



Oneonta Downtown Revitalization Initiative

DRAFT

Local Planning Committee

Meeting 3

November 29, 2016

Local Planning Committee Topics & Schedule

LPC Meeting 3

- Summary of LPC 2 Presentation
- Preliminary Options
- Market Demand Overview
- Preparation for Public Meeting

LPC Meeting 4

- Priority Project Profiles
- Preliminary Implementation Strategies

LPC Meeting 5

- Final Options, Priority Projects, Implementation Strategy

Process

Oneonta DRI Schedule	Nov 21 28	Dec 5 12 19 26	Jan 2 9 16 23 30	Feb 6 13 20 27
Downtown Vision & Goals	Vision Draft Final			
Revitalization Strategy outline Initial project list Initial strategies	Strategy Outline Draft Final Draft Final			
Action Plan Project options proposed Project options revised according to public meeting and LPC3 comments Interim coordination meeting with designated LPC Members		Action Plan with Projects LPC3 Revise Options Interim LPC member discussion		
Priority Project Profiles Project options revised and refined, reviewed at LPC 4 Profiles for key projects Prepare for Public Meeting 2			Priority Project Profiles Refine Options LPC4 Develop Project Profiles	
Implementation Plan Draft Preliminary strategy for each project Phasing strategy Draft Plan revised according to public meeting 2 and LPC4 comments Interim coordination meeting with designated LPC Members			Implementation Plan Draft Assign implementation roles for each project Phasing plan Draft plan revisions LPC Member Interim Meeting(s)	
Performance Metrics			Metrics Draft Metrics	
Final DRI Plan Draft Plan presented to LPC Final Plan prepared with comments from LPC				Final Plan Draft Final LPC5
Public Engagement Public Meetings Online engagement		Public Meeting	Public Meeting	Public
			On Line Engagement	

Vision Statement

Oneonta is an authentic urban center of commerce, higher education, and culture. It is ideally situated as a regional center for the expanding local food and beverage industry and tourism. The DRI plan builds upon our walkable historic core to create new growth, jobs, high-quality and diverse housing options, innovative businesses, and a broad variety of amenities that will serve the next generation.

Goals

- Create more diverse housing options in downtown
- Create jobs for a diverse population including high paying jobs for a skilled workforce
- Reclaim underutilized land along Market Street
- Grow local property tax base
- Become more widely recognized as a tourism destination in the region
- Create more opportunities for arts, culture, entertainment
- Create a unique destination that will support local healthy food and agribusiness
- Create a sense of place that will appeal to the next generation of employees and employers
- Establish strong ties between the colleges and downtown
- Establish a cohesive downtown with a wide variety of high quality urban places



I.
URBAN RETAIL &
HOUSING

I Retail Lack of Visibility



I. Retail

Commercial District Classification

Downtown Oneonta has approximately 300,000 SF of ground floor commercial space and its main anchors include the Foothills Theater, civic buildings, eating establishments and banks. According to the International Council of Shopping Centers (ICSC) definition of commercial areas, the Downtown Oneonta corresponds to a mix of 'Large Neighborhood Center' and 'Lifestyle Center' and pulls customers typically from 6 to 12 miles.

Typical Offering	# Anchors	Amount of retail SF	Anchors	No. of Businesses	Trade Area Guidelines
Downtown Oneonta	2+	Approx. 300,000 sf	Foothills Theater, eating establishments, civic buildings, banks	305 businesses	6 – 12 miles

ICSC Shopping Center Classification

General Purpose Centers	# Anchors	Amount of retail SF	Typical Anchor	Typical No. of Tenants	Trade Area Guidelines
Small Neighborhood Center	1+	30,000 – 125,000 sf	Grocery store (conventional or specialty), local dining, convenience	5 – 20 stores	3 miles
Downtown Oneonta { Large Neighborhood Center	2+	125,000 – 400,000 sf	Discount store, supermarket, specialty grocery store, drugstore, eating establishments etc.	15 – 40 stores	3 – 6 miles
Regional Comparison District	2+	400,000 – 800,000 sf	Department store or Junior Department Store, fashion apparel store, some big box retail	40-80 stores	5-15 miles
Specialized-Purpose Centers					
Power Center	3+	400,000 sf +	Big-box category killers such as home improvement, discount department, warehouse club	NA	5-10 miles
Downtown Oneonta { Lifestyle Center	0-2	150,000 – 350,000 sf	Large format specialty stores	NA	8-12 miles

Source: ICSC, U.S. Shopping-Center Classification and Characteristics

I. Retail

Anchors and Destinations

Downtown anchors and destinations are concentrated on Main Street and include dining establishments, banks and civic functions.

Anchors along Market Street would benefit from a stronger pedestrian and visual connection to Main Street.



I. Retail

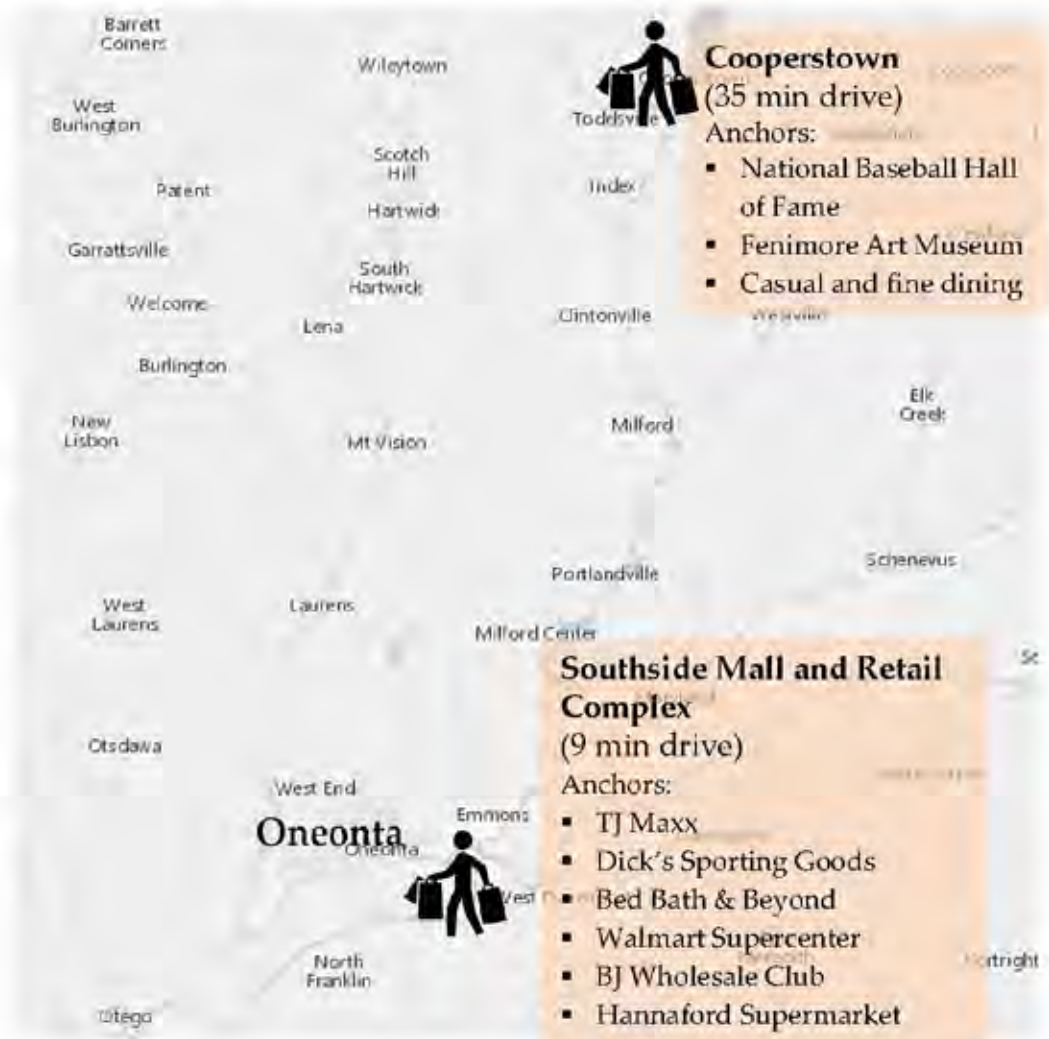
Business Environment

Competitive Districts

There are two main competitive districts; Cooperstown, located 18 miles north and Southside Mall, located about a mile from downtown Oneonta.

Cooperstown is a visitor destination, with museums and dining establishments serving as anchors. It has less than 200,000 square feet of retail (gross estimate) and it exhibits a seasonal economy (many retailers close during winter months). This presents an opportunity for downtown Oneonta to become a year-round destination.

Southside Mall is a major retail destination for comparison goods and groceries in the region with over 650,000 SF of retail distributed along the north and south sides of routes 28 and 23. This presents an opportunity for downtown Oneonta to attract the same customer base with complementary retail offerings and entertaining.



I. Retail

Business Environment

Retail Microclimates

1 Healthcare Services and Convenience

- Healthcare services
- Convenience-oriented retail
- Casual dining
- Lower price point

2 Dining and Entertainment

- Full-service restaurants
- Cafes and lounge bars
- Miscellaneous retail
- Farmers Market on Saturdays
- Higher price point

3 Services + Institutions

- City Hall
- Oneonta DMV
- Various bank institutions

4 Foothills + Garage

- Foothills Theater
- Municipal parking garage
- Auto-oriented
- Scattered retail establishments



I. Retail

Destination Trade Area- Foothills

Municipalities with the largest share of customers are within an approximate 35 minute drive from downtown Oneonta, which is equivalent to a 15 to 18 mile radius.

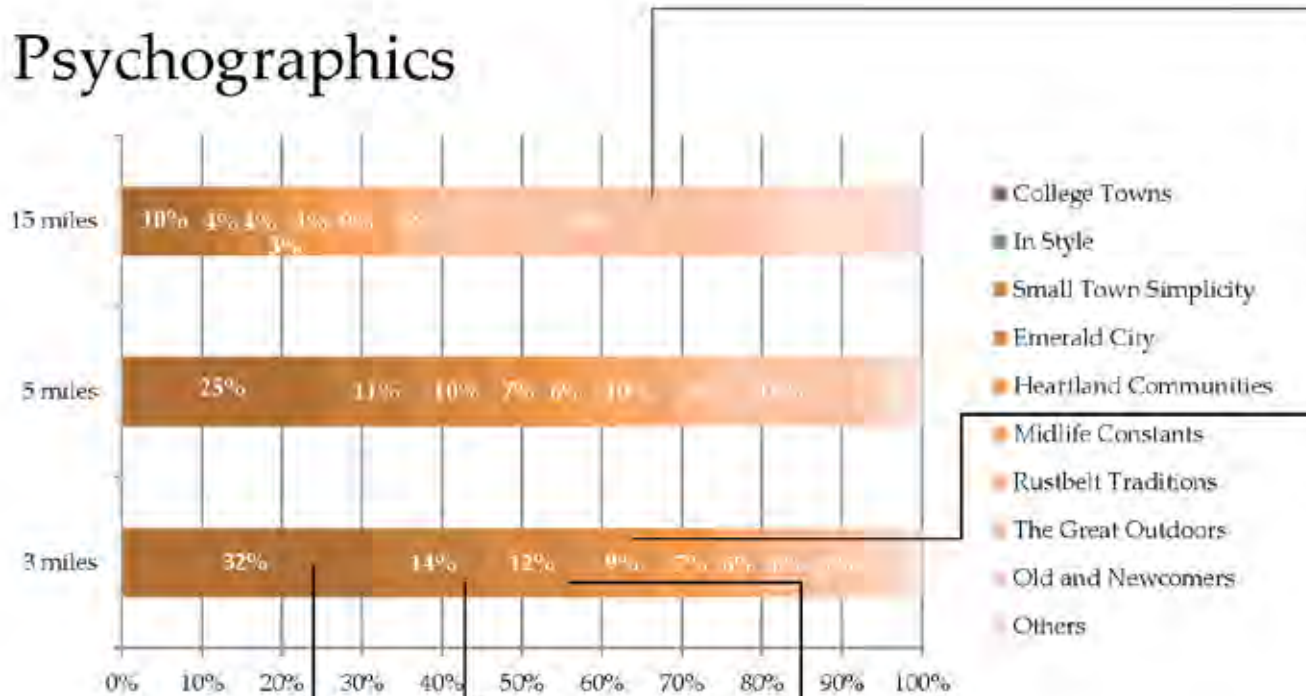
The map shows the municipalities with the largest share and that amount to 60% of total tickets sold to Foothills patrons in the last five years.



I. Retail

Residential Demand

Psychographics



The Great Outdoors: Married couples who enjoy outdoor activities such as hiking, hunting, fishing and boating. Consumers are **educated empty nesters living an active but modest lifestyle**. Median age: 46.3 and median HH income is \$53,000

Emerald City: Well educated, young and mobile residents. They are environmentally conscious and frequent galleries. Many embrace a foodie culture and enjoy cooking local and organic foods. Median age: 36.6 and median HH income is \$52,000

College Towns: Non-family households, with many students living alone or with roommates. They are **image conscious** and seek the last fashions. They go out to the **movies and for drinks**. Their **limited incomes** limit spending. Median age: 24.3 and median HH income is \$28,000

In Style: Married couples, college educated, who embrace **urban lifestyle** that includes support of the arts, travel and extensive reading. They prefer **organic foods** and invest in home remodeling. Median age: 41.1 and median HH income is \$66,000

Small Town Simplicity: Young families and single households with a **down-to-earth semi-rural lifestyle**. They are community oriented, **favor convenience** and are **price conscious** shoppers. Median age: 40 and median HH income is \$27,000

Source: ESRI Business Analyst, 2016

I. Retail

Workforce Demand



- 5 - 161 Jobs/Sq.Mile
- 162 - 631 Jobs/Sq.Mile
- 632 - 1,415 Jobs/Sq.Mile
- 1,416 - 2,511 Jobs/Sq.Mile
- 2,512 - 3,922 Jobs/Sq.Mile



- 5 - 161 Jobs/Sq.Mile
- 162 - 631 Jobs/Sq.Mile
- 632 - 1,414 Jobs/Sq.Mile
- 1,415 - 2,510 Jobs/Sq.Mile
- 2,511 - 3,920 Jobs/Sq.Mile



- 5 - 161 Jobs/Sq.Mile
- 162 - 632 Jobs/Sq.Mile
- 633 - 1,416 Jobs/Sq.Mile
- 1,417 - 2,513 Jobs/Sq.Mile
- 2,514 - 3,925 Jobs/Sq.Mile

The highest density of workers is found in downtown Oneonta with over 2,500 jobs per mile. Despite higher worker density, the 3 mile radius trade area has a 1:1.7 worker to resident ratio, indicating that local residents generate higher demand for goods and services than workers.

I. Retail

Strategic Positioning Matrix

3 mile radius



5 mile radius



15 mile radius



At this time, “contemporary” to “trendy” offerings at low-to-mid price points presents higher opportunities for downtown retailers.

Tenant mix will be skewed towards a younger, more educated population with a variety of price points that include a high degree of affordability.

Retail Leakage Analysis

Retail Opportunity

**3 mile
radius**



**5 mile
radius**



**15 mile
radius**



I. Retail

Retail Leakage Analysis

Retail Opportunity

With the exception of lawn, garden equipment and supply stores, specialty food stores, clothing stores and special food services, all other retail categories show a surplus, indicating that residents from outside these trade areas are supporting local businesses and that Onconta is a retail destination. There's opportunity to increase lawn, garden equipment and supply and specialty food stores. Despite leakage in clothing stores, this category is likely already being met by Southside Mall within 3 miles of downtown.

Industry Summary	3 mile radius	5 mile radius	15 mile radius
Furniture & Home Furnishings Stores	-\$6,905,475	-\$6,158,736	\$3,106,459
Furniture Stores	-\$1,240,176	-\$1,029,448	\$3,593,295
Home Furnishings Stores	-\$5,665,300	-\$5,129,288	-\$486,836
Electronics & Appliance Stores	-\$2,566,472	-\$8,801,800	\$2,762,099
Bldg Materials, Garden Equip. & Supply Stores	-\$26,131,929	-\$27,230,309	-\$26,268,545
Bldg Material & Supplies Dealers	-\$27,089,829	-\$28,224,305	-\$26,780,887
Lawn & Garden Equip & Supply Stores	\$957,901	\$993,996	\$512,342
Food & Beverage Stores	-\$51,344,978	-\$43,793,879	-\$5,927,058
Grocery Stores	-\$52,477,863	-\$46,657,497	-\$15,590,804
Specialty Food Stores	\$3,228,937	\$4,401,329	\$8,451,663
Beer, Wine & Liquor Stores	-\$2,096,053	-\$1,537,711	\$1,212,085
Health & Personal Care Stores	-\$37,405,409	-\$33,856,177	-\$6,782,079
Clothing & Clothing Accessories Stores	-\$481,164	\$3,232,252	\$26,879,318
Clothing Stores	\$2,365,021	\$4,930,953	\$21,125,939
Shoe Stores	-\$1,249,044	-\$825,866	\$2,091,897
Sporting Goods, Hobby, Book & Music Stores	-\$13,225,456	-\$12,464,927	-\$18,082,585
Sporting Goods/Hobby/Musical Instr Stores	-\$10,629,322	-\$9,981,982	-\$15,151,197
Book, Periodical & Music Stores	-\$2,596,134	-\$2,482,944	-\$2,931,388
General Merchandise Stores	-\$143,146,656	-\$143,396,873	-\$112,032,300
Office Supplies, Stationery & Gift Stores	-\$2,646,970	-\$2,242,437	\$132,323
Food Services & Drinking Places	-\$32,621,323	-\$29,599,217	-\$9,213,444
Full-Service Restaurants	-\$12,113,374	-\$10,145,570	\$2,400,424
Limited-Service Eating Places	-\$17,858,700	-\$16,969,412	-\$9,399,196
Special Food Services	\$247,616	\$370,581	\$752,052
Drinking Places - Alcoholic Beverages	-\$2,896,863	-\$2,854,816	-\$2,966,723

Source: ESRI Business Analyst, 2016

I. Retail

Recommendations Approach

Enhance Operating Capacity to administer and implement technical and financial assistance

Improve connectivity to Market Street to reinforce existing commercial node, thus establishing a larger (and connected) set of offerings that can pull customers from a larger trade area.

Strengthen offerings and increase customers' length of stay through additional recreational and cultural activities, small business support and events that reinforce Oneonta's strategic positioning.

Elements of Strategic Position
College-town uses
Regional Year-round
Affordable
Down-to-Earth
Active and outdoor-oriented
Authentic

Reinforce existing commercial node through investments in downtown buildings and storefronts



I. Retail



Strategic Positioning

Oneonta is a year-round downtown district with an active, educated and down-to-earth lifestyle that is affordable and accessible for many and where locally-owned businesses can thrive.

I. Retail

Recommendations : Improve Connectivity

Main Objective: Improve connectivity to Market Street to reinforce existing commercial node, thus establishing a larger (and connected) set of offerings that can pull customers from a larger trade area.

Improve visual and physical connection between Main Street and Market Street through streetscape improvements that promote easy pedestrian flow between the two.

Strategies:

- Develop the Westcott Lott passageway
- Open up and improve connection between the town square and parking garage

I. Retail

Recommendations: Buildings and Storefronts

Main Objective: Reinforce existing commercial node through investments in downtown buildings and storefronts

Strategies:

- Improve visibility of existing storefronts through the installation of blade/projecting signs
- Establish a revolving loan fund – recoverable grants- for façade and interior space renovations to assist existing and prospective small businesses improve their store spaces



I Retail

Recommendations: Strengthen Offerings

Main Objective: Strengthen offerings that cater to the active and down-to-earth community and increase length of stay

Strategies:

- Increase recreational offerings that reinforce Oneonta's strategic position and promote year-round downtown use (indoor and outdoor sports and events, i.e. ice-skating rink, climbing wall, bike racing events, etc.)
- Explore opportunities to sustain Farmers Market year-round



I. Retail

Recommendations: Enhance Capacity


Main Objective: Enhance operating capacity to administer and implement technical and financial assistance

Strategies:

- Set aside resources for implementation and administration of DRI recommendations including loans and grants to small businesses (State might consider establishing a DRI Small Business Grant/Loan Fund), promotional activities, and coordination with local businesses.

I. Preliminary Housing Market Assessment

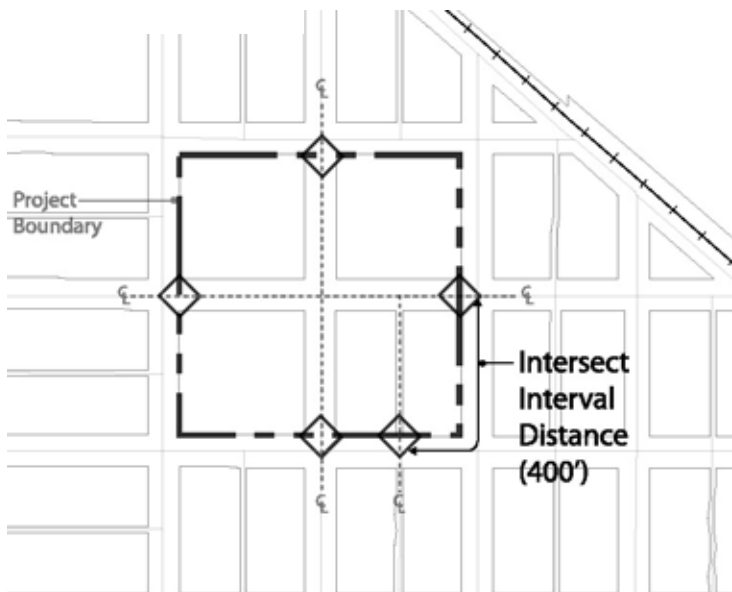
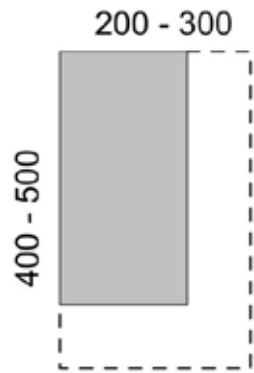
HOUSING TYPE	NUMBER OF HOUSEHOLDS	PERCENT OF TOTAL
Multi-family for-rent (lofts/apartments, leaseholder)	80	31.4%
Multi-family for-sale (lofts/apartments, condo/co-op ownership)	20	7.8%
Single-family attached for-sale (townhouses/live-work, fee-simple/ condominium ownership)	30	11.8%
Low-range single-family detached (houses, fee-simple ownership)	65	25.5%
Mid-range single-family detached (houses, fee-simple ownership)	40	15.7%
High-range single-family detached (houses, fee-simple ownership)	20	7.8%
TOTAL	255	100.0%



2.
DOWNTOWN
NETWORK DIAGRAM

2. Walkable Neighborhoods / Block, Saratoga Springs, NY

Walkable Block



Project site with right-of-way intersects on project boundary at least every 400 feet

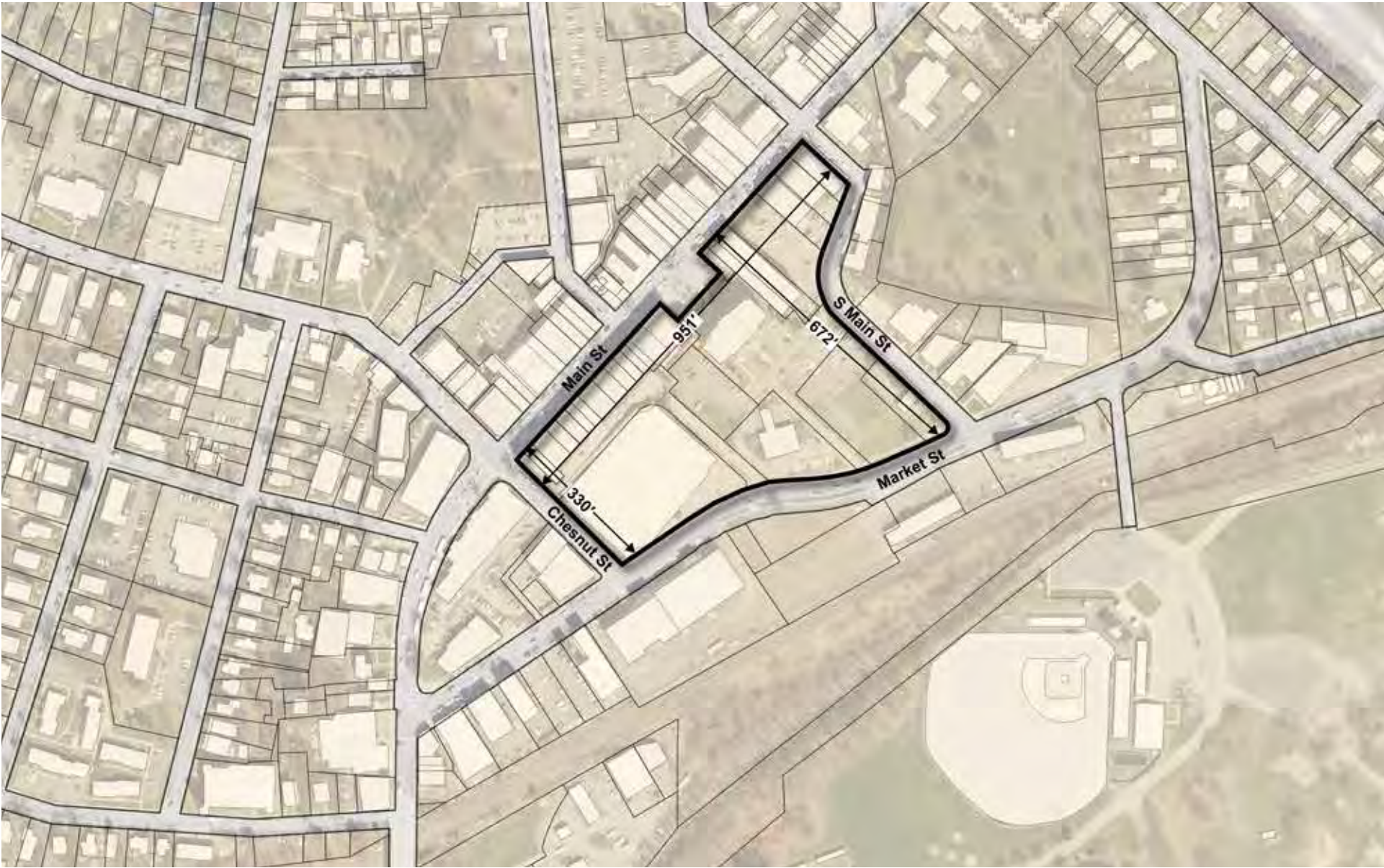


2. Super Block Problem Historic Plan

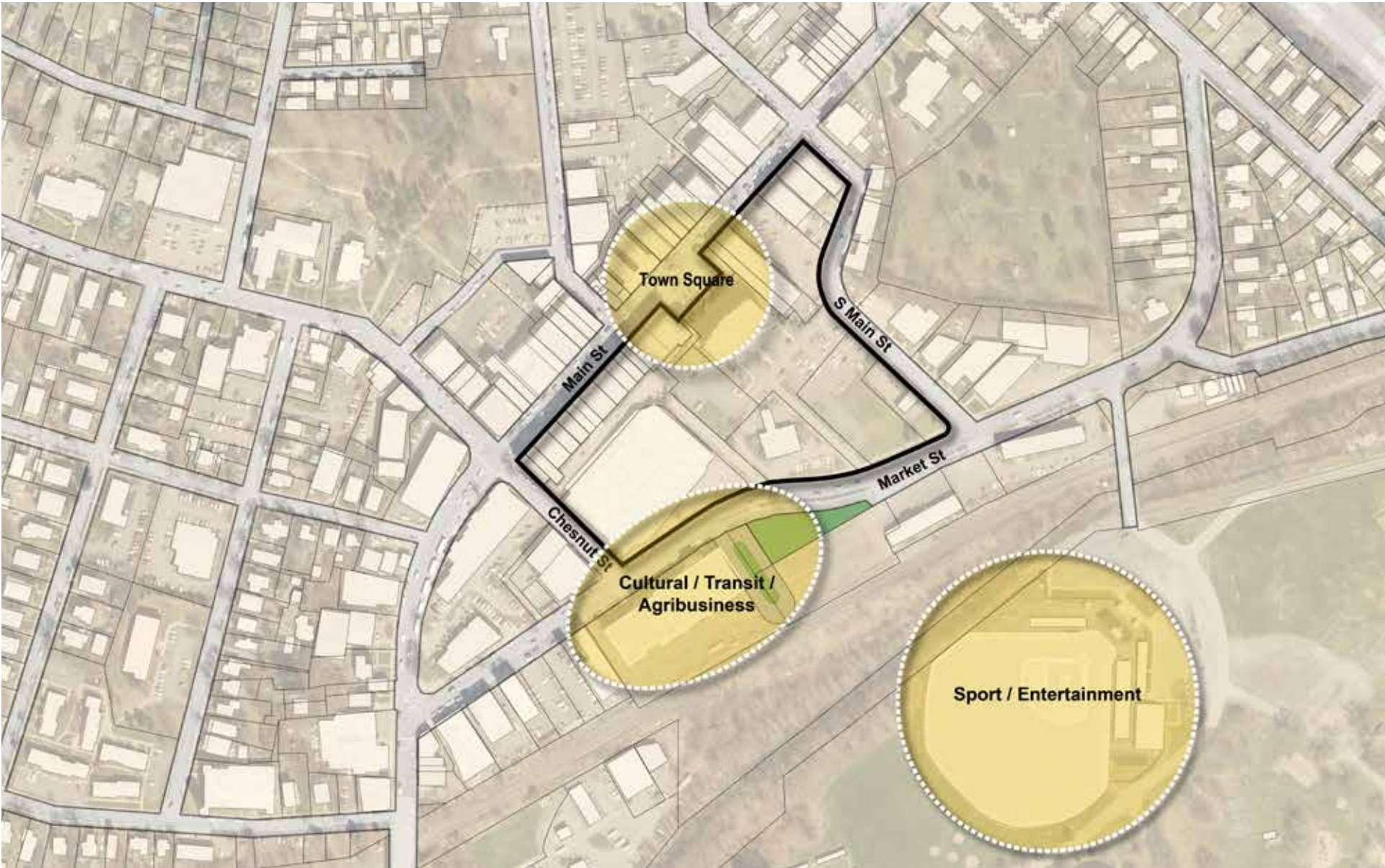


Source: Library of Congress

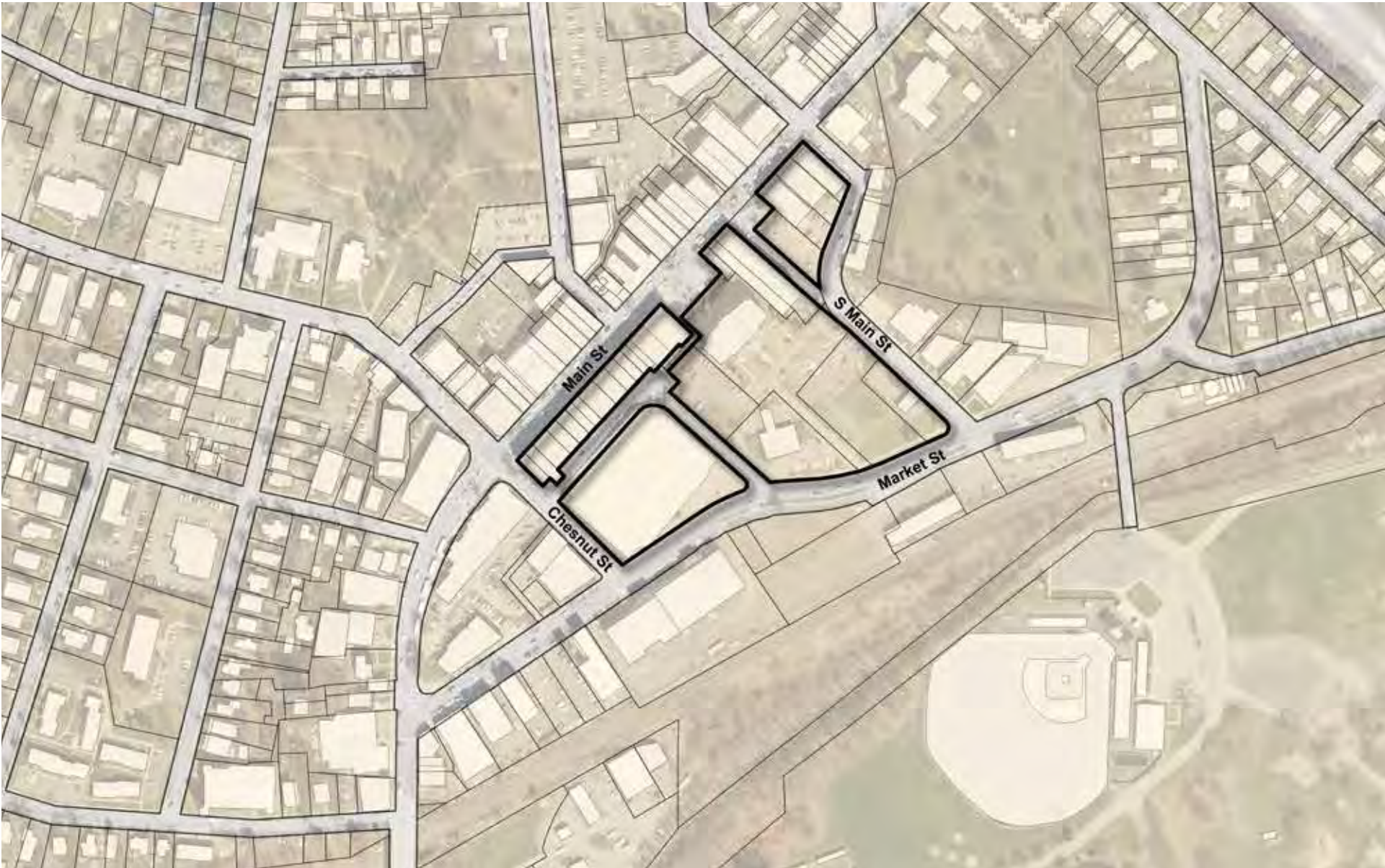
2. Super Block



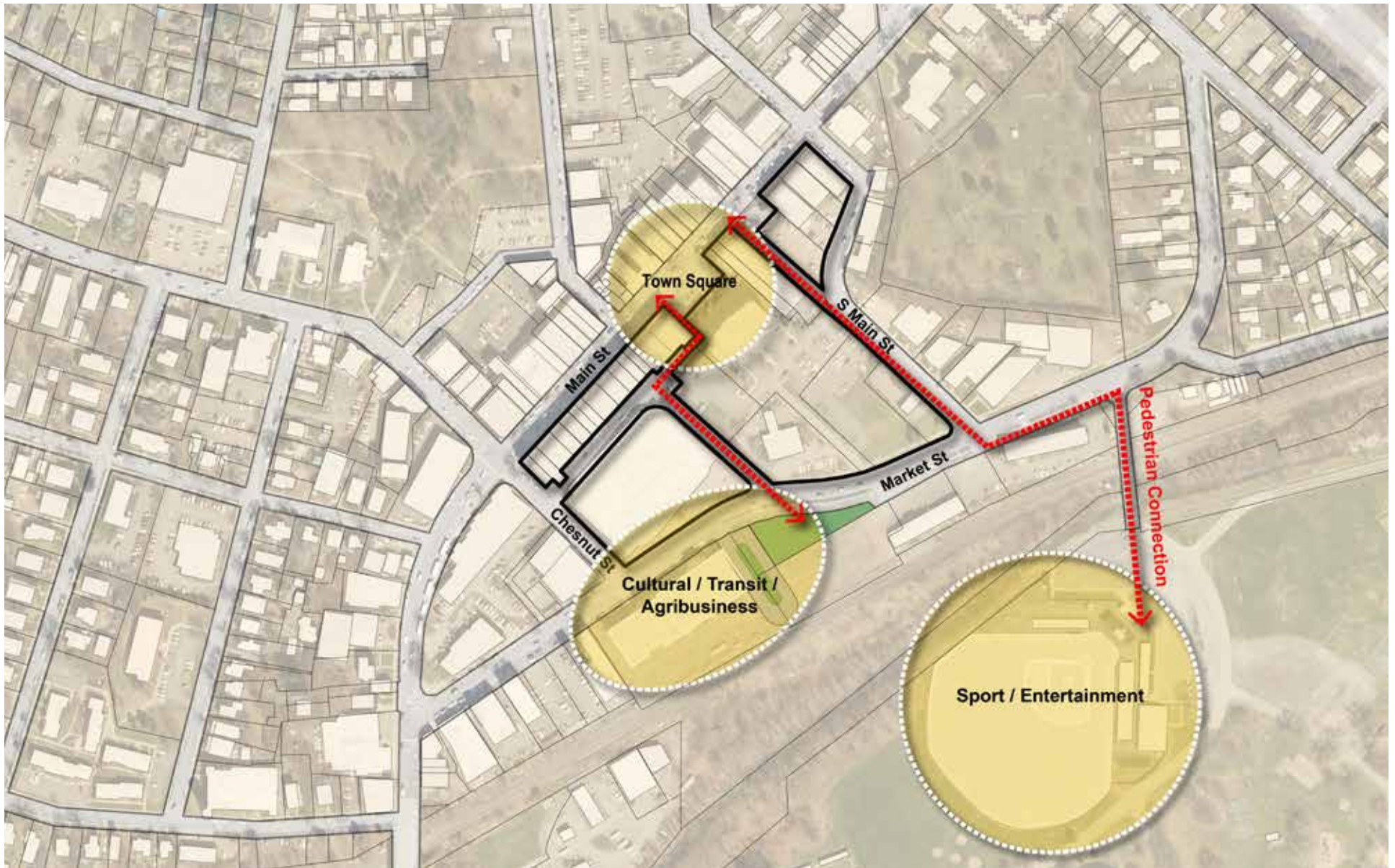
2. Urban Nodes



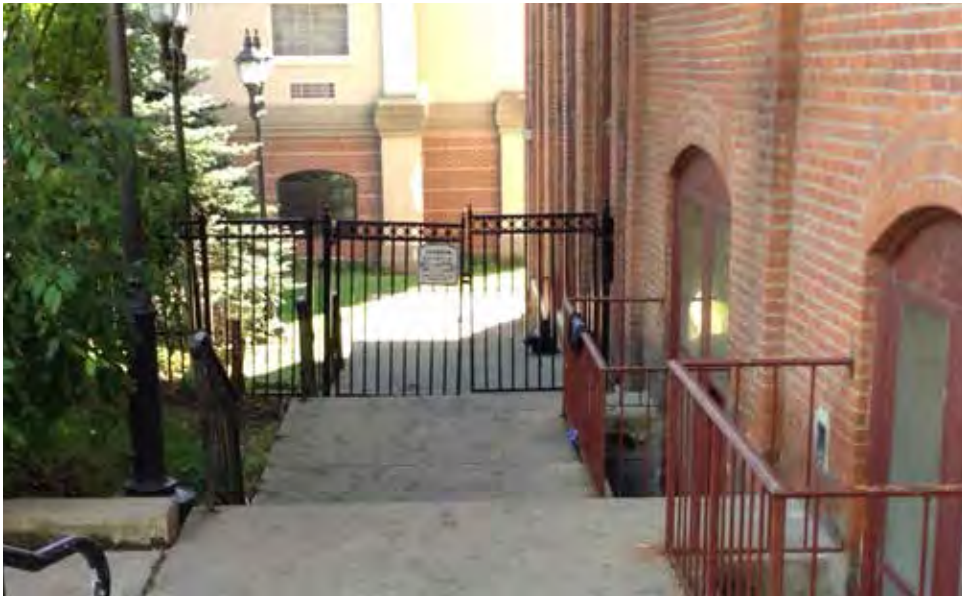
2. Proposed Super Block Division



2. Connections Between Urban Nodes



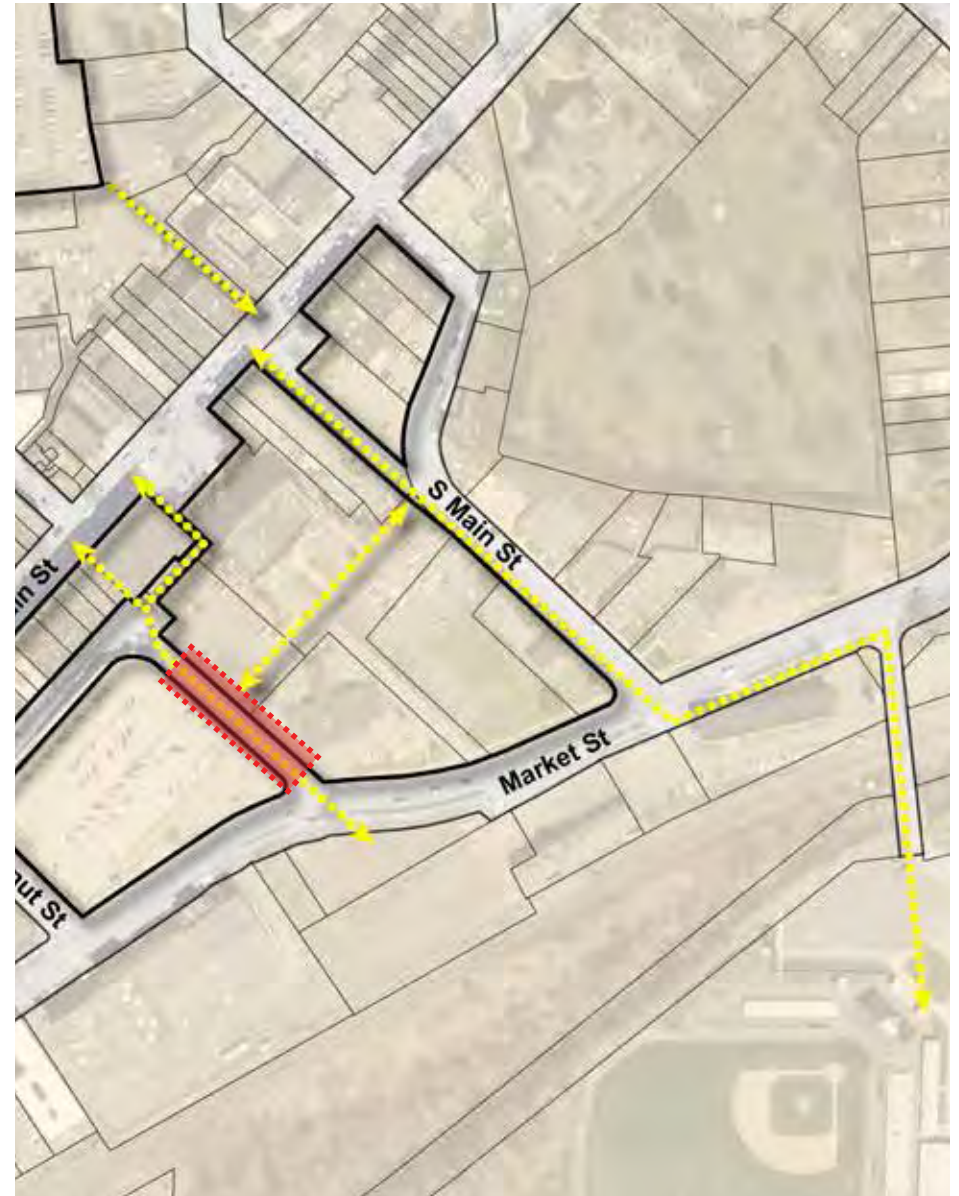
2. Passage to Town Square



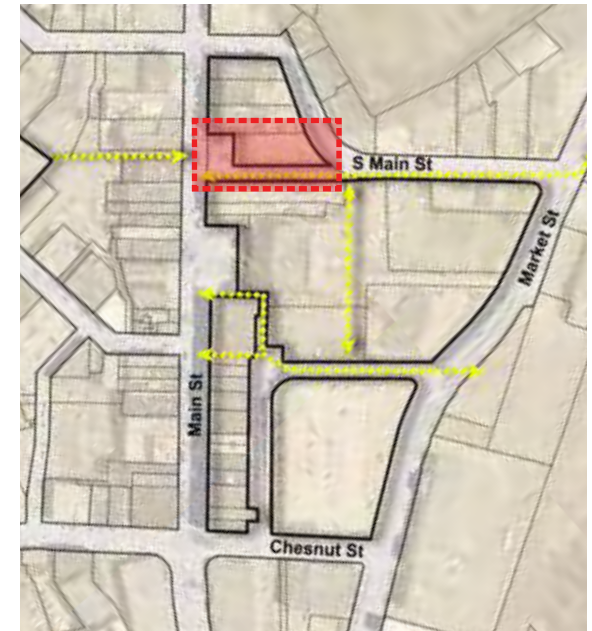
Town Square: passage closed off



2. Passage Transit Center to Town Square



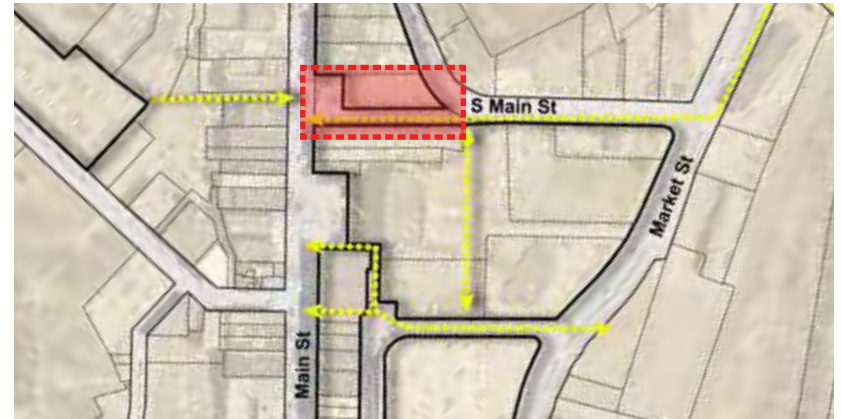
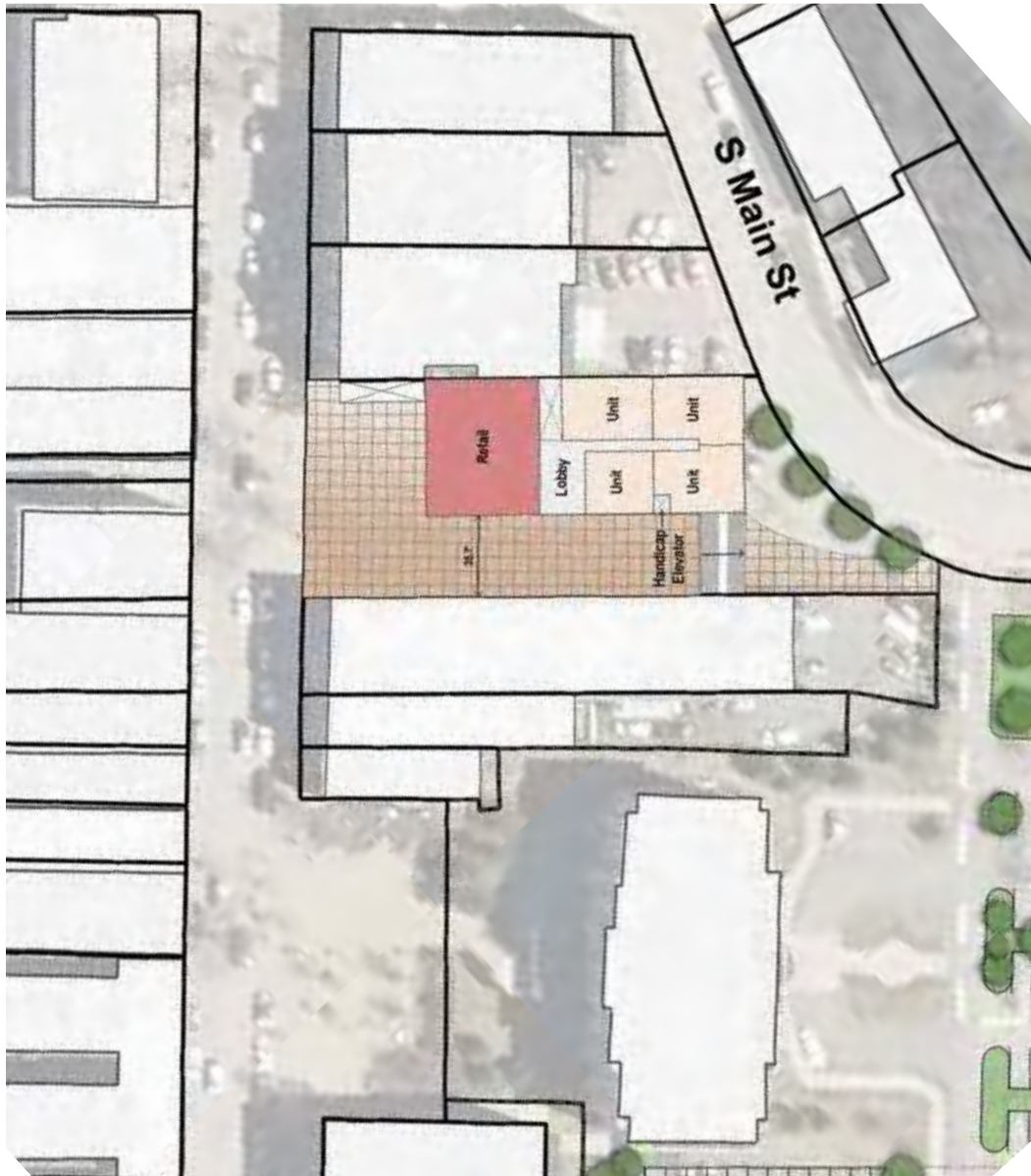
2. Wescott Parking Lot Option A



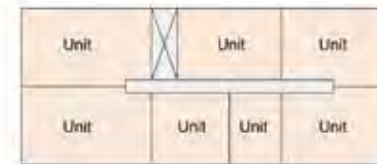
South Main Street Park Elevation



2. Westcott Parking Lot Option B



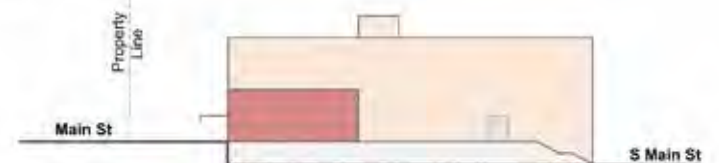
Plan



Section



Elevation





3.
PARKING STRUCTURE

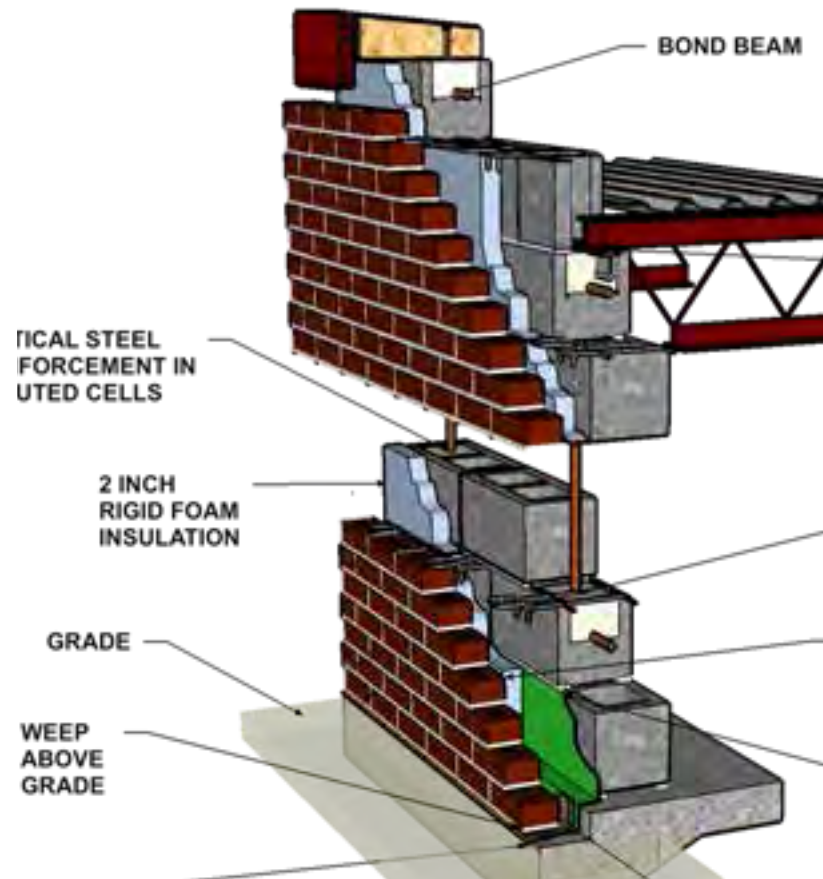
3. Garage Re-cladding



Existing garage has metal panel attached with bolts. Metal panels can be relatively easily removed.

Stair towers are concrete block with concrete stairs. Concrete block can likely be altered to introduce window openings.

Brick Cladding: High Cost \$\$\$



Brick facing required new perimeter foundation.
Concrete block wall with brick facing

Metal Cladding: Moderate Cost \$\$



Metal screen can be secured directly to existing concrete structure

3. Garage Re-cladding with Brick, Rough Sketch:

Cost Guide \$\$\$



3. Garage Re-cladding with Metal Screen:

Cost Guide \$\$



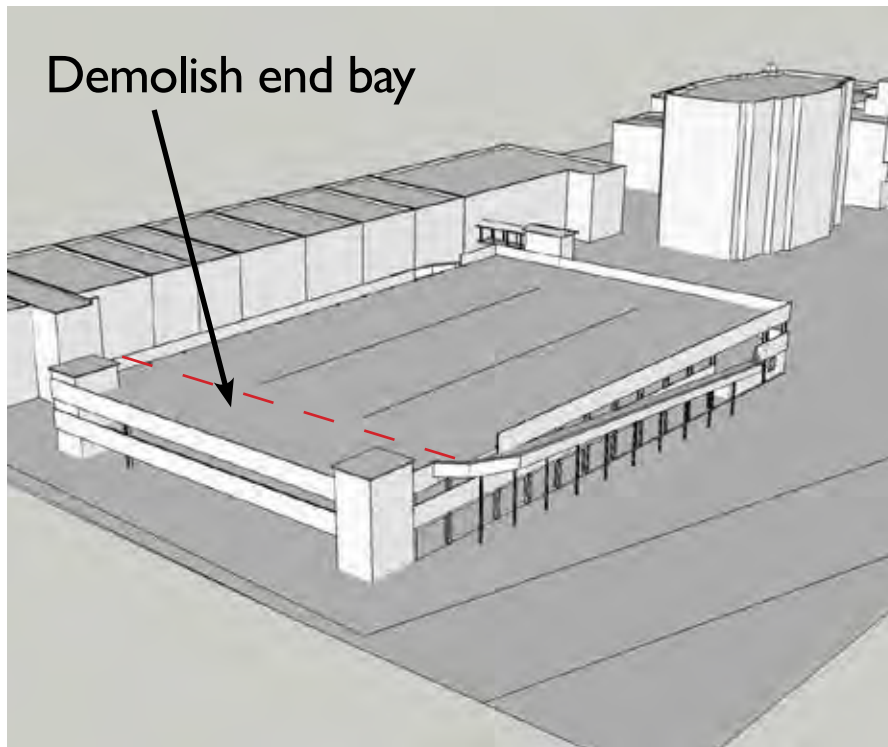
3. Garage Re-cladding with Green Screen

Cost Guide \$\$

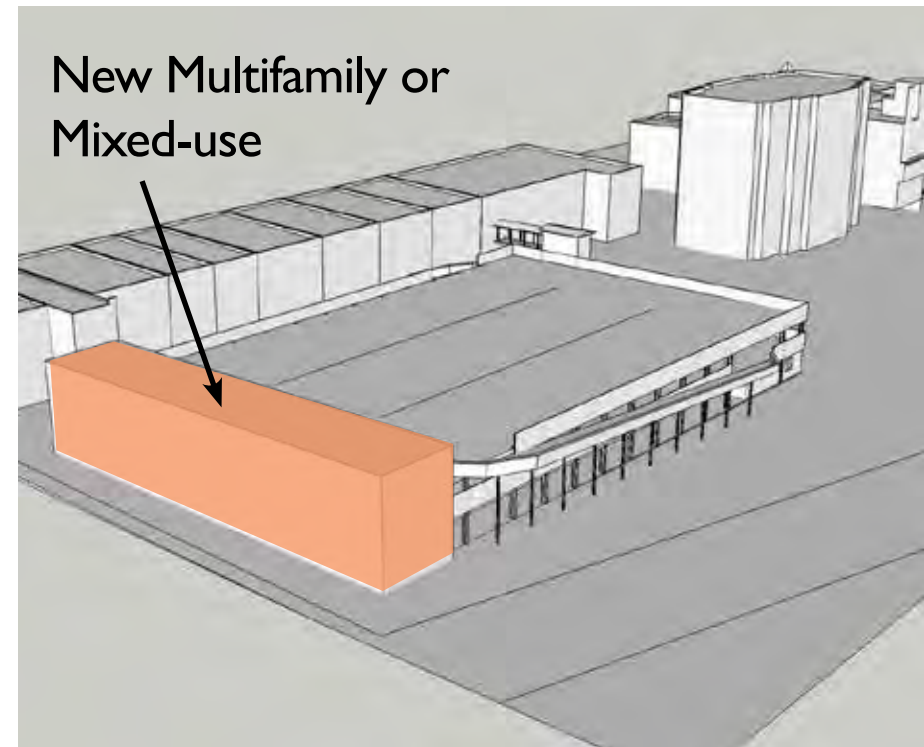


3. Parking structure: partial demolition & new residential

Cost Guide \$\$\$\$



- Existing Structure cannot support new structure on top
- Requires 700K in maintenance

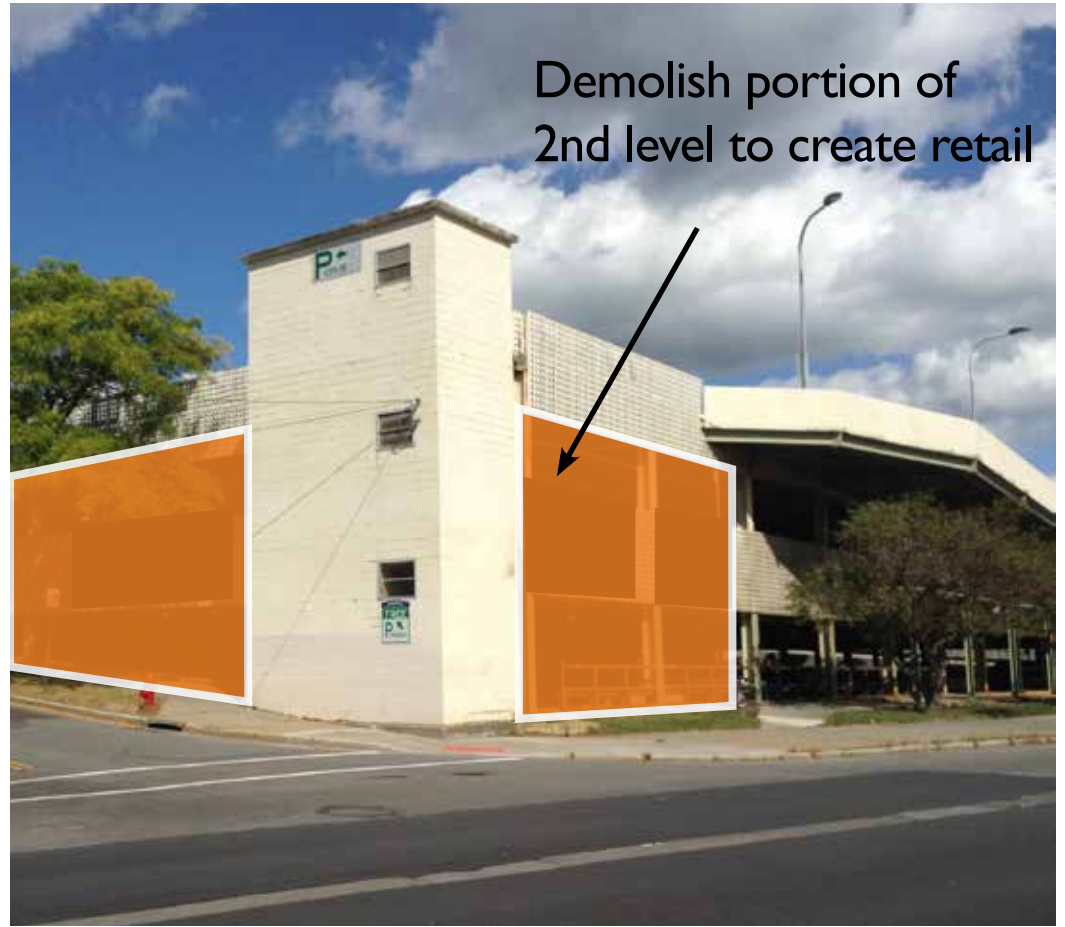


- Demolition of west bay
- Construction of single loaded corridor multifamily housing or mixed-use
- Requires full shut down of garage during portion of construction
- Relatively high cost of construction per square foot

3. Additional Garage Concepts



Garage Rooftop solar arrays



Demolish portion of 2nd level to create retail

Demolition of southeast corner of second floor to allow ground floor retail



4.

MARKET STREET DESIGN

4. Market Street



- Driving lanes wide, promotes high speed driving
- Lack of pedestrian features such as cross walks that encourage downtown type uses
- Lack of street trees
- Bypass for Main Street
- About 2,900 cars use per day



Street	Parking Spaces	Approximate Capacity
Main St.	70	90%
Academy St.	29	50%
Fairview St.	19	50%
Market St.	20	75%
Chestnut St.	17	75%
Wall St.	6	100%
Dietz St.	20	75%
Ford Ave.	27	75%
Elm St.	40	75%
Walnut St.	30	50%
S. Main St.	17	25%

4. Precedents - Low Cost Street and Sidewalk Retrofit



4. Street Retrofit Example: Phase I



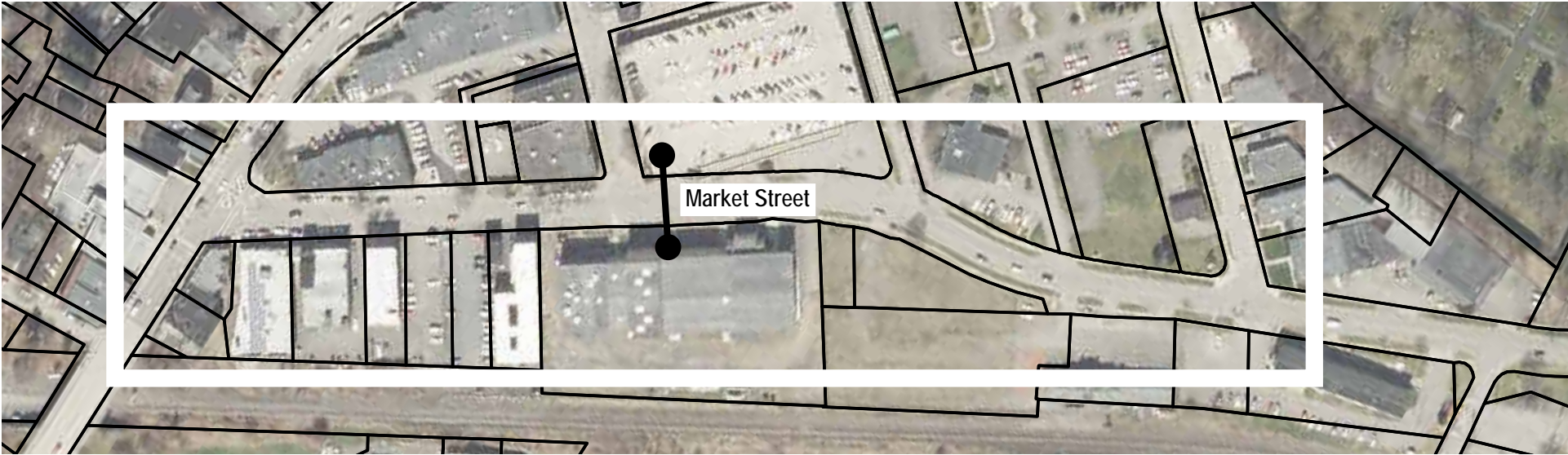
4. Street Retrofit Example: Phase 2



4. Street Retrofit Example: Phase 3



4. Market Street Concept Plan

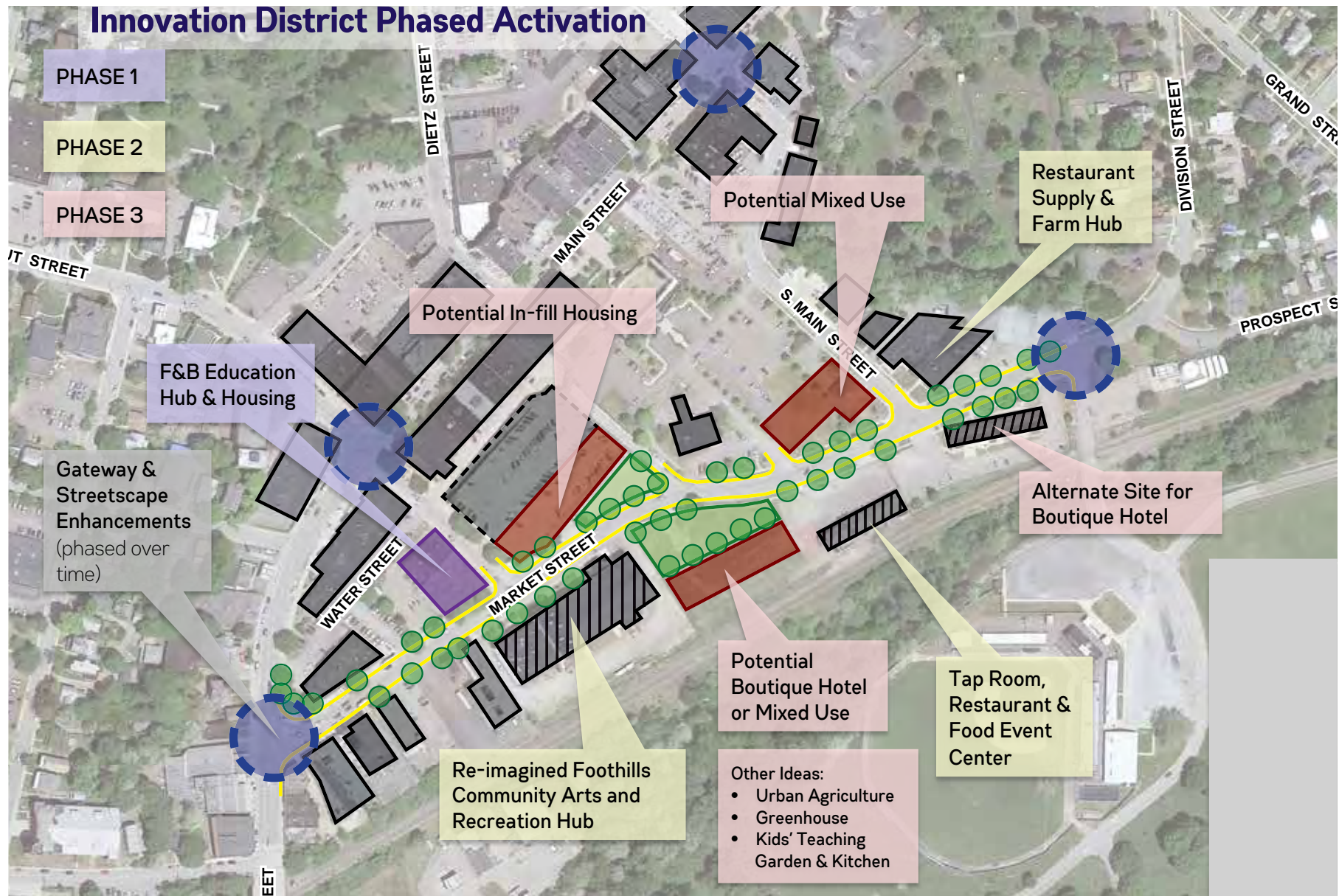




5.

NEW DEVELOPMENT
SITES

5. Potential Programming



5. Food & Beverage Education Hub & Housing



NEW YORK STATE DEPARTMENT OF STATE
EMPIRE STATE DEVELOPMENT
NEW YORK STATE HOMES AND COMMUNITY RENEWAL

CITY OF ONEONTA



5. Potential New Mixed-use and Multifamily Building Sites



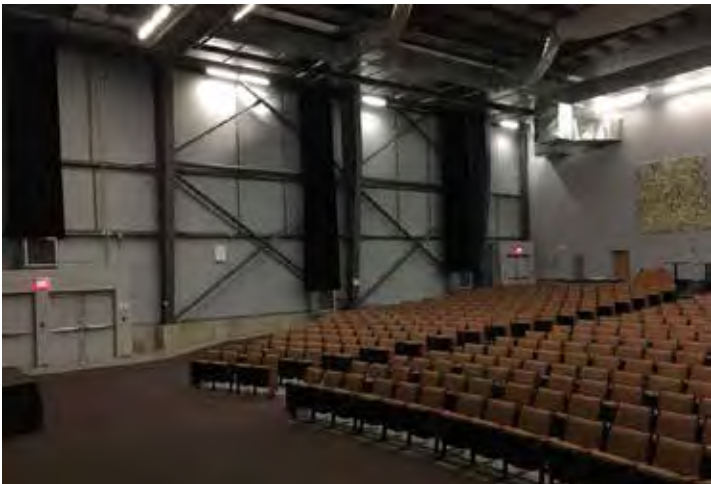
5. Potential New Mixed-use and Multifamily Building Sites, Long-term



5. Foothills Theater



Front Entry - Welcome Center

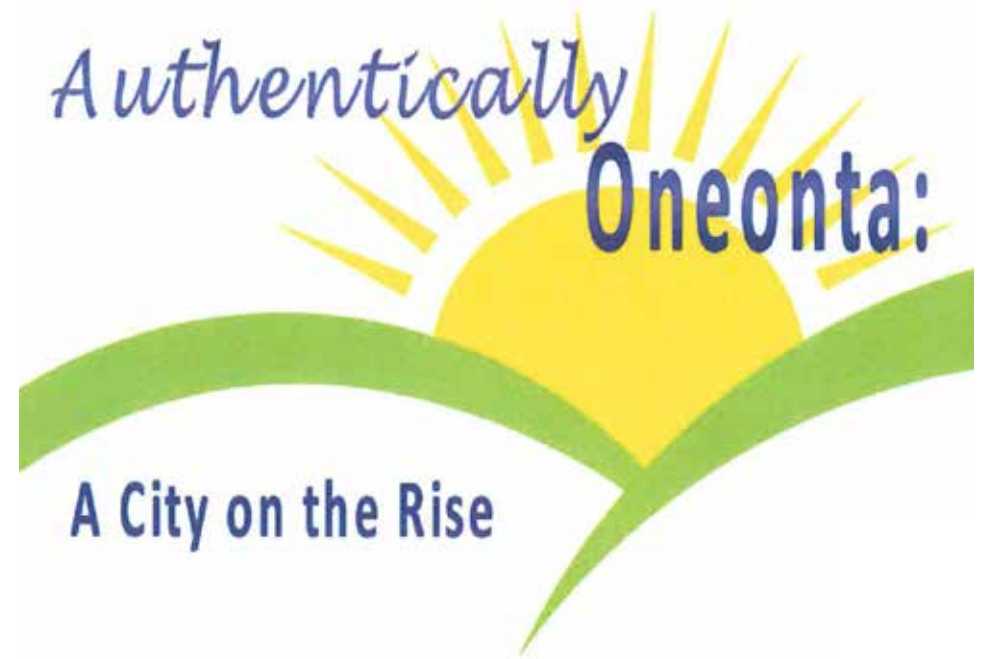


Theater

NEEDS as a Theater:

- 1- An appropriate shell for acoustics
- 2- Full set of percussion equipment for symphonies/piano
- 3- Recording booth
- 4- Curtains need to be able to open all the way
- 5- Additional or full fly space for main stage productions
(requires raising the roof over the stage or lowering the height of the proscenium opening)
- 6- Dedicated space for full dressing rooms, make-up rooms & locations for costume storage during productions
- 7- Orchestra pit or dedicated area for musicians and orchestra chairs
- 8- Better lighting & in-house sound system

5. Arts, Culture, Tourism



Local arts, culture, history, and their ongoing celebration help keep Oneonta authentic.



6.
PROJECT SUMMARY

How to Prioritize Projects?

Financial Leverage

- Does it leverage other financial resources, ie private investment, partner funding programs?

Non-financial Leverage:

- What benefits aside from the specific project might be generated?
- Increase in business or economic activity in the surrounding neighborhood?

Sustainable Economic Practice

- Does it operate on its own, generate its own revenues, after the initial investment is made?
- Do you have to place new money into it year after year to keep it afloat?
- Can it revolve funds, so the same money is used again and again.

Percentage use of your funds:

- Small projects may generate benefits, and you can have many projects
- Large projects may generate benefits, but use all your funds on a few projects

List of Projects

The following projects are designed to create jobs, improve health of existing businesses, attract professionals to downtown living, grow a skilled workforce, and increase opportunities for culture and recreation.

Main Street:

- Loan program for retail tenant improvements
- Way-finding/ Signage program
- Historic building renovation assistance

Infrastructure:

- Walkway from Town Square to Water Street at Clarion
- Walkway alongside parking structure
- Parking structure re-cladding
- Market Street roadway reconfiguration
- Opportunities for Green Energy

New Buildings:

- Food & Beverage Hub
- New multifamily / mixed-use buildings on Market Street
- Hotel on Market Street
- New mixed-use building on Main Street at Westcott Lot
- Parking structure partial demolition for new mixed-use development
- Foothills Theater renovation

Administrative Support

- Retailer recruitment
- Management support for year around uses, activities, local arts