2015 Estimates	2020 Projections	Change, 2010-2020
Households				
Total, Residential Market Area	5,358	5,412	5,444	86 (1.6%)
Norwich city	3,097	3,118	3,129	32 (1.0%)
Norwich town	1,546	1,562	1,573	27 (1.7%)
North Norwich town	715	732	742	27 (3.8%)
Average household size	2.35	2.34	2.33	-0.9%
Householders by Age				
Under age 25	122 (2.3%)	220 (4.1%)	209 (3.8%)	87 (71.3%)
25-44	1,657 (30.9%)	1,566 (28.9%)	1,551 (28.5%)	-106 (-6.4%)
45-64	2,349 (43.8%)	2,126 (39.%)	2,028 (37.3%)	-321 (13.7%)
65 and over	1,229 (22.9%)	1,492 (27.6%)	1,652 (30.3%)	423 (%)
Householders by Income				
Under \$25,000	1,719 (32.1%)	1,740 (32.2%)	1,547 (28.4%)	(%)
\$25,000-\$49,999	1,650 (30.8%)	1,465 (27.1%)	1,434 (26.3%)	(%)
\$50,000-\$74,999	828 (15.4%)	869 (16.1%)	968 (17.8%)	(%)
\$75,000-\$99,999	577 (10.8%)	699 (12.9%)	815 (15.0%)	(%)
\$100,000-\$149,999	419 (7.8%)	446 (8.2%)	445 (8.2%)	(%)
\$150,000-\$199,999	80 (1.5%)	116 (2.1%)	144 (2.6%)	(%)
\$200,000 or more	78 (1.4%)	75 (1.4%)	90 (1.7%)	(%)
Median household income	NA	\$40,513	\$44,615	N/A
Per capita income	\$21,506	\$22,351	\$24,944	
Households by Type, 2010			Number	Percent
Married-couple (husband-wife) families			2,249	42.0%
With own children under age 18			842	15.7%
Other (i.e., single-parent) families			1,035	19.3%
With own children under age 18			681	12.7%
Non-family households			2,074	38.7%
Householder living alone			1,692	31.6%
Households with one or more people under age 18 (total)			1,666	31.1%
Households with one or more people age 65 and over (total)			1,490	27.8%
Householders by Age by Tenure, 2010				
	Owner Units		Rental Units	
Under age 25	37	15.9%	195	84.1%
25-34	311	40.9%	449	59.1%
35-44	533	61.3%	337	38.7%
45-54	793	69.8%	343	30.2%
55-64	747	74.2%	260	25.8%
65-74	487	73.9%	172	26.1%
75 and over	450	64.8%	244	35.2%
All householders	3,358	62.7%	2,000	37.3%

Source: ESRI (estimates and projections), U.S. Census Bureau, and E.M. Pemrick and Company.

* 2010 Householders by Age and Income: 2006-10 American Community Survey 5-Year Estimates.

- Consistent with national trends and the aging of the baby boom generation, the residential market area is experiencing an increase in the number of householders (heads of household) age 65 and older. Households headed by seniors accounted for 22.9% of total households in 2010, increasing to an estimated 27.6% in 2015. At the same time, however, there has been a slight increase in householders under age 25.
- Within the residential market area, the highest rates of homeownership are among householders in the 45-54, 55-64, and 65-74 age brackets. In contrast, households headed by individuals under age 25 and (to a lesser extent) between ages 25 and 34 are much more likely to be renters. Notably, rates of homeownership remain high among householders over age 75.

Housing Characteristics

The age, variety and condition of the housing stock in a community provide the basis for attractive, viable neighborhoods. The characteristics of the existing housing stock in the residential market area are described based on data in Table 24.

- According to the 2010 Census, the residential market area has a total of 5,910 housing units, a decline of 93 units from 2000. Of this total, 56.8% are owner-occupied, 33.8% are renter-occupied, and 9.3% are vacant. The area has experienced a slow but steady decline in the proportion of housing units that are owner-occupied, from 57.6% in 2000.
- Estimates from the American Community indicate that the majority of housing units in the residential market area, 56.0%, are in single-family structures, 30.7% are in multi-family buildings, and 13.3% are mobile homes. *All* of the structures containing ten or more housing units are in the City of Norwich.
- The homeownership rate in the residential market area as of 2010 is 62.7%. The City of Norwich has the lowest rate of homeownership at 46.6%.
- Between 2000 and 2010, according to the decennial Census, the total number of owner-occupied units in the residential market area declined by 101 units (-2.9%), while the number of renter-occupied units increased by 51 (+2.6%). There was an 11.5% decrease in the number of vacant housing units. Estimates for 2015 suggest that these trends are continuing.
- Overall, the largest share of occupied housing units in the residential market area was built before 1940 (46.2% of the total), followed by the 1970s (15.0%) and the 1950s (9.3%). In the City of Norwich, fully 65% of the occupied housing units are over 70 years old.

TABLE 24: RESIDENTIAL MARKET AREA HOUSING CHARACTERISTICS

		Total, Residential Market Area	City of Norwich
Total Housing Units			
2000 Census		6,003	3,500
2010 Census		5,910	3,409
<i>Change, 2000-2010</i>		-1.5%	-2.6%
2015 Estimates		6,044	3,494
Tenure			
2000	Owner-Occupied Units	3,460 (57.6%)	1,508 (43.1%)
	Renter-Occupied Units	1,949 (32.5%)	1,623 (46.4%)
	Vacant Units	624 (10.4%)	369 (10.5%)
	Homeowner Vacancy Rate	2.4%	2.9%
	Rental Vacancy Rate	12.2%	11.2%
2010	Owner-Occupied Units	3,359 (56.8%)	1,444 (42.4%)
	Renter-Occupied Units	2,000 (33.8%)	1,654 (48.5%)
	Vacant Units	552 (9.3%)	312 (9.2%)
	Homeowner Vacancy Rate	1.8%	2.7%
	Rental Vacancy Rate	6.6%	6.4%
<i>Change, 2000-2010</i>	<i>Owner-Occupied Units</i>	-2.9%	-4.2%
	<i>Renter-Occupied Units</i>	2.6%	1.9%
	<i>Vacant Units</i>	-11.5%	-15.4%
2015 Estimates	Owner-Occupied Units	3,337 (55.2%)	1,413 (40.4%)
	Renter-Occupied Units	2,079 (34.4%)	1,705 (48.8%)
	Vacant Units	632 (10.5%)	376 (10.8%)
Age of Occupied Housing Units by Tenure*			
Owner-occupied units	<1940	1,520 (43.5%)	1,080 (74.2%)
	1940s	160 (4.6%)	68 (4.7%)
	1950s	366 (10.5%)	145 (10.0%)
	1960s	345 (9.9%)	72 (4.9%)
	1970s	458 (13.1%)	54 (3.7%)
	1980s	264 (7.5%)	16 (1.1%)
	1990s	247 (7.1%)	9 (0.6%)
	2000 or later	138 (3.9%)	12 (0.8%)
Renter-occupied units	<1940	948 (51.3%)	898 (56.7%)
	1940s	49 (2.7%)	46 (2.9%)
	1950s	133 (7.2%)	123 (7.8%)
	1960s	117 (6.3%)	90 (5.7%)
	1970s	343 (18.6%)	298 (18.8%)
	1980s	191 (10.3%)	130 (8.2%)
	1990s	78 (4.2%)	10 (0.6%)
	2000 or later	0 (0.0%)	0 (0.0%)

Source: ESRI (estimates), U.S. Census Bureau, and E.M. Pemrick and Company.

*Age of Occupied Housing Units by Tenure: 2006-10 American Community Survey 5-Year Estimates.

- As of 2010, there were 2,000 housing units occupied by renters in the residential market area (primarily in the City of Norwich), and 61.2% of these were built prior to 1960. Census data indicate that no new rental housing units were constructed in the area between 2000 and 2010. The significant proportion of older housing units, especially rental units, indicates a potential need for rehabilitation and/or replacement units. Some housing rehabilitation has been conducted using funding provided by the state, but the need far exceeds the resources available.
- According to the 2014 Comprehensive Plan update, there are approximately 550 subsidized rental units in the City of Norwich, 51% of them occupied by seniors. Subsidized housing facilities are owned and managed by multiple organizations, including the Norwich Housing Authority, Opportunities for Chenango Inc., and the Chenango Housing Improvement Program. Some of them have waiting lists for subsidized housing.
- The rental vacancy rate in the residential market area was 6.6% in 2010, down from 12.2% in 2000. These figures are based on the number of vacant units classified as available for rent at the time of the Census in April.
- The median monthly gross rent for rental housing in 2010 was \$582 in the City of Norwich, \$675 in the Town of Norwich, and \$752 in the Town of North Norwich. (The monthly rent for market-rate housing units in the city is roughly \$600-\$700 today.)
- The 2015 median value of owner-occupied homes in the residential market area is estimated at \$84,140, with an average value of \$105,596. Nearly two-thirds of the owner-occupied homes are valued at less than \$100,000.

Residential Construction Trends

Census Bureau data on residential building permits indicates limited new construction activity in the City of Norwich. As shown in Table 25 below, permits were issued for a total of 237 units in single-family structures and 789 units in multi-family structures in Chenango County between 2010 and 2016. Virtually all of the multi-family housing was in buildings of five units or more. The City of Norwich accounted for only a few single-family structures and 80 units of multi-family housing.

The most recent new construction in the City of Norwich has been the development of Cobbler Square, a 34-unit affordable rental housing complex on State Street, and several affordable one-story homes for senior homebuyers completed as part of the Brown Avenue Homes project by the Norwich Housing Authority. The Brown Avenue homes were built on a former industrial site.

TABLE 25: RESIDENTIAL BUILDING PERMIT ACTIVITY

	2010	2011	2012	2013	2014	2015	2016	Total
Chenango County total	76	68	94	173	204	263	148	1,026
Units in single-family structures	35	29	26	36	38	33	40	237
Units in multi-family structures	41	39	68	137	166	230	108	789
Norwich city total	1	0	0	39	37	0	0	87
Units in single-family structures	1	0	0	3	3	0	0	7
Units in multi-family structures	0	0	0	36	34	0	0	80

Source: U.S. Bureau of the Census, Construction Statistics Division, and E.M. Pemrick and Company.

Market Activity

According to the NYS Association of Realtors, residential real estate activity in Chenango County increased moderately during 2016. The number of closed sales, 417, reflects an increase of 22.3% from the previous year and more than 37% from 2012. The median sales price, however, has been stagnant over the last several years, and sellers in the County received, on average, 92.6% of their asking price, below the state average of 96.3%.

The inventory of homes on the market in Chenango County is relatively high. There were 424 active listings at the end of 2016, a 12.2-month supply of inventory; New York State as a whole had a 5.4-month supply. New listings reached 944 for the year.¹²

An analysis of single-family homes for sale in the City of Norwich in March 2016 indicated a median listing price of \$79,900. A total of 50 homes were listed on the website Realtor.com, ranging in prices from \$35,000 to \$249,900. Notably, 60% on the homes listed in December were still available three months later. According to a local realtor, homes are typically on the market for six months or more; there are more people leaving than coming in, and property taxes are relatively high, especially in Norwich which has a high percentage of tax-exempt property.

In partnership with Opportunities for Chenango Inc. and NBT Bank, the City of Norwich sponsors a first-time homeownership program called Home in the City. The bank has committed \$1 million in low-interest financing for the purchase of one- or two-family owner-occupied residences, with flexible underwriting. Opportunities for Chenango offers pre-purchase counseling, and can provide assistance with down payment or closing costs.

¹² NYS Association of Realtors, Inc. *2016 Annual Report on the New York State Market*. Accessed at http://www.nysar.com/docs/default-source/members-pdfs/nysar_ann_2016_final.pdf?sfvrsn=2.

Housing Needs

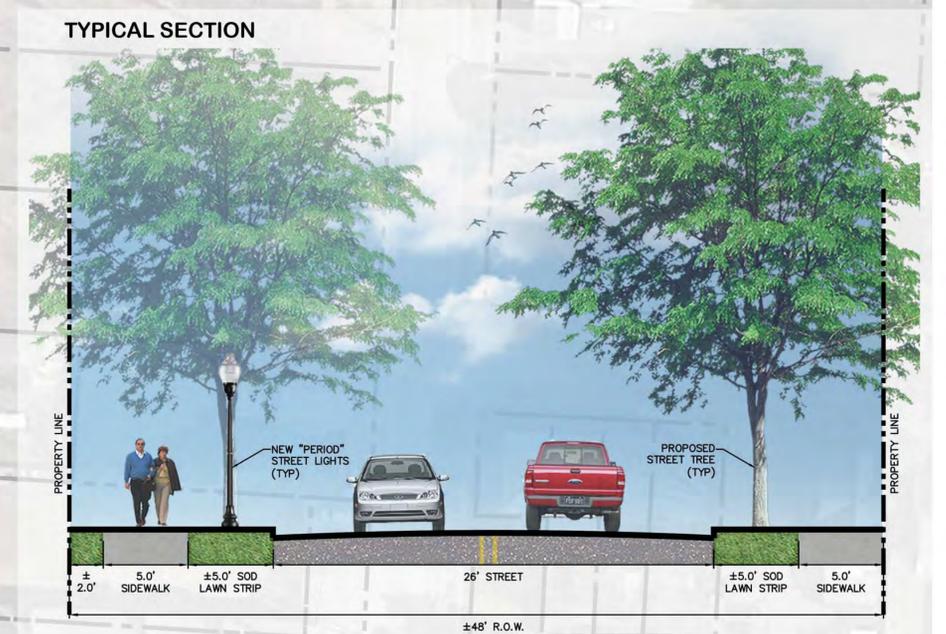
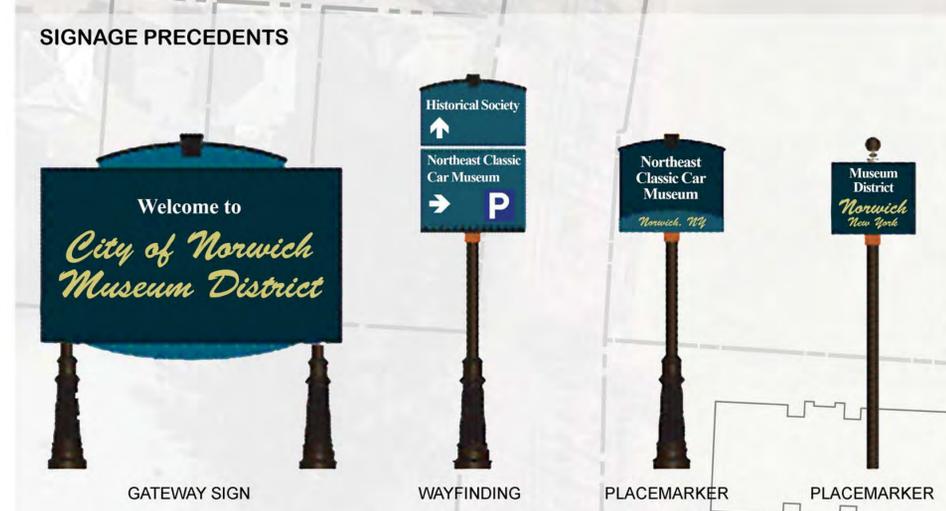
According to the City of Norwich Comprehensive Plan, “housing professionals report a shortage of quality units in all market sectors (for-sale, rental, affordable, market rate and senior),” in spite of relatively high vacancy rates. The plan also cited a county-wide housing needs study from 2003 that identified an unmet need for assisted living facilities for seniors.

Vacant and underutilized sites with housing development potential include the Ungentine Building off South Broad Street and former Ward Schools #1 and #5 on South Broad and East Main. Residential use of most of these properties would require zoning variances from the city; moreover, substantial funding resources would be necessary for redevelopment and reuse.

Given the age of the housing stock in the City of Norwich, housing rehabilitation funding to make necessary repairs and improvements remains an ongoing need, in spite of the city’s successful track record administering grants for this purpose. This was cited in a community assessment completed by the Chenango County Head Start Program (operated by Opportunities for Chenango) in 2015.

Appendix E Streetscape Improvement Concepts

- NOTES:
1. GIS PARCELS SHOWN OBTAINED FROM CHENANGO COUNTY GIS DATA.
 2. AERIAL INFORMATION SHOWN OBTAINED FROM NYC GIS CLEARINGHOUSE.
 3. LINE WORK SHOWN IS APPROXIMATE AND WAS COMPILED FROM TRACED RECORD INFORMATION AND FIELD MEASUREMENTS. IT SHALL NOT BE CONSIDERED SURVEY ACCURATE.



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Capital District Office: 547 River Street, Troy, New York 12180, Phone: (518) 273-0055

North Country Office: 375 Bay Road, Queensbury, New York 12804, Phone: (518) 812-0513

rev.	date	description

MUSEUM DISTRICT STREETScape IMPROVEMENTS

CONCEPT PLAN

CITY OF NORWICH, CHENANGO COUNTY, NEW YORK

designed	checked
K.J.H.	MMF
date	scale
09/22/14	1"=40'
project no.	
sheet no.	SP1

The Chazen Companies

547 River Street, Troy, NY 12180
 Phone: (518) 273-0055 Fax: (518) 273-8391
 Web: www.chazencompanies.com

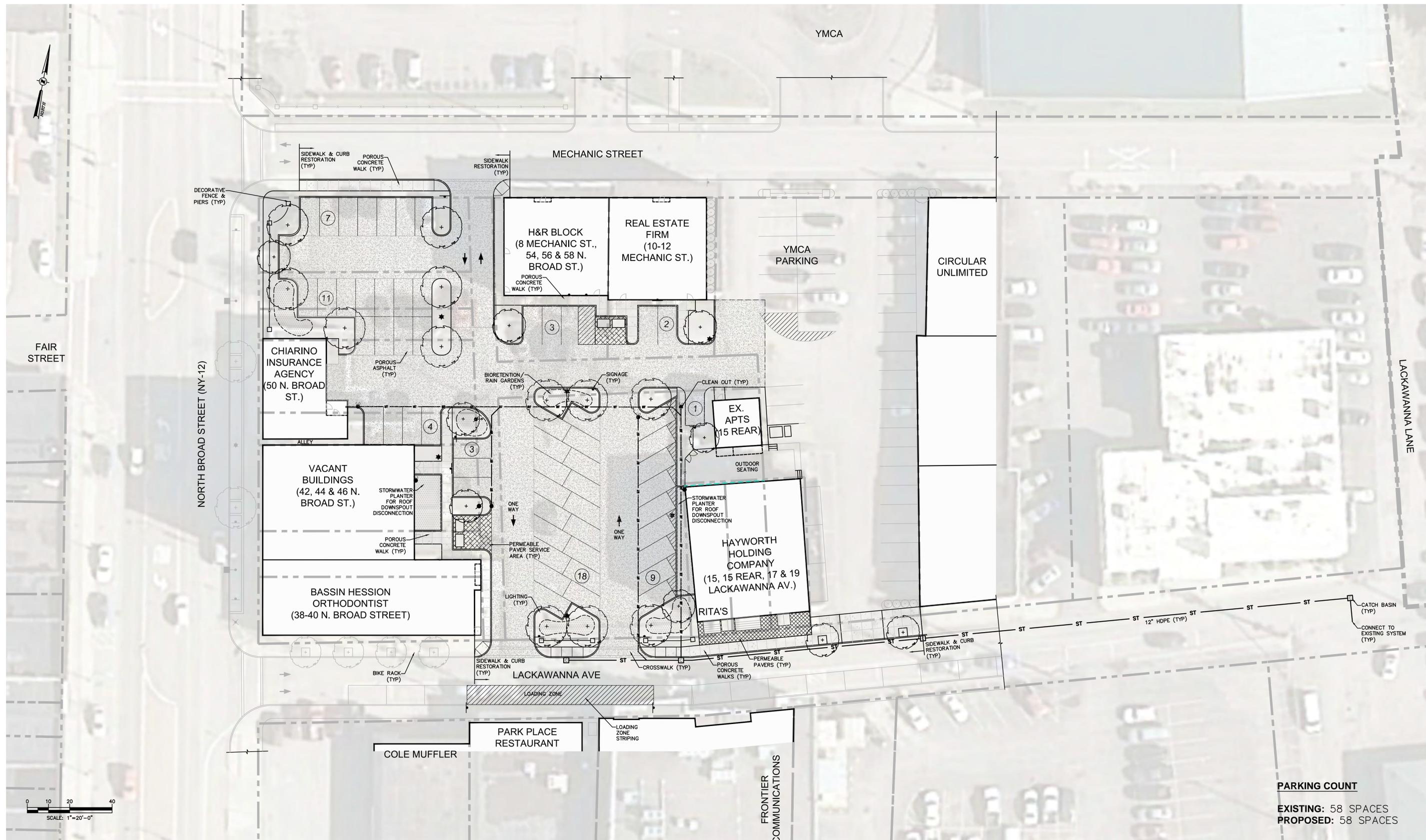


Opinion of Probable Cost - Norwich, NY
Chazen Project No. 31428-00

Date: September 22, 2014

Museum District Streetscape Improvements				
Description	QTY	Unit	Unit Price ²	Total Cost ¹
General & Demolition				
Maintenance and Protection of Traffic	1	LS	\$4,000.00	\$4,000.00
Existing overhead cobra light fixture removal (4)	1	LS	\$3,200.00	\$3,200.00
Total				\$7,200.00
Site Improvements				
Sawcut and Remove Asphalt Pavement for Curb and Crosswalks	75	CY	\$35.00	\$2,625.00
Asphalt Pavement (12" Base, 2.5" Binder, 1.5" Top & Fabric)	90	SY	\$30.00	\$2,700.00
Select grading for harscape areas	1	LS	\$4,000.00	\$4,000.00
Concrete Sidewalk	9,300	SF	\$6.00	\$55,800.00
ADA Sidewalk Ramps	6	EA	\$1,200.00	\$7,200.00
Cast in Place Concrete Curb	800	LF	\$25.00	\$20,000.00
Concrete Aprons	2,500	SF	\$8.00	\$20,000.00
Wheel Stops	12	EA	\$150.00	\$1,800.00
Crosswalk/Area Striping	1	LS	\$2,500.00	\$2,500.00
Concrete Pavers - Parking	3,000	SF	\$12.00	\$36,000.00
Total				\$152,625.00
Ammenities				
Signage - Wayfinding	1	LS	\$4,000.00	\$4,000.00
Signage - Gateway	1	LS	\$6,000.00	\$6,000.00
Lighting - Pole Fixtures & Bases	16	EA	\$3,000.00	\$48,000.00
Lighting - Electrical Trenching, Conduit and Wiring	1,700	LF	\$20.00	\$34,000.00
Lighting - Road Trenching Cut & Patch	400	SF	\$6.00	\$2,400.00
Total				\$94,400.00
Landscaping				
Grass Median Lawn Strip (Sod)	6,000	SF	\$0.75	\$4,500.00
Topsoil for Lawn and Trees	30	CY	\$40.00	\$1,200.00
Trees (2-5" Cal)	27	EA	\$400.00	\$10,800.00
Select grading for landscape area	1	LS	\$2,000.00	\$2,000.00
Total				\$18,500.00
Construction Estimate Subtotal				
Construction Estimate Subtotal				\$272,725.00
General Conditions (Construction Mobilization/Overhead) (5%)				\$13,636.25
Construction Estimate Total				\$272,725.00
Design Contingency (10%)				
Design Contingency (10%)				\$27,272.50
Survey, Administration and Design Soft Costs (10%)				
Survey, Administration and Design Soft Costs (10%)				\$27,272.50
Project Total Estimate				\$327,270.00

¹This Opinion of Probable Cost is intended to be used for order of magnitude pricing for budget purposes. Estimate is based on approximate dimensions measured from concept plan.



PARKING COUNT
 EXISTING: 58 SPACES
 PROPOSED: 58 SPACES

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rev.	date	description
1	5-28-14	REVISED PER CITY COMMENTS

HERITAGE BLOCK STREETScape IMPROVEMENTS

CONCEPT PLAN OPTION A

CITY OF NORWICH, CHENANGO COUNTY, NEW YORK

designed	checked
MMF	MMF
date	scale
5/20/14	1"=20'
project no.	
sheet no.	
SP1A	

Appendix F SEQR Documents

Full Environmental Assessment Form
Part 1 - Project and Setting

Instructions for Completing Part 1

Part 1 is to be completed by the applicant or project sponsor. Responses become part of the application for approval or funding, are subject to public review, and may be subject to further verification.

Complete Part 1 based on information currently available. If additional research or investigation would be needed to fully respond to any item, please answer as thoroughly as possible based on current information; indicate whether missing information does not exist, or is not reasonably available to the sponsor; and, when possible, generally describe work or studies which would be necessary to update or fully develop that information.

Applicants/sponsors must complete all items in Sections A & B. In Sections C, D & E, most items contain an initial question that must be answered either “Yes” or “No”. If the answer to the initial question is “Yes”, complete the sub-questions that follow. If the answer to the initial question is “No”, proceed to the next question. Section F allows the project sponsor to identify and attach any additional information. Section G requires the name and signature of the project sponsor to verify that the information contained in Part 1 is accurate and complete.

A. Project and Sponsor Information.

Name of Action or Project:		
Project Location (describe, and attach a general location map):		
Brief Description of Proposed Action (include purpose or need):		
Name of Applicant/Sponsor:		Telephone:
		E-Mail:
Address:		
City/PO:	State:	Zip Code:
Project Contact (if not same as sponsor; give name and title/role):		Telephone:
		E-Mail:
Address:		
City/PO:	State:	Zip Code:
Property Owner (if not same as sponsor):		Telephone:
		E-Mail:
Address:		
City/PO:	State:	Zip Code:

B. Government Approvals

B. Government Approvals, Funding, or Sponsorship. (“Funding” includes grants, loans, tax relief, and any other forms of financial assistance.)

Government Entity	If Yes: Identify Agency and Approval(s) Required	Application Date (Actual or projected)
a. City Council, Town Board, or Village Board of Trustees <input type="checkbox"/> Yes <input type="checkbox"/> No		
b. City, Town or Village Planning Board or Commission <input type="checkbox"/> Yes <input type="checkbox"/> No		
c. City Council, Town or Village Zoning Board of Appeals <input type="checkbox"/> Yes <input type="checkbox"/> No		
d. Other local agencies <input type="checkbox"/> Yes <input type="checkbox"/> No		
e. County agencies <input type="checkbox"/> Yes <input type="checkbox"/> No		
f. Regional agencies <input type="checkbox"/> Yes <input type="checkbox"/> No		
g. State agencies <input type="checkbox"/> Yes <input type="checkbox"/> No		
h. Federal agencies <input type="checkbox"/> Yes <input type="checkbox"/> No		
i. Coastal Resources. <i>i.</i> Is the project site within a Coastal Area, or the waterfront area of a Designated Inland Waterway? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>ii.</i> Is the project site located in a community with an approved Local Waterfront Revitalization Program? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>iii.</i> Is the project site within a Coastal Erosion Hazard Area? <input type="checkbox"/> Yes <input type="checkbox"/> No		

C. Planning and Zoning

C.1. Planning and zoning actions.

Will administrative or legislative adoption, or amendment of a plan, local law, ordinance, rule or regulation be the only approval(s) which must be granted to enable the proposed action to proceed? Yes No

- **If Yes**, complete sections C, F and G.
- **If No**, proceed to question C.2 and complete all remaining sections and questions in Part 1

C.2. Adopted land use plans.

a. Do any municipally- adopted (city, town, village or county) comprehensive land use plan(s) include the site where the proposed action would be located? Yes No

If Yes, does the comprehensive plan include specific recommendations for the site where the proposed action would be located? Yes No

b. Is the site of the proposed action within any local or regional special planning district (for example: Greenway Brownfield Opportunity Area (BOA); designated State or Federal heritage area; watershed management plan; or other?) Yes No

If Yes, identify the plan(s):

c. Is the proposed action located wholly or partially within an area listed in an adopted municipal open space plan, or an adopted municipal farmland protection plan? Yes No

If Yes, identify the plan(s):

C.3. Zoning

a. Is the site of the proposed action located in a municipality with an adopted zoning law or ordinance. Yes No
If Yes, what is the zoning classification(s) including any applicable overlay district?

b. Is the use permitted or allowed by a special or conditional use permit? Yes No

c. Is a zoning change requested as part of the proposed action? Yes No

If Yes,

i. What is the proposed new zoning for the site? _____

C.4. Existing community services.

a. In what school district is the project site located? _____

b. What police or other public protection forces serve the project site?

c. Which fire protection and emergency medical services serve the project site?

d. What parks serve the project site?

D. Project Details

D.1. Proposed and Potential Development

a. What is the general nature of the proposed action (e.g., residential, industrial, commercial, recreational; if mixed, include all components)?

b. a. Total acreage of the site of the proposed action? _____ acres
b. Total acreage to be physically disturbed? _____ acres
c. Total acreage (project site and any contiguous properties) owned or controlled by the applicant or project sponsor? _____ acres

c. Is the proposed action an expansion of an existing project or use? Yes No
i. If Yes, what is the approximate percentage of the proposed expansion and identify the units (e.g., acres, miles, housing units, square feet)? % _____ Units: _____

d. Is the proposed action a subdivision, or does it include a subdivision? Yes No
If Yes,

i. Purpose or type of subdivision? (e.g., residential, industrial, commercial; if mixed, specify types)

ii. Is a cluster/conservation layout proposed? Yes No

iii. Number of lots proposed? _____

iv. Minimum and maximum proposed lot sizes? Minimum _____ Maximum _____

e. Will proposed action be constructed in multiple phases? Yes No

i. If No, anticipated period of construction: _____ months

ii. If Yes:

- Total number of phases anticipated _____
- Anticipated commencement date of phase 1 (including demolition) _____ month _____ year
- Anticipated completion date of final phase _____ month _____ year

• Generally describe connections or relationships among phases, including any contingencies where progress of one phase may determine timing or duration of future phases: _____

f. Does the project include new residential uses? Yes No
 If Yes, show numbers of units proposed.

	<u>One Family</u>	<u>Two Family</u>	<u>Three Family</u>	<u>Multiple Family (four or more)</u>
Initial Phase	_____	_____	_____	_____
At completion	_____	_____	_____	_____
of all phases	_____	_____	_____	_____

g. Does the proposed action include new non-residential construction (including expansions)? Yes No
 If Yes,

i. Total number of structures _____

ii. Dimensions (in feet) of largest proposed structure: _____ height; _____ width; and _____ length

iii. Approximate extent of building space to be heated or cooled: _____ square feet

h. Does the proposed action include construction or other activities that will result in the impoundment of any liquids, such as creation of a water supply, reservoir, pond, lake, waste lagoon or other storage? Yes No
 If Yes,

i. Purpose of the impoundment: _____

ii. If a water impoundment, the principal source of the water: Ground water Surface water streams Other specify: _____

iii. If other than water, identify the type of impounded/contained liquids and their source. _____

iv. Approximate size of the proposed impoundment. Volume: _____ million gallons; surface area: _____ acres

v. Dimensions of the proposed dam or impounding structure: _____ height; _____ length

vi. Construction method/materials for the proposed dam or impounding structure (e.g., earth fill, rock, wood, concrete): _____

D.2. Project Operations

a. Does the proposed action include any excavation, mining, or dredging, during construction, operations, or both? Yes No
 (Not including general site preparation, grading or installation of utilities or foundations where all excavated materials will remain onsite)
 If Yes:

i. What is the purpose of the excavation or dredging? _____

ii. How much material (including rock, earth, sediments, etc.) is proposed to be removed from the site?

- Volume (specify tons or cubic yards): _____
- Over what duration of time? _____

iii. Describe nature and characteristics of materials to be excavated or dredged, and plans to use, manage or dispose of them. _____

iv. Will there be onsite dewatering or processing of excavated materials? Yes No
 If yes, describe. _____

v. What is the total area to be dredged or excavated? _____ acres

vi. What is the maximum area to be worked at any one time? _____ acres

vii. What would be the maximum depth of excavation or dredging? _____ feet

viii. Will the excavation require blasting? Yes No

ix. Summarize site reclamation goals and plan: _____

b. Would the proposed action cause or result in alteration of, increase or decrease in size of, or encroachment into any existing wetland, waterbody, shoreline, beach or adjacent area? Yes No
 If Yes:

i. Identify the wetland or waterbody which would be affected (by name, water index number, wetland map number or geographic description): _____

ii. Describe how the proposed action would affect that waterbody or wetland, e.g. excavation, fill, placement of structures, or alteration of channels, banks and shorelines. Indicate extent of activities, alterations and additions in square feet or acres:

iii. Will proposed action cause or result in disturbance to bottom sediments? Yes No

If Yes, describe: _____

iv. Will proposed action cause or result in the destruction or removal of aquatic vegetation? Yes No

If Yes:

- acres of aquatic vegetation proposed to be removed: _____
- expected acreage of aquatic vegetation remaining after project completion: _____
- purpose of proposed removal (e.g. beach clearing, invasive species control, boat access): _____
- _____
- proposed method of plant removal: _____
- if chemical/herbicide treatment will be used, specify product(s): _____

v. Describe any proposed reclamation/mitigation following disturbance: _____

c. Will the proposed action use, or create a new demand for water? Yes No

If Yes:

i. Total anticipated water usage/demand per day: _____ gallons/day

ii. Will the proposed action obtain water from an existing public water supply? Yes No

If Yes:

- Name of district or service area: _____
- Does the existing public water supply have capacity to serve the proposal? Yes No
- Is the project site in the existing district? Yes No
- Is expansion of the district needed? Yes No
- Do existing lines serve the project site? Yes No

iii. Will line extension within an existing district be necessary to supply the project? Yes No

If Yes:

- Describe extensions or capacity expansions proposed to serve this project: _____
- _____
- Source(s) of supply for the district: _____

iv. Is a new water supply district or service area proposed to be formed to serve the project site? Yes No

If Yes:

- Applicant/sponsor for new district: _____
- Date application submitted or anticipated: _____
- Proposed source(s) of supply for new district: _____

v. If a public water supply will not be used, describe plans to provide water supply for the project: _____

vi. If water supply will be from wells (public or private), maximum pumping capacity: _____ gallons/minute.

d. Will the proposed action generate liquid wastes? Yes No

If Yes:

i. Total anticipated liquid waste generation per day: _____ gallons/day

ii. Nature of liquid wastes to be generated (e.g., sanitary wastewater, industrial; if combination, describe all components and approximate volumes or proportions of each): _____

iii. Will the proposed action use any existing public wastewater treatment facilities? Yes No

If Yes:

- Name of wastewater treatment plant to be used: _____
- Name of district: _____
- Does the existing wastewater treatment plant have capacity to serve the project? Yes No
- Is the project site in the existing district? Yes No
- Is expansion of the district needed? Yes No

- Do existing sewer lines serve the project site? Yes No
- Will line extension within an existing district be necessary to serve the project? Yes No

 If Yes:

- Describe extensions or capacity expansions proposed to serve this project: _____

iv. Will a new wastewater (sewage) treatment district be formed to serve the project site? Yes No
 If Yes:

- Applicant/sponsor for new district: _____
- Date application submitted or anticipated: _____
- What is the receiving water for the wastewater discharge? _____

v. If public facilities will not be used, describe plans to provide wastewater treatment for the project, including specifying proposed receiving water (name and classification if surface discharge, or describe subsurface disposal plans):

vi. Describe any plans or designs to capture, recycle or reuse liquid waste: _____

e. Will the proposed action disturb more than one acre and create stormwater runoff, either from new point sources (i.e. ditches, pipes, swales, curbs, gutters or other concentrated flows of stormwater) or non-point source (i.e. sheet flow) during construction or post construction? Yes No
 If Yes:

- How much impervious surface will the project create in relation to total size of project parcel?
 _____ Square feet or _____ acres (impervious surface)
 _____ Square feet or _____ acres (parcel size)
- Describe types of new point sources. _____

- Where will the stormwater runoff be directed (i.e. on-site stormwater management facility/structures, adjacent properties, groundwater, on-site surface water or off-site surface waters)?

 - If to surface waters, identify receiving water bodies or wetlands: _____

 - Will stormwater runoff flow to adjacent properties? Yes No

iv. Does proposed plan minimize impervious surfaces, use pervious materials or collect and re-use stormwater? Yes No

f. Does the proposed action include, or will it use on-site, one or more sources of air emissions, including fuel combustion, waste incineration, or other processes or operations? Yes No
 If Yes, identify:

- Mobile sources during project operations (e.g., heavy equipment, fleet or delivery vehicles)

- Stationary sources during construction (e.g., power generation, structural heating, batch plant, crushers)

- Stationary sources during operations (e.g., process emissions, large boilers, electric generation)

g. Will any air emission sources named in D.2.f (above), require a NY State Air Registration, Air Facility Permit, or Federal Clean Air Act Title IV or Title V Permit? Yes No
 If Yes:

- Is the project site located in an Air quality non-attainment area? (Area routinely or periodically fails to meet ambient air quality standards for all or some parts of the year) Yes No
- In addition to emissions as calculated in the application, the project will generate:
 - _____ Tons/year (short tons) of Carbon Dioxide (CO₂)
 - _____ Tons/year (short tons) of Nitrous Oxide (N₂O)
 - _____ Tons/year (short tons) of Perfluorocarbons (PFCs)
 - _____ Tons/year (short tons) of Sulfur Hexafluoride (SF₆)
 - _____ Tons/year (short tons) of Carbon Dioxide equivalent of Hydroflouorocarbons (HFCs)
 - _____ Tons/year (short tons) of Hazardous Air Pollutants (HAPs)

h. Will the proposed action generate or emit methane (including, but not limited to, sewage treatment plants, landfills, composting facilities)? Yes No
 If Yes:
 i. Estimate methane generation in tons/year (metric): _____
 ii. Describe any methane capture, control or elimination measures included in project design (e.g., combustion to generate heat or electricity, flaring): _____

i. Will the proposed action result in the release of air pollutants from open-air operations or processes, such as quarry or landfill operations? Yes No
 If Yes: Describe operations and nature of emissions (e.g., diesel exhaust, rock particulates/dust): _____

j. Will the proposed action result in a substantial increase in traffic above present levels or generate substantial new demand for transportation facilities or services? Yes No
 If Yes:
 i. When is the peak traffic expected (Check all that apply): Morning Evening Weekend
 Randomly between hours of _____ to _____.
 ii. For commercial activities only, projected number of semi-trailer truck trips/day: _____
 iii. Parking spaces: Existing _____ Proposed _____ Net increase/decrease _____
 iv. Does the proposed action include any shared use parking? Yes No
 v. If the proposed action includes any modification of existing roads, creation of new roads or change in existing access, describe: _____

vi. Are public/private transportation service(s) or facilities available within 1/2 mile of the proposed site? Yes No
 vii. Will the proposed action include access to public transportation or accommodations for use of hybrid, electric or other alternative fueled vehicles? Yes No
 viii. Will the proposed action include plans for pedestrian or bicycle accommodations for connections to existing pedestrian or bicycle routes? Yes No

k. Will the proposed action (for commercial or industrial projects only) generate new or additional demand for energy? Yes No
 If Yes:
 i. Estimate annual electricity demand during operation of the proposed action: _____
 ii. Anticipated sources/suppliers of electricity for the project (e.g., on-site combustion, on-site renewable, via grid/local utility, or other): _____
 iii. Will the proposed action require a new, or an upgrade to, an existing substation? Yes No

l. Hours of operation. Answer all items which apply.

<p>i. During Construction:</p> <ul style="list-style-type: none"> • Monday - Friday: _____ • Saturday: _____ • Sunday: _____ • Holidays: _____ 	<p>ii. During Operations:</p> <ul style="list-style-type: none"> • Monday - Friday: _____ • Saturday: _____ • Sunday: _____ • Holidays: _____
--	---

<p>m. Will the proposed action produce noise that will exceed existing ambient noise levels during construction, operation, or both? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes:</p> <p>i. Provide details including sources, time of day and duration:</p> <p>_____</p> <p>_____</p>	
<p>ii. Will proposed action remove existing natural barriers that could act as a noise barrier or screen? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Describe: _____</p> <p>_____</p>	
<p>n.. Will the proposed action have outdoor lighting? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes:</p> <p>i. Describe source(s), location(s), height of fixture(s), direction/aim, and proximity to nearest occupied structures:</p> <p>_____</p> <p>_____</p>	
<p>ii. Will proposed action remove existing natural barriers that could act as a light barrier or screen? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Describe: _____</p> <p>_____</p>	
<p>o. Does the proposed action have the potential to produce odors for more than one hour per day? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If Yes, describe possible sources, potential frequency and duration of odor emissions, and proximity to nearest occupied structures: _____</p> <p>_____</p> <p>_____</p>	
<p>p. Will the proposed action include any bulk storage of petroleum (combined capacity of over 1,100 gallons) or chemical products 185 gallons in above ground storage or any amount in underground storage? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If Yes:</p> <p>i. Product(s) to be stored _____</p> <p>ii. Volume(s) _____ per unit time _____ (e.g., month, year)</p> <p>iii. Generally describe proposed storage facilities: _____</p> <p>_____</p>	
<p>q. Will the proposed action (commercial, industrial and recreational projects only) use pesticides (i.e., herbicides, insecticides) during construction or operation? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If Yes:</p> <p>i. Describe proposed treatment(s):</p> <p>_____</p> <p>_____</p> <p>_____</p>	
<p>ii. Will the proposed action use Integrated Pest Management Practices? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>r. Will the proposed action (commercial or industrial projects only) involve or require the management or disposal of solid waste (excluding hazardous materials)? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If Yes:</p> <p>i. Describe any solid waste(s) to be generated during construction or operation of the facility:</p> <ul style="list-style-type: none"> • Construction: _____ tons per _____ (unit of time) • Operation : _____ tons per _____ (unit of time) <p>ii. Describe any proposals for on-site minimization, recycling or reuse of materials to avoid disposal as solid waste:</p> <ul style="list-style-type: none"> • Construction: _____ _____ • Operation: _____ _____ <p>iii. Proposed disposal methods/facilities for solid waste generated on-site:</p> <ul style="list-style-type: none"> • Construction: _____ _____ • Operation: _____ _____ 	

s. Does the proposed action include construction or modification of a solid waste management facility? Yes No
 If Yes:
 i. Type of management or handling of waste proposed for the site (e.g., recycling or transfer station, composting, landfill, or other disposal activities): _____
 ii. Anticipated rate of disposal/processing:
 • _____ Tons/month, if transfer or other non-combustion/thermal treatment, or
 • _____ Tons/hour, if combustion or thermal treatment
 iii. If landfill, anticipated site life: _____ years

t. Will proposed action at the site involve the commercial generation, treatment, storage, or disposal of hazardous waste? Yes No
 If Yes:
 i. Name(s) of all hazardous wastes or constituents to be generated, handled or managed at facility: _____

 ii. Generally describe processes or activities involving hazardous wastes or constituents: _____

 iii. Specify amount to be handled or generated _____ tons/month
 iv. Describe any proposals for on-site minimization, recycling or reuse of hazardous constituents: _____

 v. Will any hazardous wastes be disposed at an existing offsite hazardous waste facility? Yes No
 If Yes: provide name and location of facility: _____

 If No: describe proposed management of any hazardous wastes which will not be sent to a hazardous waste facility:

E. Site and Setting of Proposed Action

E.1. Land uses on and surrounding the project site

a. Existing land uses.
 i. Check all uses that occur on, adjoining and near the project site.
 Urban Industrial Commercial Residential (suburban) Rural (non-farm)
 Forest Agriculture Aquatic Other (specify): _____
 ii. If mix of uses, generally describe:

b. Land uses and covertypes on the project site.

Land use or Covertypes	Current Acreage	Acreage After Project Completion	Change (Acres +/-)
• Roads, buildings, and other paved or impervious surfaces			
• Forested			
• Meadows, grasslands or brushlands (non-agricultural, including abandoned agricultural)			
• Agricultural (includes active orchards, field, greenhouse etc.)			
• Surface water features (lakes, ponds, streams, rivers, etc.)			
• Wetlands (freshwater or tidal)			
• Non-vegetated (bare rock, earth or fill)			
• Other Describe: _____ _____			

c. Is the project site presently used by members of the community for public recreation? Yes No
i. If Yes: explain: _____

d. Are there any facilities serving children, the elderly, people with disabilities (e.g., schools, hospitals, licensed day care centers, or group homes) within 1500 feet of the project site? Yes No
If Yes,
i. Identify Facilities:

e. Does the project site contain an existing dam? Yes No
If Yes:
i. Dimensions of the dam and impoundment:

- Dam height: _____ feet
- Dam length: _____ feet
- Surface area: _____ acres
- Volume impounded: _____ gallons OR acre-feet

ii. Dam's existing hazard classification: _____
iii. Provide date and summarize results of last inspection:

f. Has the project site ever been used as a municipal, commercial or industrial solid waste management facility, or does the project site adjoin property which is now, or was at one time, used as a solid waste management facility? Yes No
If Yes:
i. Has the facility been formally closed? Yes No

- If yes, cite sources/documentation: _____

ii. Describe the location of the project site relative to the boundaries of the solid waste management facility:

g. Have hazardous wastes been generated, treated and/or disposed of at the site, or does the project site adjoin property which is now or was at one time used to commercially treat, store and/or dispose of hazardous waste? Yes No
If Yes:
i. Describe waste(s) handled and waste management activities, including approximate time when activities occurred:

h. Potential contamination history. Has there been a reported spill at the proposed project site, or have any remedial actions been conducted at or adjacent to the proposed site? Yes No
If Yes:
i. Is any portion of the site listed on the NYSDEC Spills Incidents database or Environmental Site Remediation database? Check all that apply: Yes No
 Yes – Spills Incidents database Provide DEC ID number(s): _____
 Yes – Environmental Site Remediation database Provide DEC ID number(s): _____
 Neither database
ii. If site has been subject of RCRA corrective activities, describe control measures: _____

iii. Is the project within 2000 feet of any site in the NYSDEC Environmental Site Remediation database? Yes No
If yes, provide DEC ID number(s): _____
iv. If yes to (i), (ii) or (iii) above, describe current status of site(s):

v. Is the project site subject to an institutional control limiting property uses? Yes No

- If yes, DEC site ID number: _____
- Describe the type of institutional control (e.g., deed restriction or easement): _____
- Describe any use limitations: _____
- Describe any engineering controls: _____
- Will the project affect the institutional or engineering controls in place? Yes No
- Explain: _____

E.2. Natural Resources On or Near Project Site

a. What is the average depth to bedrock on the project site? _____ feet

b. Are there bedrock outcroppings on the project site? Yes No
 If Yes, what proportion of the site is comprised of bedrock outcroppings? _____ %

c. Predominant soil type(s) present on project site: _____ %
 _____ %
 _____ %

d. What is the average depth to the water table on the project site? Average: _____ feet

e. Drainage status of project site soils: Well Drained: _____ % of site
 Moderately Well Drained: _____ % of site
 Poorly Drained _____ % of site

f. Approximate proportion of proposed action site with slopes: 0-10%: _____ % of site
 10-15%: _____ % of site
 15% or greater: _____ % of site

g. Are there any unique geologic features on the project site? Yes No
 If Yes, describe: _____

h. Surface water features.

i. Does any portion of the project site contain wetlands or other waterbodies (including streams, rivers, ponds or lakes)? Yes No

ii. Do any wetlands or other waterbodies adjoin the project site? Yes No
 If Yes to either *i* or *ii*, continue. If No, skip to E.2.i.

iii. Are any of the wetlands or waterbodies within or adjoining the project site regulated by any federal, state or local agency? Yes No

iv. For each identified regulated wetland and waterbody on the project site, provide the following information:

- Streams: Name _____ Classification _____
- Lakes or Ponds: Name _____ Classification _____
- Wetlands: Name _____ Approximate Size _____
- Wetland No. (if regulated by DEC) _____

v. Are any of the above water bodies listed in the most recent compilation of NYS water quality-impaired waterbodies? Yes No
 If yes, name of impaired water body/bodies and basis for listing as impaired: _____

i. Is the project site in a designated Floodway? Yes No

j. Is the project site in the 100 year Floodplain? Yes No

k. Is the project site in the 500 year Floodplain? Yes No

l. Is the project site located over, or immediately adjoining, a primary, principal or sole source aquifer? Yes No
 If Yes:
 i. Name of aquifer: _____

m. Identify the predominant wildlife species that occupy or use the project site: _____ _____ _____	
n. Does the project site contain a designated significant natural community? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes: <i>i.</i> Describe the habitat/community (composition, function, and basis for designation): _____ _____ <i>ii.</i> Source(s) of description or evaluation: _____ <i>iii.</i> Extent of community/habitat: <ul style="list-style-type: none"> • Currently: _____ acres • Following completion of project as proposed: _____ acres • Gain or loss (indicate + or -): _____ acres 	
o. Does project site contain any species of plant or animal that is listed by the federal government or NYS as endangered or threatened, or does it contain any areas identified as habitat for an endangered or threatened species? <input type="checkbox"/> Yes <input type="checkbox"/> No	
p. Does the project site contain any species of plant or animal that is listed by NYS as rare, or as a species of special concern? <input type="checkbox"/> Yes <input type="checkbox"/> No	
q. Is the project site or adjoining area currently used for hunting, trapping, fishing or shell fishing? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, give a brief description of how the proposed action may affect that use: _____ _____	
E.3. Designated Public Resources On or Near Project Site	
a. Is the project site, or any portion of it, located in a designated agricultural district certified pursuant to Agriculture and Markets Law, Article 25-AA, Section 303 and 304? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, provide county plus district name/number: _____	
b. Are agricultural lands consisting of highly productive soils present? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>i.</i> If Yes: acreage(s) on project site? _____ <i>ii.</i> Source(s) of soil rating(s): _____	
c. Does the project site contain all or part of, or is it substantially contiguous to, a registered National Natural Landmark? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes: <i>i.</i> Nature of the natural landmark: <input type="checkbox"/> Biological Community <input type="checkbox"/> Geological Feature <i>ii.</i> Provide brief description of landmark, including values behind designation and approximate size/extent: _____ _____ _____	
d. Is the project site located in or does it adjoin a state listed Critical Environmental Area? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes: <i>i.</i> CEA name: _____ <i>ii.</i> Basis for designation: _____ <i>iii.</i> Designating agency and date: _____	

e. Does the project site contain, or is it substantially contiguous to, a building, archaeological site, or district which is listed on, or has been nominated by the NYS Board of Historic Preservation for inclusion on, the State or National Register of Historic Places?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes:	
<i>i.</i> Nature of historic/archaeological resource: <input type="checkbox"/> Archaeological Site <input type="checkbox"/> Historic Building or District	
<i>ii.</i> Name: _____	
<i>iii.</i> Brief description of attributes on which listing is based: _____	
f. Is the project site, or any portion of it, located in or adjacent to an area designated as sensitive for archaeological sites on the NY State Historic Preservation Office (SHPO) archaeological site inventory?	<input type="checkbox"/> Yes <input type="checkbox"/> No
g. Have additional archaeological or historic site(s) or resources been identified on the project site?	
If Yes:	
<i>i.</i> Describe possible resource(s): _____	
<i>ii.</i> Basis for identification: _____	
h. Is the project site within five miles of any officially designated and publicly accessible federal, state, or local scenic or aesthetic resource?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes:	
<i>i.</i> Identify resource: _____	
<i>ii.</i> Nature of, or basis for, designation (e.g., established highway overlook, state or local park, state historic trail or scenic byway, etc.): _____	
<i>iii.</i> Distance between project and resource: _____ miles.	
i. Is the project site located within a designated river corridor under the Wild, Scenic and Recreational Rivers Program 6 NYCRR 666?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes:	
<i>i.</i> Identify the name of the river and its designation: _____	
<i>ii.</i> Is the activity consistent with development restrictions contained in 6NYCRR Part 666?	
	<input type="checkbox"/> Yes <input type="checkbox"/> No

F. Additional Information

Attach any additional information which may be needed to clarify your project.

If you have identified any adverse impacts which could be associated with your proposal, please describe those impacts plus any measures which you propose to avoid or minimize them.

G. Verification

I certify that the information provided is true to the best of my knowledge.

Applicant/Sponsor Name _____ Date _____

Signature _____ Title _____

Full Environmental Assessment Form
Part 2 - Identification of Potential Project Impacts

Project :

Date :

Part 2 is to be completed by the lead agency. Part 2 is designed to help the lead agency inventory all potential resources that could be affected by a proposed project or action. We recognize that the lead agency’s reviewer(s) will not necessarily be environmental professionals. So, the questions are designed to walk a reviewer through the assessment process by providing a series of questions that can be answered using the information found in Part 1. To further assist the lead agency in completing Part 2, the form identifies the most relevant questions in Part 1 that will provide the information needed to answer the Part 2 question. When Part 2 is completed, the lead agency will have identified the relevant environmental areas that may be impacted by the proposed activity.

If the lead agency is a state agency **and** the action is in any Coastal Area, complete the Coastal Assessment Form before proceeding with this assessment.

Tips for completing Part 2:

- Review all of the information provided in Part 1.
- Review any application, maps, supporting materials and the Full EAF Workbook.
- Answer each of the 18 questions in Part 2.
- If you answer “**Yes**” to a numbered question, please complete all the questions that follow in that section.
- If you answer “**No**” to a numbered question, move on to the next numbered question.
- Check appropriate column to indicate the anticipated size of the impact.
- Proposed projects that would exceed a numeric threshold contained in a question should result in the reviewing agency checking the box “Moderate to large impact may occur.”
- The reviewer is not expected to be an expert in environmental analysis.
- If you are not sure or undecided about the size of an impact, it may help to review the sub-questions for the general question and consult the workbook.
- When answering a question consider all components of the proposed activity, that is, the “whole action”.
- Consider the possibility for long-term and cumulative impacts as well as direct impacts.
- Answer the question in a reasonable manner considering the scale and context of the project.

1. Impact on Land			
Proposed action may involve construction on, or physical alteration of, the land surface of the proposed site. (See Part 1. D.1)		<input type="checkbox"/> NO	<input type="checkbox"/> YES
<i>If “Yes”, answer questions a - j. If “No”, move on to Section 2.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may involve construction on land where depth to water table is less than 3 feet.	E2d	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may involve construction on slopes of 15% or greater.	E2f	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may involve construction on land where bedrock is exposed, or generally within 5 feet of existing ground surface.	E2a	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may involve the excavation and removal of more than 1,000 tons of natural material.	D2a	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may involve construction that continues for more than one year or in multiple phases.	D1e	<input type="checkbox"/>	<input type="checkbox"/>
f. The proposed action may result in increased erosion, whether from physical disturbance or vegetation removal (including from treatment by herbicides).	D2e, D2q	<input type="checkbox"/>	<input type="checkbox"/>
g. The proposed action is, or may be, located within a Coastal Erosion hazard area.	B1i	<input type="checkbox"/>	<input type="checkbox"/>
h. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

2. Impact on Geological Features The proposed action may result in the modification or destruction of, or inhibit access to, any unique or unusual land forms on the site (e.g., cliffs, dunes, minerals, fossils, caves). (See Part 1. E.2.g) <input type="checkbox"/> NO <input type="checkbox"/> YES <i>If "Yes", answer questions a - c. If "No", move on to Section 3.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. Identify the specific land form(s) attached: _____ _____	E2g	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may affect or is adjacent to a geological feature listed as a registered National Natural Landmark. Specific feature: _____	E3c	<input type="checkbox"/>	<input type="checkbox"/>
c. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

3. Impacts on Surface Water The proposed action may affect one or more wetlands or other surface water bodies (e.g., streams, rivers, ponds or lakes). (See Part 1. D.2, E.2.h) <input type="checkbox"/> NO <input type="checkbox"/> YES <i>If "Yes", answer questions a - l. If "No", move on to Section 4.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may create a new water body.	D2b, D1h	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may result in an increase or decrease of over 10% or more than a 10 acre increase or decrease in the surface area of any body of water.	D2b	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may involve dredging more than 100 cubic yards of material from a wetland or water body.	D2a	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may involve construction within or adjoining a freshwater or tidal wetland, or in the bed or banks of any other water body.	E2h	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may create turbidity in a waterbody, either from upland erosion, runoff or by disturbing bottom sediments.	D2a, D2h	<input type="checkbox"/>	<input type="checkbox"/>
f. The proposed action may include construction of one or more intake(s) for withdrawal of water from surface water.	D2c	<input type="checkbox"/>	<input type="checkbox"/>
g. The proposed action may include construction of one or more outfall(s) for discharge of wastewater to surface water(s).	D2d	<input type="checkbox"/>	<input type="checkbox"/>
h. The proposed action may cause soil erosion, or otherwise create a source of stormwater discharge that may lead to siltation or other degradation of receiving water bodies.	D2e	<input type="checkbox"/>	<input type="checkbox"/>
i. The proposed action may affect the water quality of any water bodies within or downstream of the site of the proposed action.	E2h	<input type="checkbox"/>	<input type="checkbox"/>
j. The proposed action may involve the application of pesticides or herbicides in or around any water body.	D2q, E2h	<input type="checkbox"/>	<input type="checkbox"/>
k. The proposed action may require the construction of new, or expansion of existing, wastewater treatment facilities.	D1a, D2d	<input type="checkbox"/>	<input type="checkbox"/>

I. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>
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4. Impact on groundwater The proposed action may result in new or additional use of ground water, or may have the potential to introduce contaminants to ground water or an aquifer. <input type="checkbox"/> NO <input type="checkbox"/> YES (See Part 1. D.2.a, D.2.c, D.2.d, D.2.p, D.2.q, D.2.t) <i>If "Yes", answer questions a - h. If "No", move on to Section 5.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may require new water supply wells, or create additional demand on supplies from existing water supply wells.	D2c	<input type="checkbox"/>	<input type="checkbox"/>
b. Water supply demand from the proposed action may exceed safe and sustainable withdrawal capacity rate of the local supply or aquifer. Cite Source: _____	D2c	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may allow or result in residential uses in areas without water and sewer services.	D1a, D2c	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may include or require wastewater discharged to groundwater.	D2d, E2l	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may result in the construction of water supply wells in locations where groundwater is, or is suspected to be, contaminated.	D2c, E1f, E1g, E1h	<input type="checkbox"/>	<input type="checkbox"/>
f. The proposed action may require the bulk storage of petroleum or chemical products over ground water or an aquifer.	D2p, E2l	<input type="checkbox"/>	<input type="checkbox"/>
g. The proposed action may involve the commercial application of pesticides within 100 feet of potable drinking water or irrigation sources.	E2h, D2q, E2l, D2c	<input type="checkbox"/>	<input type="checkbox"/>
h. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

5. Impact on Flooding The proposed action may result in development on lands subject to flooding. <input type="checkbox"/> NO <input type="checkbox"/> YES (See Part 1. E.2) <i>If "Yes", answer questions a - g. If "No", move on to Section 6.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may result in development in a designated floodway.	E2i	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may result in development within a 100 year floodplain.	E2j	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may result in development within a 500 year floodplain.	E2k	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may result in, or require, modification of existing drainage patterns.	D2b, D2e	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may change flood water flows that contribute to flooding.	D2b, E2i, E2j, E2k	<input type="checkbox"/>	<input type="checkbox"/>
f. If there is a dam located on the site of the proposed action, is the dam in need of repair, or upgrade?	E1e	<input type="checkbox"/>	<input type="checkbox"/>

g. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>
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6. Impacts on Air			
The proposed action may include a state regulated air emission source. (See Part 1. D.2.f., D.2.h, D.2.g) <i>If "Yes", answer questions a - f. If "No", move on to Section 7.</i>		<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. If the proposed action requires federal or state air emission permits, the action may also emit one or more greenhouse gases at or above the following levels: i. More than 1000 tons/year of carbon dioxide (CO ₂) ii. More than 3.5 tons/year of nitrous oxide (N ₂ O) iii. More than 1000 tons/year of carbon equivalent of perfluorocarbons (PFCs) iv. More than .045 tons/year of sulfur hexafluoride (SF ₆) v. More than 1000 tons/year of carbon dioxide equivalent of hydrochloroflourocarbons (HFCs) emissions vi. 43 tons/year or more of methane	D2g D2g D2g D2g D2g D2h	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
b. The proposed action may generate 10 tons/year or more of any one designated hazardous air pollutant, or 25 tons/year or more of any combination of such hazardous air pollutants.	D2g	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may require a state air registration, or may produce an emissions rate of total contaminants that may exceed 5 lbs. per hour, or may include a heat source capable of producing more than 10 million BTU's per hour.	D2f, D2g	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may reach 50% of any of the thresholds in "a" through "c", above.	D2g	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may result in the combustion or thermal treatment of more than 1 ton of refuse per hour.	D2s	<input type="checkbox"/>	<input type="checkbox"/>
f. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

7. Impact on Plants and Animals			
The proposed action may result in a loss of flora or fauna. (See Part 1. E.2. m.-q.) <i>If "Yes", answer questions a - j. If "No", move on to Section 8.</i>		<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may cause reduction in population or loss of individuals of any threatened or endangered species, as listed by New York State or the Federal government, that use the site, or are found on, over, or near the site.	E2o	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may result in a reduction or degradation of any habitat used by any rare, threatened or endangered species, as listed by New York State or the federal government.	E2o	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may cause reduction in population, or loss of individuals, of any species of special concern or conservation need, as listed by New York State or the Federal government, that use the site, or are found on, over, or near the site.	E2p	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may result in a reduction or degradation of any habitat used by any species of special concern and conservation need, as listed by New York State or the Federal government.	E2p	<input type="checkbox"/>	<input type="checkbox"/>

e. The proposed action may diminish the capacity of a registered National Natural Landmark to support the biological community it was established to protect.	E3c	<input type="checkbox"/>	<input type="checkbox"/>
f. The proposed action may result in the removal of, or ground disturbance in, any portion of a designated significant natural community. Source: _____	E2n	<input type="checkbox"/>	<input type="checkbox"/>
g. The proposed action may substantially interfere with nesting/breeding, foraging, or over-wintering habitat for the predominant species that occupy or use the project site.	E2m	<input type="checkbox"/>	<input type="checkbox"/>
h. The proposed action requires the conversion of more than 10 acres of forest, grassland or any other regionally or locally important habitat. Habitat type & information source: _____	E1b	<input type="checkbox"/>	<input type="checkbox"/>
i. Proposed action (commercial, industrial or recreational projects, only) involves use of herbicides or pesticides.	D2q	<input type="checkbox"/>	<input type="checkbox"/>
j. Other impacts: _____		<input type="checkbox"/>	<input type="checkbox"/>

8. Impact on Agricultural Resources			
The proposed action may impact agricultural resources. (See Part 1. E.3.a. and b.)		<input type="checkbox"/> NO	<input type="checkbox"/> YES
<i>If "Yes", answer questions a - h. If "No", move on to Section 9.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may impact soil classified within soil group 1 through 4 of the NYS Land Classification System.	E2c, E3b	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may sever, cross or otherwise limit access to agricultural land (includes cropland, hayfields, pasture, vineyard, orchard, etc).	E1a, E1b	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may result in the excavation or compaction of the soil profile of active agricultural land.	E3b	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may irreversibly convert agricultural land to non-agricultural uses, either more than 2.5 acres if located in an Agricultural District, or more than 10 acres if not within an Agricultural District.	E1b, E3a	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may disrupt or prevent installation of an agricultural land management system.	E1 a, E1b	<input type="checkbox"/>	<input type="checkbox"/>
f. The proposed action may result, directly or indirectly, in increased development potential or pressure on farmland.	C2c, C3, D2c, D2d	<input type="checkbox"/>	<input type="checkbox"/>
g. The proposed project is not consistent with the adopted municipal Farmland Protection Plan.	C2c	<input type="checkbox"/>	<input type="checkbox"/>
h. Other impacts: _____		<input type="checkbox"/>	<input type="checkbox"/>

9. Impact on Aesthetic Resources The land use of the proposed action are obviously different from, or are in sharp contrast to, current land use patterns between the proposed project and a scenic or aesthetic resource. (Part 1. E.1.a, E.1.b, E.3.h.) <i>If "Yes", answer questions a - g. If "No", go to Section 10.</i>				<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur		
a. Proposed action may be visible from any officially designated federal, state, or local scenic or aesthetic resource.	E3h	<input type="checkbox"/>	<input type="checkbox"/>		
b. The proposed action may result in the obstruction, elimination or significant screening of one or more officially designated scenic views.	E3h, C2b	<input type="checkbox"/>	<input type="checkbox"/>		
c. The proposed action may be visible from publicly accessible vantage points: i. Seasonally (e.g., screened by summer foliage, but visible during other seasons) ii. Year round	E3h	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>		
d. The situation or activity in which viewers are engaged while viewing the proposed action is: i. Routine travel by residents, including travel to and from work ii. Recreational or tourism based activities	E3h E2q, E1c	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>		
e. The proposed action may cause a diminishment of the public enjoyment and appreciation of the designated aesthetic resource.	E3h	<input type="checkbox"/>	<input type="checkbox"/>		
f. There are similar projects visible within the following distance of the proposed project: 0-1/2 mile 1/2 -3 mile 3-5 mile 5+ mile	D1a, E1a, D1f, D1g	<input type="checkbox"/>	<input type="checkbox"/>		
g. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>		

10. Impact on Historic and Archeological Resources The proposed action may occur in or adjacent to a historic or archaeological resource. (Part 1. E.3.e, f. and g.) <i>If "Yes", answer questions a - e. If "No", go to Section 11.</i>				<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur		
a. The proposed action may occur wholly or partially within, or substantially contiguous to, any buildings, archaeological site or district which is listed on or has been nominated by the NYS Board of Historic Preservation for inclusion on the State or National Register of Historic Places.	E3e	<input type="checkbox"/>	<input type="checkbox"/>		
b. The proposed action may occur wholly or partially within, or substantially contiguous to, an area designated as sensitive for archaeological sites on the NY State Historic Preservation Office (SHPO) archaeological site inventory.	E3f	<input type="checkbox"/>	<input type="checkbox"/>		
c. The proposed action may occur wholly or partially within, or substantially contiguous to, an archaeological site not included on the NY SHPO inventory. Source: _____	E3g	<input type="checkbox"/>	<input type="checkbox"/>		

d. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>
e. If any of the above (a-d) are answered “Moderate to large impact may occur”, continue with the following questions to help support conclusions in Part 3:			
i. The proposed action may result in the destruction or alteration of all or part of the site or property.	E3e, E3g, E3f	<input type="checkbox"/>	<input type="checkbox"/>
ii. The proposed action may result in the alteration of the property’s setting or integrity.	E3e, E3f, E3g, E1a, E1b	<input type="checkbox"/>	<input type="checkbox"/>
iii. The proposed action may result in the introduction of visual elements which are out of character with the site or property, or may alter its setting.	E3e, E3f, E3g, E3h, C2, C3	<input type="checkbox"/>	<input type="checkbox"/>

11. Impact on Open Space and Recreation			
The proposed action may result in a loss of recreational opportunities or a reduction of an open space resource as designated in any adopted municipal open space plan. (See Part 1. C.2.c, E.1.c., E.2.q.) <i>If “Yes”, answer questions a - e. If “No”, go to Section 12.</i>		<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may result in an impairment of natural functions, or “ecosystem services”, provided by an undeveloped area, including but not limited to stormwater storage, nutrient cycling, wildlife habitat.	D2e, E1b E2h, E2m, E2o, E2n, E2p	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may result in the loss of a current or future recreational resource.	C2a, E1c, C2c, E2q	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may eliminate open space or recreational resource in an area with few such resources.	C2a, C2c E1c, E2q	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may result in loss of an area now used informally by the community as an open space resource.	C2c, E1c	<input type="checkbox"/>	<input type="checkbox"/>
e. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

12. Impact on Critical Environmental Areas			
The proposed action may be located within or adjacent to a critical environmental area (CEA). (See Part 1. E.3.d) <i>If “Yes”, answer questions a - c. If “No”, go to Section 13.</i>		<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may result in a reduction in the quantity of the resource or characteristic which was the basis for designation of the CEA.	E3d	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may result in a reduction in the quality of the resource or characteristic which was the basis for designation of the CEA.	E3d	<input type="checkbox"/>	<input type="checkbox"/>
c. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

13. Impact on Transportation The proposed action may result in a change to existing transportation systems. <input type="checkbox"/> NO <input type="checkbox"/> YES (See Part 1. D.2.j) <i>If "Yes", answer questions a - f. If "No", go to Section 14.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. Projected traffic increase may exceed capacity of existing road network.	D2j	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may result in the construction of paved parking area for 500 or more vehicles.	D2j	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action will degrade existing transit access.	D2j	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action will degrade existing pedestrian or bicycle accommodations.	D2j	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may alter the present pattern of movement of people or goods.	D2j	<input type="checkbox"/>	<input type="checkbox"/>
f. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

14. Impact on Energy The proposed action may cause an increase in the use of any form of energy. <input type="checkbox"/> NO <input type="checkbox"/> YES (See Part 1. D.2.k) <i>If "Yes", answer questions a - e. If "No", go to Section 15.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action will require a new, or an upgrade to an existing, substation.	D2k	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action will require the creation or extension of an energy transmission or supply system to serve more than 50 single or two-family residences or to serve a commercial or industrial use.	D1f, D1q, D2k	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may utilize more than 2,500 MWhrs per year of electricity.	D2k	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may involve heating and/or cooling of more than 100,000 square feet of building area when completed.	D1g	<input type="checkbox"/>	<input type="checkbox"/>
e. Other Impacts: _____ _____			

15. Impact on Noise, Odor, and Light The proposed action may result in an increase in noise, odors, or outdoor lighting. <input type="checkbox"/> NO <input type="checkbox"/> YES (See Part 1. D.2.m., n., and o.) <i>If "Yes", answer questions a - f. If "No", go to Section 16.</i>			
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may produce sound above noise levels established by local regulation.	D2m	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may result in blasting within 1,500 feet of any residence, hospital, school, licensed day care center, or nursing home.	D2m, E1d	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may result in routine odors for more than one hour per day.	D2o	<input type="checkbox"/>	<input type="checkbox"/>

d. The proposed action may result in light shining onto adjoining properties.	D2n	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may result in lighting creating sky-glow brighter than existing area conditions.	D2n, E1a	<input type="checkbox"/>	<input type="checkbox"/>
f. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

16. Impact on Human Health			
The proposed action may have an impact on human health from exposure to new or existing sources of contaminants. (See Part 1.D.2.q., E.1. d. f. g. and h.) <i>If "Yes", answer questions a - m. If "No", go to Section 17.</i>		<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action is located within 1500 feet of a school, hospital, licensed day care center, group home, nursing home or retirement community.	E1d	<input type="checkbox"/>	<input type="checkbox"/>
b. The site of the proposed action is currently undergoing remediation.	E1g, E1h	<input type="checkbox"/>	<input type="checkbox"/>
c. There is a completed emergency spill remediation, or a completed environmental site remediation on, or adjacent to, the site of the proposed action.	E1g, E1h	<input type="checkbox"/>	<input type="checkbox"/>
d. The site of the action is subject to an institutional control limiting the use of the property (e.g., easement or deed restriction).	E1g, E1h	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may affect institutional control measures that were put in place to ensure that the site remains protective of the environment and human health.	E1g, E1h	<input type="checkbox"/>	<input type="checkbox"/>
f. The proposed action has adequate control measures in place to ensure that future generation, treatment and/or disposal of hazardous wastes will be protective of the environment and human health.	D2t	<input type="checkbox"/>	<input type="checkbox"/>
g. The proposed action involves construction or modification of a solid waste management facility.	D2q, E1f	<input type="checkbox"/>	<input type="checkbox"/>
h. The proposed action may result in the unearthing of solid or hazardous waste.	D2q, E1f	<input type="checkbox"/>	<input type="checkbox"/>
i. The proposed action may result in an increase in the rate of disposal, or processing, of solid waste.	D2r, D2s	<input type="checkbox"/>	<input type="checkbox"/>
j. The proposed action may result in excavation or other disturbance within 2000 feet of a site used for the disposal of solid or hazardous waste.	E1f, E1g E1h	<input type="checkbox"/>	<input type="checkbox"/>
k. The proposed action may result in the migration of explosive gases from a landfill site to adjacent off site structures.	E1f, E1g	<input type="checkbox"/>	<input type="checkbox"/>
l. The proposed action may result in the release of contaminated leachate from the project site.	D2s, E1f, D2r	<input type="checkbox"/>	<input type="checkbox"/>
m. Other impacts: _____ _____			

17. Consistency with Community Plans			
The proposed action is not consistent with adopted land use plans. (See Part 1. C.1, C.2. and C.3.) <i>If “Yes”, answer questions a - h. If “No”, go to Section 18.</i>		<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action’s land use components may be different from, or in sharp contrast to, current surrounding land use pattern(s).	C2, C3, D1a E1a, E1b	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action will cause the permanent population of the city, town or village in which the project is located to grow by more than 5%.	C2	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action is inconsistent with local land use plans or zoning regulations.	C2, C2, C3	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action is inconsistent with any County plans, or other regional land use plans.	C2, C2	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action may cause a change in the density of development that is not supported by existing infrastructure or is distant from existing infrastructure.	C3, D1c, D1d, D1f, D1d, E1b	<input type="checkbox"/>	<input type="checkbox"/>
f. The proposed action is located in an area characterized by low density development that will require new or expanded public infrastructure.	C4, D2c, D2d D2j	<input type="checkbox"/>	<input type="checkbox"/>
g. The proposed action may induce secondary development impacts (e.g., residential or commercial development not included in the proposed action)	C2a	<input type="checkbox"/>	<input type="checkbox"/>
h. Other: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

18. Consistency with Community Character			
The proposed project is inconsistent with the existing community character. (See Part 1. C.2, C.3, D.2, E.3) <i>If “Yes”, answer questions a - g. If “No”, proceed to Part 3.</i>		<input type="checkbox"/> NO	<input type="checkbox"/> YES
	Relevant Part I Question(s)	No, or small impact may occur	Moderate to large impact may occur
a. The proposed action may replace or eliminate existing facilities, structures, or areas of historic importance to the community.	E3e, E3f, E3g	<input type="checkbox"/>	<input type="checkbox"/>
b. The proposed action may create a demand for additional community services (e.g. schools, police and fire)	C4	<input type="checkbox"/>	<input type="checkbox"/>
c. The proposed action may displace affordable or low-income housing in an area where there is a shortage of such housing.	C2, C3, D1f D1g, E1a	<input type="checkbox"/>	<input type="checkbox"/>
d. The proposed action may interfere with the use or enjoyment of officially recognized or designated public resources.	C2, E3	<input type="checkbox"/>	<input type="checkbox"/>
e. The proposed action is inconsistent with the predominant architectural scale and character.	C2, C3	<input type="checkbox"/>	<input type="checkbox"/>
f. Proposed action is inconsistent with the character of the existing natural landscape.	C2, C3 E1a, E1b E2g, E2h	<input type="checkbox"/>	<input type="checkbox"/>
g. Other impacts: _____ _____		<input type="checkbox"/>	<input type="checkbox"/>

Project :

Date :

Full Environmental Assessment Form
Part 3 - Evaluation of the Magnitude and Importance of Project Impacts
and
Determination of Significance

Part 3 provides the reasons in support of the determination of significance. The lead agency must complete Part 3 for every question in Part 2 where the impact has been identified as potentially moderate to large or where there is a need to explain why a particular element of the proposed action will not, or may, result in a significant adverse environmental impact.

Based on the analysis in Part 3, the lead agency must decide whether to require an environmental impact statement to further assess the proposed action or whether available information is sufficient for the lead agency to conclude that the proposed action will not have a significant adverse environmental impact. By completing the certification on the next page, the lead agency can complete its determination of significance.

Reasons Supporting This Determination:

To complete this section:

- Identify the impact based on the Part 2 responses and describe its magnitude. Magnitude considers factors such as severity, size or extent of an impact.
- Assess the importance of the impact. Importance relates to the geographic scope, duration, probability of the impact occurring, number of people affected by the impact and any additional environmental consequences if the impact were to occur.
- The assessment should take into consideration any design element or project changes.
- Repeat this process for each Part 2 question where the impact has been identified as potentially moderate to large or where there is a need to explain why a particular element of the proposed action will not, or may, result in a significant adverse environmental impact.
- Provide the reason(s) why the impact may, or will not, result in a significant adverse environmental impact
- For Conditional Negative Declarations identify the specific condition(s) imposed that will modify the proposed action so that no significant adverse environmental impacts will result.
- Attach additional sheets, as needed.

Determination of Significance - Type 1 and Unlisted Actions

SEQR Status: Type 1 Unlisted

Identify portions of EAF completed for this Project: Part 1 Part 2 Part 3

Upon review of the information recorded on this EAF, as noted, plus this additional support information

and considering both the magnitude and importance of each identified potential impact, it is the conclusion of the _____ as lead agency that:

A. This project will result in no significant adverse impacts on the environment, and, therefore, an environmental impact statement need not be prepared. Accordingly, this negative declaration is issued.

B. Although this project could have a significant adverse impact on the environment, that impact will be avoided or substantially mitigated because of the following conditions which will be required by the lead agency:

There will, therefore, be no significant adverse impacts from the project as conditioned, and, therefore, this conditioned negative declaration is issued. A conditioned negative declaration may be used only for UNLISTED actions (see 6 NYCRR 617.d).

C. This Project may result in one or more significant adverse impacts on the environment, and an environmental impact statement must be prepared to further assess the impact(s) and possible mitigation and to explore alternatives to avoid or reduce those impacts. Accordingly, this positive declaration is issued.

Name of Action:

Name of Lead Agency:

Name of Responsible Officer in Lead Agency:

Title of Responsible Officer:

Signature of Responsible Officer in Lead Agency:

Date:

Signature of Preparer (if different from Responsible Officer)

Date:

For Further Information:

Contact Person:

Address:

Telephone Number:

E-mail:

For Type 1 Actions and Conditioned Negative Declarations, a copy of this Notice is sent to:

Chief Executive Officer of the political subdivision in which the action will be principally located (e.g., Town / City / Village of)

Other involved agencies (if any)

Applicant (if any)

Environmental Notice Bulletin: <http://www.dec.ny.gov/enb/enb.html>