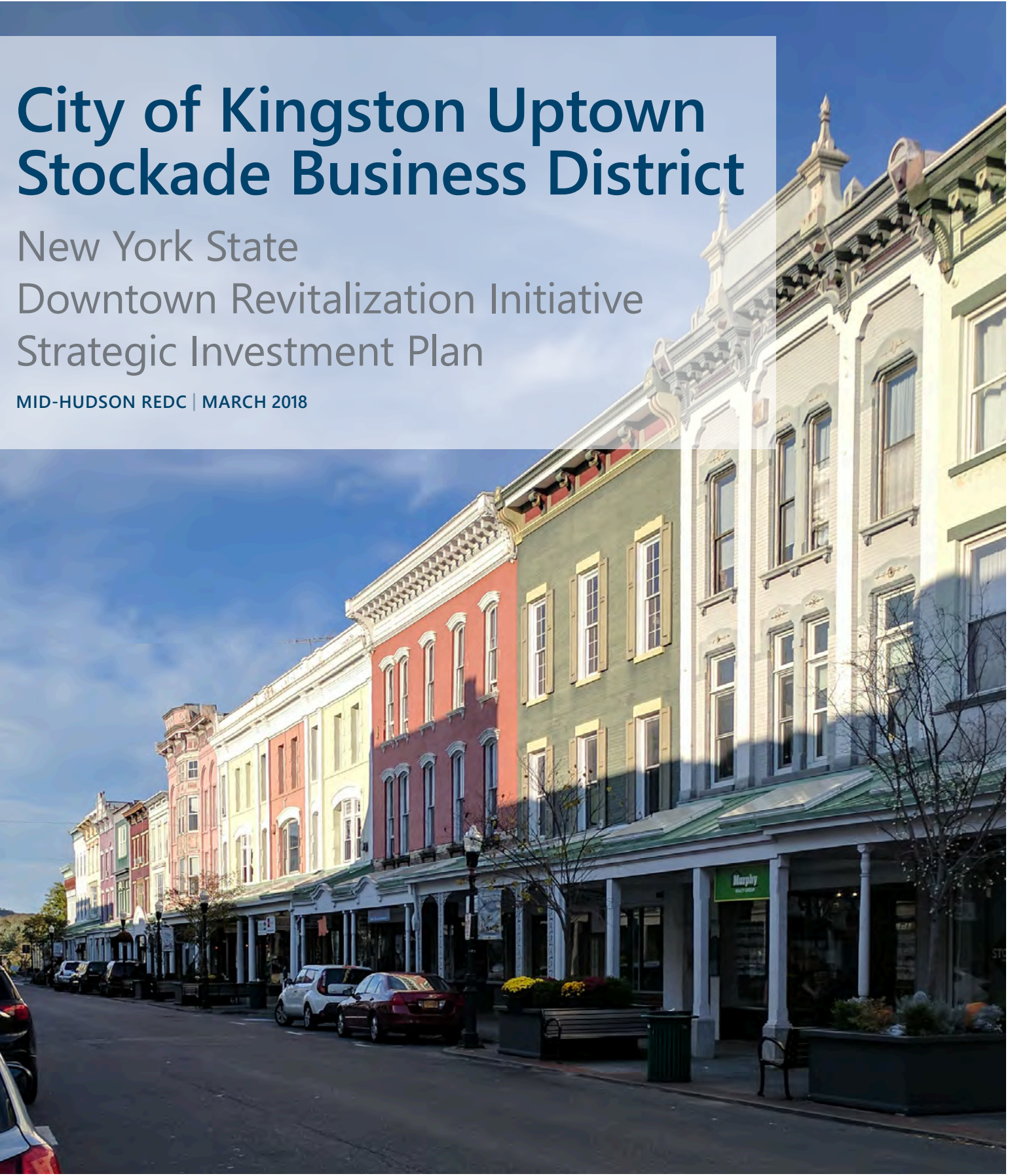


City of Kingston Uptown Stockade Business District

New York State
Downtown Revitalization Initiative
Strategic Investment Plan

MID-HUDSON REDC | MARCH 2018



**Downtown
Revitalization
Initiative**



Steven T. Noble
Mayor

CITY OF KINGSTON

New York State Downtown Revitalization Initiative Strategic Investment Plan for the Uptown Stockade Business District

Mid-Hudson Regional Economic Development Council

March 2018

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FOREWORD

“A thriving downtown can provide a tremendous boost to the local economy. The Downtown Revitalization Initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family, which will also help attract new investments and business for years to come.”

~ Governor Andrew M. Cuomo

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

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

Communities selected in Round One included:

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

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

Communities selected in Round Two included:

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

The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near downtown neighborhoods, building upon growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identified projects that totaled in excess of the available DRI funds to ensure a continued pipeline of projects ready for funding within the community in the event that alternate funding sources are identified for projects; additional State funds become available; or projects drop from consideration. The most transformative and catalytic projects from those identified for each downtown will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these communities will become vibrant communities where people will want to live, work and raise families.



**Downtown
Revitalization
Initiative**



Executive Summary

The City of Kingston was selected in 2017 to be one of 10 communities to receive \$10 Million in New York State funding through the second round of the Downtown Revitalization Initiative (DRI Two). The goal of DRI Two is to provide a comprehensive and community-driven approach to supporting local economies by transforming urban centers into vibrant and livable communities. Guided by input from City officials, Kingston residents, and a Local Planning Committee, the City of Kingston crafted and refined a vision and set of supporting goals and strategies for its Uptown Stockade Business District, the selected DRI area of focus. Based on an assessment of the Stockade Business District, and building on past planning efforts by the City of Kingston, the Local Planning Committee advanced eleven projects within the DRI area to be submitted to New York State for funding through the DRI program.

The Kingston Stockade Business District

The City of Kingston is located in the heart of Ulster County, New York, on the west bank of the Hudson River between Rondout and Esopus Creeks. Kingston was New York State's first capital in 1777, and today is the county seat of Ulster County. The Downtown Revitalization Initiative (DRI) area for the City of Kingston is its Stockade Business District (SBD), located in the northwest portion of the City, in what is generally known as "Uptown Kingston." The SBD is generally bounded by Esopus Creek to the north, Interstate 587 (I-587) to the east, Saint James Street to the south, and Washington Avenue to the west.

The SBD was central to the historic development of Kingston, dating back to 1657 when Dutch Director General Peter Stuyvesant ordered the Dutch settlers in the area to move within the confines of a stockade to protect them from conflicts with the neighboring Esopus Indians.

Today, the SBD is a walkable, compact area that includes the Stockade National Historic District, a section of the Fair Street local Historic District, and Wall Street, which was recognized as one of "America's Great Streets" by the American Planning Association in 2012. Just as Kingston is the gateway to the Catskills, the SBD is the northern gateway to Kingston. Kingston has chosen to focus the DRI investment in the SBD to solidify its role as an economic engine for the rest of the City and greater region. The City aims to target key constraints that are hindering future growth in the SBD while building on the existing strengths and momentum of the area to fuel job growth, better serve the existing community, and bring new visitors.

Kingston SBD Vision Statement:

Uptown Kingston's Stockade Business District is the heart of an economic revitalization that creates new opportunities for the surrounding neighborhoods, towns and counties. This revitalization will incubate innovative solutions that will contribute to a regenerative and healthy local living economy that also preserves the cultural and historic character of the area.

It will ensure that recent investments in Kingston's future are multiplied and expanded in order to continue to retain and attract current and future residents, businesses, jobs, and visitors. By doing so the Stockade Business District will remain a strong and durable core area. By encouraging development models that support equity, it will also preserve and enhance the diversity and health of our community, ensuring that Kingston continues to be a welcoming home for all who wish to contribute to a better and brighter future.

Kingston DRI Area - Uptown Stockade Business District (SBD)



Public Involvement

The DRI process involved the participation and engagement of the public in the development of the DRI Strategic Investment Plan. A group of community advisors and stakeholders within the SBD were selected to serve on a Local Planning Committee (LPC), whose role was to provide input on local issues, brainstorm ideas and provide direction throughout the DRI process, assist with public outreach activities, and advise and approve the projects to be submitted for funding. The LPC was led by two Co-Chairs: Kingston Mayor Steve Noble and Jonathan Drapkin, President and chief executive of the Hudson Valley Pattern for Progress.

The City of Kingston has an active and engaged citizenry, and community participation was essential to the development of the DRI Strategic Investment Plan. Various forms of community outreach, including three public meetings, several focus groups and online surveys were conducted for information gathering and to get the larger community's input on the projects proposed for DRI funding.



Photos from Kingston Public Meetings

Advantages, Opportunities and Critical Issues

Based on an analysis of the SBD and the feedback received through the various public engagement activities, the DRI Consultant Team identified key advantages, opportunities and critical issues of the SBD, as follows.

Advantages and Opportunities

- › The SBD is the gateway to Kingston and the Catskill Mountains.
- › The SBD has an established local identity, noted particularly for its concentration of historic resources and historic-based tourism, County Government facilities, and an eclectic mix of specialty retail.
- › Many popular events and cultural institutions are held or located within the SBD, drawing local community members and visitors to the area.
- › The City of Kingston is experiencing a commercial real estate boom despite stagnant real estate prices throughout Upstate New York.
- › There is a significant opportunity for future development in the SBD, with at least a dozen vacant residential buildings and many other commercial vacant buildings within its boundaries.
- › Even as employment and wages in some industries and occupations are declining, the City of Kingston has seen robust growth in industries and occupations with promising prospects for the future, particularly in and around the SBD. This slow and steady growth dispersed across a wide range of industries and occupations has led to a more resilient economic foundation for the City.
- › Kingston has a competitive advantage as a low-cost alternative to other locations within the metro NYC area, making it easier for existing and future employers to attract and retain the talented workforce that drives innovation and competition in the new economy.

Critical Issues

- › Housing development in the SBD has been limited, and a significant percentage of renters in the SBD and surrounding area are cost burdened, spending more than 30% of their incomes on housing costs.
- › While the concentration of historic resources in the SBD is an asset, a high percentage of the area's structures and the majority of housing units were built prior to 1939, creating some challenges and expense for building maintenance.
- › Issues related to transportation in the SBD include the complexity arising from multiple public transit providers, high parking utilization in certain parking lots, and some access and circulation challenges, such as congestion at key intersections within and adjacent to the SBD.
- › The Kingston Uptown Levee no longer meets FEMA standards, and steep slopes along North Front Street and Clinton Avenue separate Kingston Plaza from the rest of the SBD.

Kingston SBD Goals and Strategies

Goal 1: Promote Mixed-Use Growth and Environmentally Regenerative Principles to Support Equitable and Sustained Activity in the SBD for Current and Future Merchants, Residents of all ages, Workers, and Visitors

Strategies

- ✓ Leverage recent and potential private investment to encourage and continue the vibrant mixed-use land use patterns in the SBD, including active uses on the ground floor
- ✓ Increase evening and weekend programming to support more constant activity
- ✓ Support redevelopment of underutilized properties and vacant land
- ✓ Allow residential or expanded commercial use of Kingston plaza
- ✓ Maintain or upgrade infrastructure and buildings to support additional growth
- ✓ Continue and increase programs that help current businesses thrive and remain within the SBD

Goal 2: Leverage Kingston's Assets to Boost the Economic Base of the SBD in an Approach that Complements Kingston's Other Core Commercial Areas and Supports the Local Living Economy and its Creative Culture

Strategies

- ✓ Support future job creation through continued growth of small- to mid-sized businesses in identified local industry clusters, including: media, film and production; technology; local food and beverage; tourism, hospitality and entertainment; boutique manufacturing; and education, medical facilities, and government
- ✓ Ensure that public investment respects the historic character of the area and encourage adaptive reuse of historic structures
- ✓ Support tourism promotion and a marketing program that highlights the living economy and creative culture of the SBD
- ✓ Diversify where possible economic drivers by increasing the presence of office space above the ground floor to provide additional customer support to the merchants and activity in the SBD
- ✓ Continue to provide for and foster incubator businesses and cooperative enterprises such as the Kingston Food Exchange
- ✓ Improve and diversify recreational amenities, including provision of local gathering spaces as well as support for amenities significant to the region, particularly Dietz Stadium

Goal 3: Improve Access and Mobility for Pedestrians, Bicyclists, and Other Modes of Transportation to Better Connect the SBD with Adjacent Neighborhoods and the Region.

Strategies

- ✓ Pursue the development of a transit hub to improve multi-modal transfers and operations
- ✓ Follow a complete streets strategy and uniform street improvements for the SBD transportation network
- ✓ Increase availability of parking for employees and patrons of the SBD through the development of additional parking and/or a parking management plan
- ✓ Develop wayfinding signage unique to the SBD
- ✓ Improve connections between the Stockade Historic District and Kingston Plaza
- ✓ Improve pedestrian and bicyclist connections through the completion and connection of the uptown and midtown linear parks

Goal 4: Support New Development and Rehabilitation of Existing Buildings to Provide Additional Affordable Housing Opportunities and Housing Accessibility for All Residents in the SBD

Strategies

- ✓ Support public infrastructure to benefit equitable business development in the SBD
- ✓ Promote homeownership for low- and moderate-income households through programs such as revolving loan funds, private activity bonds, land banks, and community land trusts
- ✓ Work with existing affordable housing partners and to determine best strategies for enhancing the supply of affordable housing

Kingston DRI Project Locations



Projects Proposed for DRI Funding

	Project	Project Description	Responsible Party or Parties	Estimated Project Costs and Funding Sources
1	Reconfigure Schwenk Drive into a Complete Street	This project would reconfigure Schwenk Drive between Washington Avenue and Fair Street into a complete street, which would allow for future linkage into the Kingston Greenline system by allowing for further connections at Westbrook Lane and Washington or Hurley Avenues. This complete street enhancement would temporarily bypass the missing greenway link that currently exists along the Ulster and Delaware Scenic Rail right-of-way.	City of Kingston	Total Project Costs: \$987,102 DRI Funding Request: \$987,102
2	Improve Access to Academy Green Park	This project would improve the Academy Green Park's connection to the neighborhood, making it more accessible and more frequently used as a gathering and event space. Improvements would include new park furnishings and landscaping, sidewalk retrofits, and enhanced water and electrical connections.	City of Kingston	Total Project Costs: \$560,000 DRI Funding Request: \$560,000
3	Upgrade Dietz Stadium and Andretta Pool	Dietz Stadium is a major organized sports facility. The 2013 Parks and Recreation Master Plan recommends upgrades, including benches, water fountains, fencing, lighting, tree planting, bike racks, new lockers rooms and bathrooms, and a more modern food vending facility. DRI funding would be used to support the necessary upgrades. Needed upgrades to the Andretta Pool are also being considered as part of this project.	City of Kingston	Total Project Costs: \$2,880,000 DRI Funding Request: \$2,500,000 City of Kingston Match: \$250,000
4	Conduct a structural investigation and updated mapping procedure for the Kingston Uptown Levee	This project involves undertaking structural investigations and mapping procedures in coordination with FEMA. The proposed procedures will provide relief to property owners in and around Kingston Plaza that have been impacted by the recategorization of the Kingston Uptown Levee as a non-accredited levee. Additional work includes the accreditation of Interstate 587.	City of Kingston	Total Project Costs: \$300,000 DRI Funding Request: \$130,000 City of Kingston Match: \$170,000
5	Upgrade Frog Alley Park	This project entails stabilizing the remnants of the historic Louw-Bogardus House and creating a public open space along Frog Alley next to the ruins by adding interpretive signage, lighting and park amenities.	Friends of Historic Kingston (FOHK) and RUPCO, Inc.	Total Project Costs: \$658,375 DRI Funding Request: \$472,500 Friends of Historic Kingston Funding: \$100,000 RUPCO in-kind services: \$85,875

6	Implement Key Recommendations of the Uptown Stockade Transportation Plan	This project involves the implementation of key recommendations of two documents: the 2009 Kingston Uptown Stockade Area Transportation Plan, first commissioned by the Ulster County Transportation Council to address poor access to and circulation within the SBD; and the 2011 I-587 at Albany Avenue/Broadway Intersection Study, which proposes intersection improvements for the Albany/Clinton Avenue intersection within the SBD.	City of Kingston and the Ulster County Transportation Council	Total Project Costs: \$5,457,144 DRI Funding Request: \$5,457,144
7	Repair the Volunteer Firemen’s Hall and Museum	This project will involve the restoration of the historic Wiltwyck Fire House, which is home to the Volunteer Fireman’s Hall and Museum and is in need of repair. DRI funding will seek to restore and repair the exterior components of the building.	City of Kingston	Total Project Costs: \$1,104,000 DRI Funding Request: \$560,000 Potential for future grant funding
8	Incorporate Public Improvements into the Kingstonian Uptown Revitalization Project	At the junction of North Front and Wall Street is a city-owned, flat parking lot and a vacant warehouse. The City is working with a local developer and architect to design a mixed-use development which will include 132 residential units, 8,500 square feet of commercial space expected to include a mix of restaurants and retail shops, a 34-room hotel, a proposed pedestrian plaza with a walking bridge extending to Kingston Plaza, and a 420-space parking garage with 250 spaces dedicated for public use. DRI funding would be used to incorporate several public improvements into the development, including the pedestrian bridge and plaza.	City of Kingston and JM Development Group LLC	Total Project Costs: \$3,800,000 DRI Funding Request: \$3,800,000 Private Funding over \$42,000,000 ESD Grant Funding: \$2,000,000 Restore New York Funding: \$1,000,000
9	Implement the Kingston Wayfinding Plan	This project would involve implementation of the Kingston Wayfinding Plan, currently in the planning phase, to achieve three goals: enable visitors and residents to navigate safely, efficiently and easily through Kingston and the SBD; create a unifying visual identity for the City and its distinct districts; and encourage and support economic vitality by aiding the growth of motor vehicle, bicycle and foot traffic to local businesses.	City of Kingston and the Ulster County Transportation Council	Total Project Costs: \$403,500 DRI Funding Request: \$403,500
10	Launch an Uptown Print and Digital Media Marketing Campaign	This project would fund the development of a marketing campaign that seeks to improve the vitality of the SBD and all of Kingston more broadly by (1) advertising local businesses to current and prospective customers (2) attracting new businesses (3) promoting the SBD as an architecturally unique and diverse tourist destination along the Hudson River and (4) encouraging a diversity of people to live in the Uptown neighborhood by distributing information about rental properties, homeownership opportunities, rehabilitation programs, and other housing support services.	City of Kingston	Total Project Costs: \$250,000 DRI Funding Request: \$250,000
11	Provide Financial Assistance to Homeowners and Businesses	This project involves the expansion of two existing building improvement programs in the City of Kingston: the Residential Rehabilitation Program and the business gap financing and commercial façade improvement programs maintained through the Kingston Revolving Loan Fund. The City is also considering launching its own loan or grant program as well.	City of Kingston	Total Project Costs: \$600,000 DRI Funding Request: \$600,000

Management and Implementation

The City of Kingston has a strong and proven capacity for project management and organization that will help ensure the success of its downtown revitalization efforts. Led by Mayor Steve Noble, Kingston’s Office of Economic and Community Development (OECD), City Engineering Office, the Department of Public Works, Department of Parks and Recreation, and the Communications and Community Engagement Director will build on their planning efforts during the DRI process and continue to work together to implement the identified DRI projects in the City.

In addition to the management capacity of the government, much of Kingston’s success can be attributed to its committed citizenry and the strength of the existing private and non-profit organizations with which the City has and will to continue to partner to implement the DRI projects. This DRI Strategic Investment Plan was developed with the LPC, including local businesses owners and leaders from many of these local organizations and institutions. Through the public outreach process, the City engaged the public to solicit guidance, information and input, and lay the groundwork for future partnerships that will be essential for project implementation.

As outlined in the project summary table above, the majority of the projects submitted for funding in the DRI Plan are capital improvement or programmatic projects that will be implemented by the City of Kingston. It is anticipated that OECD will act as the lead to oversee implementation of the DRI Plan, under the direction of the Mayor and Common Council. For several projects, the Ulster County Transportation Council (UCTC) will be a key partner for project implementation. Ulster County Executive Mike Hein has and will continue to provide support from County staff and the UCTC throughout the duration of the DRI implementation process. Two local non-profit organizations, Friends of Historic Kingston and RUPCO, Inc., are the responsible parties for the Frog Alley Park project. In addition, several of the projects will involve an RFP process and selection of a design consultant and/or project contractor to carry out the work. OECD will oversee these processes in coordination with other City departments and staff as needed and appropriate.



Downtown Profile and Assessment

The Downtown Profile and Assessment provides a snapshot of existing conditions as well as key constraints and opportunities in the Stockade Business District, the DRI area for the City of Kingston. Kingston has laid the groundwork for this analysis through significant investment in various planning studies and initiatives in the areas of transportation, economic development, open space, natural resources, land use and sustainability. This document builds on this existing work, providing insight into the conditions of the Stockade Business District today and an understanding of the City's aspirations for its future. This document will act as a tool for Kingston to assess and prioritize the investment opportunities explored in detail in Part Two of this Strategic Investment Plan.

1.1 The Kingston Stockade Business District

The City of Kingston is located in the heart of Ulster County, New York, on the west bank of the Hudson River between Rondout and Esopus Creeks (see Figure 1). Ninety-one miles north of New York City and 60 miles south of Albany, Kingston was New York State's first capital in 1777, and today is the county seat of Ulster County. Kingston provides a gateway to the Catskill Mountains via Route 28, as well as access to the region via the New York State Thruway (Interstate 87) and Route 9W.

The Downtown Revitalization Initiative (DRI) area for the City of Kingston is its Stockade Business District (SBD), located in the northwest portion of the City, in what is generally known as "Uptown Kingston." The SBD comprises 540 parcels on approximately 267 acres, or approximately five percent of Kingston's 8.6 square miles. As depicted in Figure 1, the SBD is generally bounded by Esopus Creek to the north, Interstate 587 (I-587) to the east, Saint James Street to the south, and Washington Avenue to the west.

The SBD was central to the historic development of Kingston, dating back to 1657 when Dutch Director General Peter Stuyvesant ordered the Dutch settlers in the area to move within the confines of a stockade to protect them from conflicts with the neighboring Esopus Indians. The village, originally called Wiltwyck and renamed Kingston in 1669, came under British control until the American Revolution when Kingston gained its regional significance, first as the site of ratification of the New York State Constitution and then as New York State's first capital. In the 19th century, transportation played a key role in Kingston's growth and significance, first as the terminal port for the Delaware and Hudson Canal and the success of the cement, bluestone and brickmaking industries. Later Kingston had a key role with the development of the railroad.

Today, the SBD is a walkable, compact area that includes the Stockade National Historic District, the site of the original Dutch stockade, a section of the Fair Street local Historic District, and Wall Street, which was recognized as one of "America's Great Streets" by the American Planning Association in 2012. The SBD includes the Kingston Plaza shopping center and Dietz Stadium, home to the Kingston Stockade Football Club, in addition to some residential areas. The SBD is also part of the Heritage Area defined by Kingston's Urban Cultural Park plan.

Just as Kingston is the gateway to the Catskills, the SBD is the northern gateway to Kingston. It is the central hub for transportation connections within Kingston and to the rest of Ulster County, the Mid-Hudson Valley region, and New York City. Kingston has chosen to focus the DRI investment in the SBD to solidify its role as an economic engine for the rest of the City and greater region.

Figure 1 Kingston Stockade Business District (SBD) Area



Kingston Prior Planning Efforts

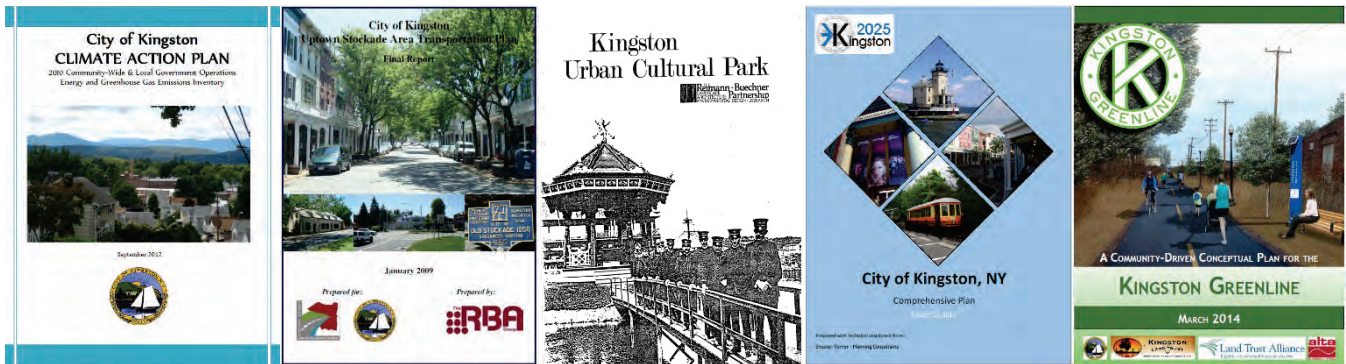
Kingston has invested significantly in planning studies and initiatives related to the SBD, ranging from narrowly-focused intersection studies to broader master planning efforts. Together, these planning documents provide a window into Kingston's most prevalent needs and concerns over the past few decades, as well as the aspirations for the City's future. One challenge however, is that while important and informative, these plans were prepared at various times by various interested parties, and therefore present some inconsistencies.

To address this issue, Kingston undertook a comprehensive planning initiative, compiling the existing planning work and creating a unifying vision for the City. Kingston adopted its new Comprehensive Plan, "Kingston 2025," in March 2016. This document was the first comprehensive evaluation of land use since the original plan was written in 1961. Kingston 2025 outlines goals, objectives and strategies to move towards its stated vision to provide a connected urban landscape of vibrant and diverse neighborhoods.

Along with the Kingston 2025 plan, the various planning reports the City has undertaken are used throughout this document as building blocks, providing information and insight into the conditions of the SBD. Following is a list of these planning reports with a brief description.

- › Kingston Urban Cultural Park Management Plan, 1987
The Urban Cultural Park Management Plan was prepared for the City of Kingston and Ulster County as part of the statewide urban cultural park system. The plan helped boost tourism and economic development in Kingston through the promotion of the City's important historic resources and significance in the development of the Catskill region and New York State.
- › Ulster County Non-Motorized Transportation Plan, 2008
This plan provides policy guidelines and project recommendations to promote and implement a county-wide non-motorized transportation system.
- › Uptown Stockade Area Transportation Plan, 2009
The Ulster County Transportation Council commissioned this report to address poor access to and circulation within the SBD and provide recommendations for improvements to vehicular access and circulation, traffic signals and coordination, parking, pedestrian and bicycle infrastructure, and the streetscape in the Pike Plan area to enhance the physical environment.
- › Kingston Intermodal Facility Site Location and Conceptual Design Analysis Report, 2009
The Ulster County Transportation Council completed this report to recommend a location and develop a preferred plan for an intermodal transportation facility in the SBD. The facility would serve regional and local transit operators, including Kingston CitiBus, Ulster County Area Transit, and Adirondack-Pine Hill Trailways.

- › I-587/Albany Avenue/Broadway Intersection Study, 2011
This conceptual design report and technical memorandum was prepared for the Ulster County Transportation Council in preparation for the anticipated redesign of the intersection by New York State Department of Transportation (NYSDOT).
- › Climate Action Plan, 2012
The Climate Action Plan addresses Kingston’s goal of reducing local greenhouse gas emission. Kingston conducted a greenhouse gas emissions inventory to provide a baseline for its emission reduction goals. The Climate Action Plan includes recommendations for comprehensive policies and programs in six subject areas: Energy and Renewables - Buildings and Facilities; Land Use, Transportation and Vehicles; Materials Management-Waste Reduction and Recycling; Sustainable Resource Management; Outreach Education and Training; and Climate Adaptation.
- › Parks and Recreation Master Plan, 2013
The Parks and Recreation Master Plan provides a plan for the strategic improvement and development of parks, recreational facilities and services in Kingston.
- › Greenline Conceptual Plan, 2014
The Kingston Greenline Conceptual Plan proposes a network of urban trails, complete streets, bike lanes and linear parks, known as the Kingston Greenline, to promote non-motorized travel and improve access to amenities and community facilities.



Kingston Prior Planning Reports

In addition to these planning reports, Kingston has also devoted its efforts to policies and initiatives that advance the City’s land use and sustainability goals. Kingston became a Climate Smart Community in 2009, and its Climate Smart Kingston Commission has initiated several programs to increase residential energy efficiency, increase access to lower cost renewable energy, retrofit city street lights, and inventory local natural resources. In 2010, Kingston adopted a Complete Streets policy and established a Complete Streets Advisory Council (CSAC), one of the first municipalities in New York to do so. In 2015, the City Council

adopted a resolution creating the Kingston Arts Commission to enhance economic development through the promotion of arts entrepreneurs and cultural tourism.

With its arsenal of previous planning documents and guidance of the Kingston 2025 plan and other policy-setting initiatives, the City is well-positioned for future project implementation in the SBD.

Alignment with the Mid-Hudson Regional Economic Development Council Priorities

Revitalization of the SBD would be closely aligned with the Mid-Hudson Regional Economic Development Council's (MHREDC) stated priorities for the region. As a vibrant commercial center with a rich history and unique character, the SBD is ripe for strategic investment that would elevate its prominence in the region and solidify the area as a place to live, work and play.

Specifically, MHREDC's 2011 Strategic Plan outlines goals and strategies for the region that would be supported by the revitalization efforts in Kingston, including the following:

- › Employment in high-tech industries in Kingston has increased substantially, supporting MHREDC's goal to "target job-creation investments in the region's developing technology-based industries such as biotechnology, high-tech manufacturing, and information technology with a 'clustering' strategy."
- › Kingston has an abundance of natural and historic resources that serve the existing community and draw in visitors to the area. Maintenance of and support for these resources would complement MHREDC's goal to "leverage the region's outstanding natural resources, its tourism industry, and agriculture in a 'natural infrastructure' strategy that protects agriculture and the environment and recognizes these as important to tourism and as quality of life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors."
- › Kingston will focus the DRI investment in the SBD, an economic engine for the rest of the City and greater region, aligning with MHREDC's goal to "support the revitalization of our urban centers as engines of regional prosperity."
- › Kingston has focused past planning efforts on preparing for the effects of sea level rise and promoting appropriate waterfront development, both along Esopus Creek in the SBD and along the Hudson River and Rondout Creek in other parts of the City. The City is well positioned to leverage its desirable location and waterfront assets in its revitalization efforts, supporting MHREDC's goal to "build on the unique location of the Hudson Valley and promote waterfront development in order to enhance tourism, recreation, and trade."

MHREDC's 2017 progress report "Future Forward" outlines the region's vision of progress to transform urban centers and solidify the Mid-Hudson as a place to "LIVE, WORK and PLAY." Revitalization efforts in the SBD would align with all three facets of this vision, but most particularly with LIVE, an initiative that seeks to revitalize the region's urban centers by encouraging smart growth, transit-oriented development and infrastructure improvements. Encouraging future growth in the dense, transit-accessible and urban SBD fully supports this vision. Through planned investment in needed infrastructure improvements as well as open

spaces and cultural institutions, these efforts will also contribute significantly with WORK and PLAY, initiatives to support job growth and retention as well as tourism and cultural attractions in the region.

Kingston has also been a strong partner with the MHREDC in implementing its vision for the region. The MHREDC has supported several catalyst projects in Kingston that are in various stages of development. Implementation of the DRI would build on these efforts in advancement of MHREDC's goals through investment in infrastructure and support for businesses in key sectors, attracting and retaining young professionals and entrepreneurs through a focus on revitalization of housing and the urban center, and leveraging existing assets, including natural and historic resources, to support overall growth and job creation.

1.2 The SBD: Today and Tomorrow

The following provides an overview of existing conditions in and around the SBD, including its current zoning, predominant land uses, demographics and housing, physical character, transportation, market conditions, historic resources, and environmental constraints. Where applicable, information is presented on Kingston as a whole, with the understanding that the SBD as a downtown commercial district serves a much larger geography than the area within its boundaries. In addition, Kingston 2025 and other recent policy documents are discussed in terms of the City's goals and aspirations for the SBD and how those may impact future investment and development.

Land Use, Zoning and the Regulatory Context

Land uses in the SBD are primarily retail and commercial mixed-use development, particularly centered along the historic street grid of the Stockade Historic District. The Kingston Plaza shopping center is developed on much of the land along the Esopus Creek waterfront. The main retail streets within the SBD are North Front Street, Fair Street, Wall Street and Main Street; development along these roadways primarily consists of two- or three-story buildings with retail on the ground floor and office or residential uses on the upper floors. Surrounding the retail core are primarily office and residential uses, with some open space and institutional uses. The primary open spaces and recreational facilities include Dietz Stadium and Forsyth Park, along the western boundary of the SBD. Open spaces are described in more detail below.

Institutional uses include the Old Dutch Church, located at the corner of Wall and Main Streets, and two other churches at the corner of Fair and Pearl Streets. Several Ulster County municipal buildings are located within the SBD, including the Ulster County Courthouse, Department of Motor Vehicles, and family court, among others.

Residential development within the SBD is mostly single-family located primarily along Washington Avenue, Green Street, Saint James Street and Maiden Lane. There are several multifamily developments within the SBD as well, including the Dutch Village Apartments along the Esopus Creek, to the west of Kingston Plaza, and several townhome developments along Wall Street near Saint James Street.

Kingston 2025 provides a general guiding principle for land use development in Kingston: to concentrate density and retail commercial uses in three core areas, including Uptown centered at the Stockade District (the SBD), Midtown centered at the Ulster Performing Arts Center, and Rondout centered at the foot of Broadway. Kingston 2025 suggests residential development at a high and moderate density surrounding the SBD core area, as well as open space preservation for the existing Forsyth Park and Dietz Stadium.¹ In the case of the SBD, these guiding principles are generally consistent with the existing land use patterns of the area.

¹ High and moderate density is not defined in Kingston 2025, though one of the strategies outlined in the plan is to set clear density standards. Low density is defined as approximately 2-3 acres per lot.

The SBD is zoned primarily for commercial and office uses, with limited residential zoning for single-, two- and multi-family development. Commercial and office districts encompass the Stockade Historic District and Kingston Plaza, while residential districts are located along the southern boundary of the SBD, in keeping with the adjacent residential neighborhoods to the south and east. There is one multi-family district mapped along Esopus Creek to the west of Kingston Plaza, where the Dutch Village Apartments are located. The SBD contains seven zoning districts in total. Figure 2 depicts the locations of the various zoning districts, and Table 1 outlines the uses permitted.

Table 1 SBD Zoning Districts

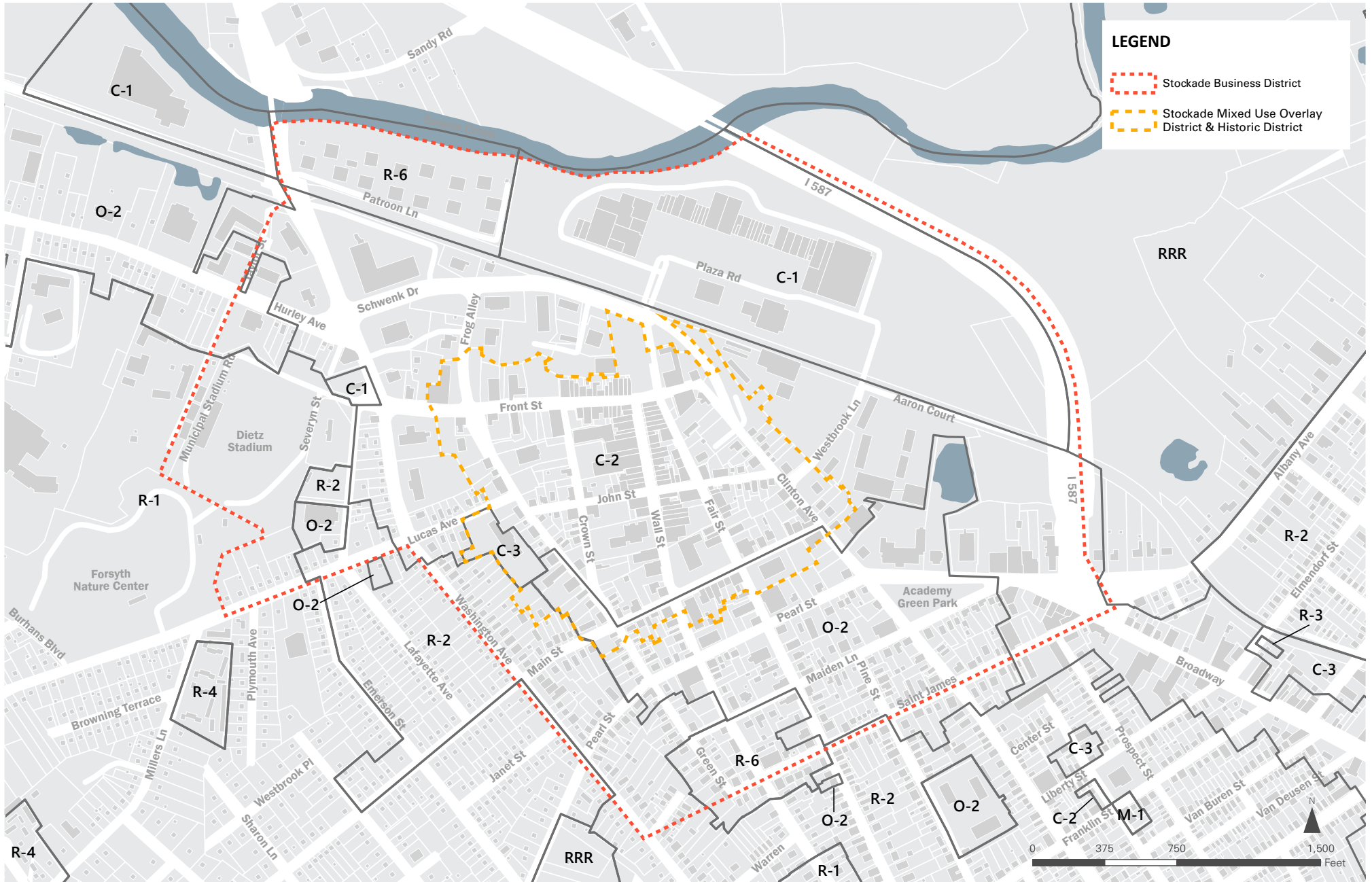
Zoning District	Permitted Uses
C-1 Shopping Center	Retail stores; banks; auto-sales and service establishments; service businesses; offices; theaters and commercial recreation; laundry and cleaning establishments; newspaper plants; art studios; funeral parlors; certain manufacturing of retail products to be sold on the premises; off-street parking
C-2 Central Commercial	Retail stores; banks; service businesses; offices; theaters and assembly halls; restaurants; arts or teaching studios; libraries; museums; art galleries; certain manufacturing of retail products sold on the premises; off-street parking
C-3 General Commercial	All the uses under C-1; as well as research laboratories; storage or repair garages; trailer sales; wholesale storage distribution and warehousing facilities; off-street parking; contractors
O-2 Limited Office	Business and professional offices; one-, two- and three-family dwellings; dwellings for four or more families; municipal parks and playgrounds; cemeteries; places of worship; hospitals and nursing homes; mixed-use buildings; funeral homes
R-1 One Family Residence	One-family dwellings; cemeteries; places of worship; general hospitals and nursing homes; farms and greenhouses
R-2 Two Family Residence	All the uses under R-1; as well as two-family dwellings
R-6 Multiple Residence	One-, two- and three-family dwellings; dwellings for four or more families; cemeteries; places of worship; general hospitals and nursing homes

Source: *City of Kingston Administrative Code, Chapter 405, Zoning*

As shown, the C-2 district is mapped over much of the SBD, and does not allow residential uses “despite the fact that a large proportion of the district is not only traditional urban form mixed-use buildings, but that much of the area is comprised of single-family and two-family detached dwellings.”²

² City of Kingston Comprehensive Plan, March 2016, Page 22

Figure 2 SBD Zoning Districts



In addition to the zoning districts outlined in Table 1, a portion of the SBD is mapped with the “Stockade Mixed Use Overlay,” as shown in Figure 2. The overlay was mapped in 2005 to allow for the adaptive reuse of industrial and commercial buildings for rental and affordable housing and to promote the development of a mixed-use mixed-income pedestrian based neighborhood. Properties within the overlay district have certain affordable housing requirements and pedestrian-friendly design standards. In addition, the City has a goal to simplify the district’s affordability standards while allowing for the adaptive reuse of former industrial and commercial buildings throughout the City, not just in the overlay district.

Bulk requirements for the various zoning districts vary and can be found in Chapter 405, Zoning, of the City Code. The SBD contains the Old Dutch Church which was established as a congregation in 1659. Its history is extremely important to the City. In order to preserve the visual importance of the Old Dutch Church steeple, the City prohibits any new structure built within the Stockade Historic District to rise above the base of the steeple, which is 62 feet above the curb level.

Kingston 2025 identifies the SBD as the “Uptown Mixed-Use Core” neighborhood, and specifies goals and strategies specifically pertaining to this area. The vision for the SBD as articulated in Kingston 2025 is to be a center “for local life providing nutritious fresh food, necessary personal services, transportation and mass transit options, employment opportunities at a range of incomes, a diversity of housing options, and nearby public and private recreational facilities.”³ The SBD is noted particularly for its concentration of historic resources and historic-based tourism, County Government facilities, and an eclectic mix of specialty retail.

A key goal set forth in Kingston 2025 is to encourage continued and vibrant mixed-use land use patterns centered around these historic resources and County offices. Specific strategies for the future are as follows: create a centrally located plaza or gathering space; promote multi-modal transit options and better pedestrian and vehicular circulation, particularly through the construction of a bus terminal/transit hub; promote on-street bike lanes; increase parking availability; support and encourage specialized retail and services; and seek to attract regional sporting events to Dietz Stadium. Kingston 2025 also promotes improved connectivity to Kingston Plaza through strategies such as terminating Schwenk Drive at Fair Street, allowing for new mixed-use commercial uses to extend down Fair Street and Westbrook Lane, considering residential or additional commercial uses in the Kingston Plaza shopping center, and providing a trail along Esopus Creek.

Finally, Kingston 2025 outlines several strategies for residential development in the SBD, including allowing mixed-uses in the C-2 zoning district, and moving toward City-wide standards for adaptive reuse and affordable housing. Therefore, it is likely development guided by the comprehensive plan will include more housing opportunities in the SBD.

³ City of Kingston Comprehensive Plan, “Kingston 2025,” March 2016, Page 18

SBD Character and Historic Resources

One of the City of Kingston's most significant assets is its concentration of historic resources, many of which are located within the SBD (Figure 3). The SBD encompasses the Stockade Historic District, an eight-block district designated by the Kingston Historic Landmarks Preservation Commission in 1966 and listed on the State and National Register of Historic Places (S/NR) in 1974.

The Stockade Historic District was the City of Kingston's original, fortified settlement bounded by Clinton Avenue, North Front, Green and Main Streets. This area was home to the first Dutch settlers, who erected a stockade fence after skirmishes with the Esopus Native American Tribe. Replicas of the 1658 stockade are located on North Front Street. Twenty-one 17th and 18th century limestone buildings still stand in this district. Other contributing buildings within the district include the 1676 stone house in which the first New York State Senate met in 1777, the Old Dutch Church, the oldest continuously existing congregation in the country (starting in 1659), and the Ulster County Courthouse.

A portion of the Fair Street Historic District, designated a local historic district by the Landmarks Preservation Commission in 1988, is also located partially within the SBD. This area contains the former homes of the affluent Uptown residents from the 1850's, including significant examples of the architectural styles of that period, such as Italianate, Queen Anne, and Colonial Revival.

In 1982, Kingston became one of 16 communities in New York State designated as part of New York State's Urban Cultural Park/Heritage Area Program. This program helped boost tourism and economic development in Kingston through the promotion of the City's important historic resources and significance in the development of the Catskill region and New York State. The Urban Cultural Park Plan, completed in 1987, expands on three themes, transportation, government, and architectural history, celebrating the important role that Kingston played in the development of the Catskill region and New York State.

Kingston 2025 highlights historic and architectural resources as a strategy for economic development, emphasizing the importance of consistent signage and accessible information as well as preservation of existing resources and a marketing plan. The Comprehensive Plan also states that the City should seek preservation and maintenance of historic resources, with goals to rehabilitate vacant obsolete commercial and industrial buildings for new uses rather than demolition. One suggestion is that the City should ensure that Kingston's bluestone and other historic materials are highlighted and protected in transportation and way-finding projects.

Events and cultural institutions are also an important asset for the City of Kingston and the SBD, supported by the area's many non-profits. The SBD is host to the annual O+ Festival, where local artists exchange art and music for healthcare services. The event has left a permanent legacy of art with 22 murals throughout Kingston, and nine in the SBD. Kingston also hosts a bi-annual re-enactment of the 1777 burning of Kingston by the British, drawing visitors from across the region. Chronogram, a local magazine about arts, culture, and spirit of the Hudson Valley has its offices in the SBD and hosts two events on Wall Street. BSP Kingston is a performing arts complex set in a repurposed vaudeville theater/movie house originally built in the early-1900s. The Kingston Farmers Market is host to approximately

2000 customers each weekend. These events and institutions are vital to preserving and promoting Kingston’s rich history and historic resources, adding to the cultural enjoyment of residents and visitors alike.



Murals in the SBD on Fair Street between North Front Street and John Street (left) and next to the North Front Street surface parking lot (right)



O+ Festival Health Expo along Wall Street (left) and Kingston Farmers Market (right)

Kingston 2025 outlines specific goals for aesthetic and other physical characteristics of the SBD that would greatly impact its character. A key strategy of the Comprehensive Plan is to move towards a unified public aesthetic, which might include uniform street signage, wayfinding signage, street furniture, decorative plantings, and kiosks, to create a distinct sense of place and reflect the history of the SBD. Possibilities for uniform streetscape improvements are listed, including street lighting, street trees, and sidewalk extensions (constructed with bluestone to match surrounding surfaces). One notable feature of the existing Kingston SBD aesthetic is the Pike Plan, a covered walkway on Wall and North Front

Streets that includes 44 businesses, as shown Figure 4, Picture 3. It is managed by the Pike Plan Commission.

One step towards implementing some of the aesthetic goals set forth in Kingston 2025 is the Kingston Wayfinding Plan, which was selected for funding in the Ulster County Transportation Council's 2017 Unified Planning Work Program. The goals of this plan are to enable visitors and residents to navigate safely, efficiently and easily through Kingston, to provide a family of wayfinding signage that creates a visual identity for the City and its distinct districts and, to encourage and support economic vitality by helping to increase motor vehicle, bicycle and foot traffic to business districts. The planning began in late 2017 and within one year the City will have a plan for signage graphics, kiosks and installation locations.

Figure 3 Historic Resources



Figure 4 SBD Built Character



Historic Photos:

- 1. Model of Kingston Stockade built by Port Ewen (NY) Boy Scout troop, 1950's from a booklet published for the Kingston Bicentennial Celebration, 1976
- 2. South side of Main Street looking South



Current Conditions (10/20/2017):

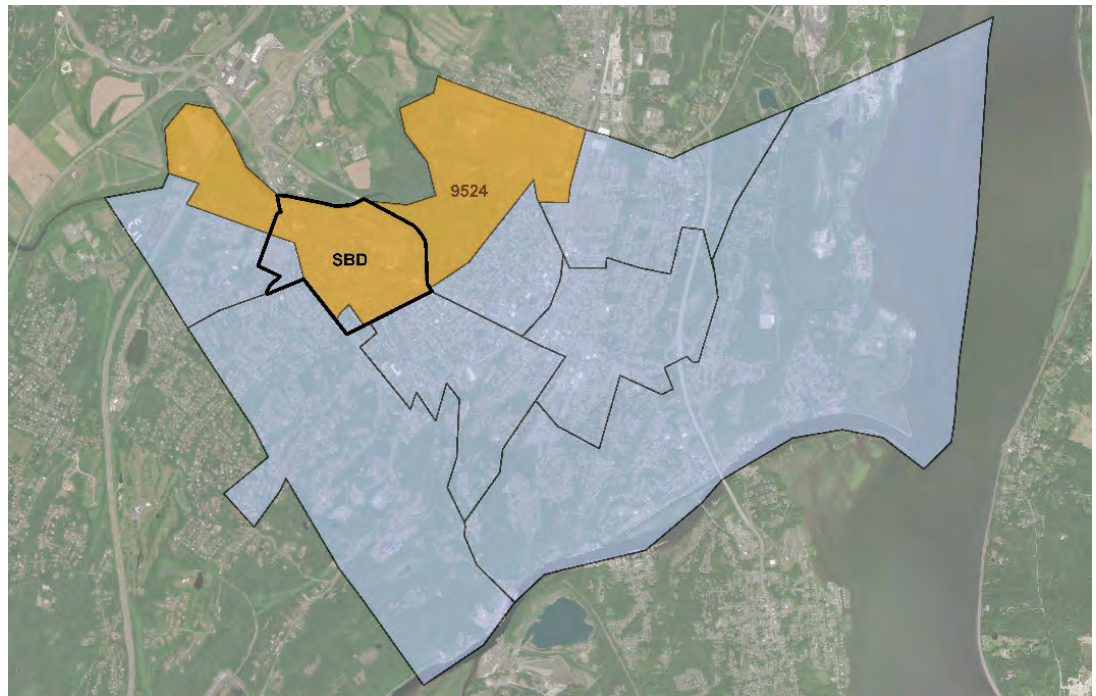
- 3. View from Front Street looking along Wall Street
- 4. View from Fair Street looking at the Senate House
- 5. View from Schwenk Drive looking at Kingston Plaza



Socioeconomic Characteristics

Based primarily on the most recently available census data, this section describes the socio-economic composition of Kingston’s residential population including its population shifts, household composition, demographic makeup, and employment patterns. Comparative data is provided for Ulster County, the City of Kingston, and Census Tract 9624 (“the analysis area”). Because Census Tract 9624 includes most of the Stockade Business District, this analysis area was used for the purposes of data collection and analysis for this socio-economic section and the housing and market analyses below. Figure 5 shows the boundaries of the analysis area.

Figure 5 SBD Data Analysis Area – Census Tract 9524



Population

Population growth in Ulster County, the City of Kingston, and the analysis area has been modest from 2000 to 2011-2015. The analysis area showed the highest growth at 3.7%. Both Ulster County and Kingston saw an increase after 2000, followed by a slight decrease after 2010.

Table 2 Total Population

Location	2000	2010	2011-2015	% change 2000- 2011/2015
Ulster County	177,749	182,493	181,300	2%
City of Kingston	23,387	23,893	23,625	1%
Analysis Area	2,769	2,706	2,871	3.7%

Source: US Census Bureau, Decennial Census and American Community Survey

Household Composition

Compared to Ulster County and Kingston, the analysis area has a lower percentage of family households and households with one or more persons under 18. The analysis area has the highest percentage (44%) of householders living alone and the highest percentage of householders living alone that are over 65 (18%). The prominent presence of both millennials and seniors in the analysis area likely contribute to the high percentage of nonfamily households and householders living alone over 65.

Table 3 Household Composition

Type of Households / Location	Ulster County	City of Kingston	Analysis Area
Total households	69,474	9,715	1,250
Total families	62%	54%	44%
Married-couple family household	47%	34%	29%
Female householder, no husband present, family household	11%	15%	15%
Male householder, no wife present, family household	5%	6%	1%
Nonfamily household	38%	46%	56%
Households with one or more person under 18	27%	27%	23%
Households with individuals 60 years and over	43%	38%	47%
Householder living alone	30%	38%	44%
Over 65	13%	15%	18%
Average household size	2.44	2.36	2.21

Source: US Census Bureau, Decennial Census and American Community Survey

Age

Though the millennial population, aged 20 - 34, has remained steady in Ulster County and the City of Kingston, the analysis area experienced substantial growth (5.5%) in the millennial population from 2000 to 2011-2015. The senior population, aged 65 and above, has declined in the analysis area and the City of Kingston while it has increased in Ulster County. However, the analysis area still has the highest median age at 45.3 and the highest percentage of 65 plus residents at 19%.

Table 4 Age Distribution

Location / Year	2000	2010	2011-2015
Ulster County			
Median Age	38.2	41.2	43.1
19 & under	26.1%	24.1%	21.90%
20-34	18.4%	17.5%	18.50%
35-44	17.3%	14.3%	12.20%
45-65	24.8%	29.9%	30.70%
65+	13.4%	14.3%	16.90%
City of Kingston			
Median Age	38.1	36.7	39.2
19 & under	26.1%	26%	24.6%
20-34	18.8%	22.2%	20.7%
35-44	16.0%	12.3%	11.8%
45-65	22.0%	25.9%	27.4%
65+	17.1%	13.7%	16.1%
Analysis Area			
Median Age	45.7	46	45.3
19 & under	18.3%	18.0%	22.1%
20-34	16.1%	18.7%	21.6%
35-44	14.7%	10.2%	5.9%
45-64	25.5%	36.0%	32.3%
65+	25.4%	17.0%	19.7%

Source: US Census Bureau, Decennial Census and American Community Survey

Educational Attainment

In Kingston, almost 25% of the population has a bachelor’s degree or higher, which is lower than the national average of 32%.

Table 5 Educational Attainment, Kingston

	#	%
Less than high school	955	8.70%
High school or equivalent, no college	2,300	21.00%
Some college or Associate degree	2,671	24.40%
Bachelor's degree or advanced degree	2,540	23.20%

Source: U.S. Census Bureau, LEHD Statistics

Income & Poverty

Median household incomes are rising in Ulster County but have fallen since 2010 in Kingston and the analysis area. The upward spike in income between 2000 and 2010 is not atypical given larger economic growth patterns during this period. The decline since 2010 may be indicative of the changing demographics in the analysis area in Kingston as more young people and low-income people move into the area, and also may be explained by the lingering effects of the recession. The percentage of the population living below the poverty line in the analysis area (16.2%) is higher than the poverty rate for Ulster County (12.8%). Also noteworthy is the analysis area’s adjacency to two of Ulster County’s poorest census tracts, 9520 and 9521.

Table 6 Median Household Income

Location	2000	2010	2011-2015
Ulster County	\$42,551	\$57,584	\$58,918
City of Kingston	\$31,594	\$46,098	\$40,757
Analysis Area	\$29,000	\$42,341	\$39,900

Source: US Census Bureau, Decennial Census and American Community Survey

Table 7 Percentage of Population Impoverished

	Ulster County	City of Kingston	Analysis Area
Percentage of Residents Living Below Poverty Line	12.8%	18.6%	16.2%

Source: US Census Bureau, Decennial Census and American Community Survey

Race & Ethnicity

Populations of people of color and Hispanics or Latinos (of any race) have shown significant growth in Kingston and the study area since 2000. The analysis area’s Hispanic or Latino population remarkably grew from 7.2% to 22.7% between 2010 and 2011/2015. The Black population also grew in the City and the analysis area over this time period. The Asian population in the analysis area grew 7% between 2000 and 2011/2015. This is part of a larger demographic trend in the Hudson Valley of growing Hispanic or Latino and non-white populations. These demographic changes signal that the analysis area is becoming increasingly diverse, potentially more multi-lingual, and potentially more responsive to ethnic based retail offerings. Also, changing demographics may also attract new residents desiring to live in an increasingly diverse community.

Table 8 Race and Ethnicity

	2000	2010	2011-2015
Ulster County			
White, only	88.90%	88%	86.60%
Black or African American, only	5.4%	5.90%	5.90%
Asian, only	1.2%	1.70%	1.90%
Other	2.5%	1.90%	1.90%
Two or more races	2.0%	2.5%	3.70%
Hispanic or Latino (of any race)	6.2%	8.2%	9.50%
City of Kingston			
White, only	80.40%	76.0%	70.80%
Black or African American, only	12.8%	14%	16.7%
Asian, only	1.5%	1.6%	2.7%
Other	2.2%	4.30%	1.8%
Two or more races	3.1%	4.2%	8.0%
Hispanic or Latino (of any race)	6.5%	11.9%	15.9%
Analysis Area			
White, only	86.50%	85.30%	77.80%
Black or African American, only	7.1%	8.7%	12.3%
Asian, only	2.0%	2.0%	5.9%
Other	2.5%	1.5%	0.20%
Two or more races	1.9%	2.5%	3.8%
Hispanic or Latino (of any race)	5.8%	7.2%	22.7%

Source: US Census Bureau, Decennial Census and American Community Survey

Employment Patterns

Levels of Unemployment

The level of unemployment in the analysis area (9%) is notably higher than the unemployment rate for Ulster County (5.8%) and Kingston (6.3%). It should be noted that unemployment data refers to individuals in the labor force who are not currently employed. It does not include individuals who have left the labor force entirely nor does it include individuals who may remain in the labor force by accepting lower paying jobs than they previously held.

Table 9 Percentage of Population Unemployed

	Ulster County	City of Kingston	Analysis Area
Percentage of Labor Force that is Unemployed	5.8%	6.3%	9.0%

Source: US Census Bureau, Decennial Census

Place of Employment for Kingston Residents

Kingston residents are employed in various towns in Ulster County, Dutchess County, and beyond. The most common place of employment is Kingston (28.1%). Though Kingston is more than 2 hours from New York City, 10% of Kingston residents' primary jobs are in New York City. The remaining jobs are located in local towns and cities such as Poughkeepsie (4.2%).

Table 10 Primary Job Counts by Places that Kingston Residents Are Employed

Places of Employment	#	%
All Places (Cities, CDPs, etc.)	10,027	100.00%
Kingston City, NY	2,817	28.10%
New York City, NY	1,009	10.10%
Lake Katrine CDP, NY	420	4.20%
Poughkeepsie city, NY	220	2.20%
Lincoln Park CDP, NY	159	1.60%
New Paltz village, NY	129	1.30%
Albany city, NY	119	1.20%
Rhinebeck village, NY	103	1.00%
Woodstock CDP, NY	101	1.00%
Hurley CDP, NY	80	0.80%
All Other Locations	4,870	48.60%

Source: U.S. Census Bureau, LEHD Statistics, 2015

Sectors Employing Kingston residents

The table below shows employment by industry in Kingston. There are 10,027 workers with primary jobs in Kingston. The top industry by employment is health care and social assistance with 22% of the population employed in this sector. Retail trade is the next largest sector by employment (13.5%), followed by educational services (9.3%) and accommodation and food services (8%).

Table 11 Employment by Industry, Primary Jobs, Kingston Residents

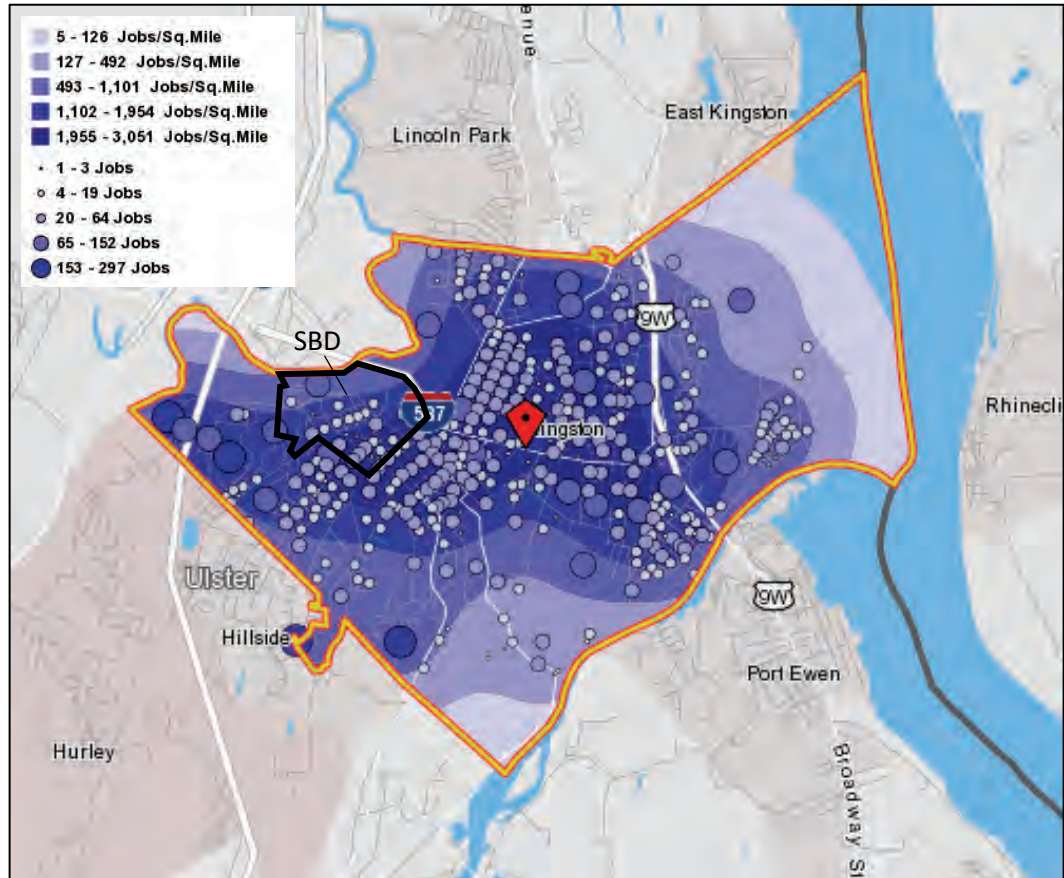
Industry	#	%
Health Care and Social Assistance	2,237	22.30%
Retail Trade	1,354	13.50%
Educational Services	934	9.30%
Accommodation and Food Services	802	8.00%
Public Administration	667	6.70%
Manufacturing	574	5.70%
Administration & Support, Waste Management and Remediation	465	4.60%
Professional, Scientific, and Technical Services	433	4.30%
Other Services (excluding Public Administration)	394	3.90%
Construction	351	3.50%
Transportation and Warehousing	351	3.50%
Wholesale Trade	326	3.30%
Finance and Insurance	301	3.00%
Information	241	2.40%
Real Estate and Rental and Leasing	224	2.20%
Management of Companies and Enterprises	140	1.40%
Arts, Entertainment, and Recreation	104	1.00%
Utilities	63	0.60%
Agriculture, Forestry, Fishing and Hunting	55	0.50%
Mining, Quarrying, and Oil and Gas Extraction	11	0.10%

Source: U.S. Census Bureau, LEHD Statistics, 2015

Residential Location of Employed Kingston Residents

The heat map below shows where working Kingston residents live. Workers reside throughout Kingston with the highest densities along the Broadway corridor from Midtown to Uptown. Worker residence densities are consistent with overall residential densities in Kingston.

Figure 6 Residential Location of Employed Kingston Residents



Source: U.S. Census Bureau, LEHD Statistics

Housing Characteristics and Availability

Total Housing Units & Type of Tenure

Kingston has approximately 11,000 housing units ranging from studio apartments to single and multi-family homes. From 2000 to 2010, the total number of housing units in Kingston grew by 4.8%, a rate lower than Ulster County’s growth rate (7.7%). Kingston lost over 100 housing units from 2010-2015 and Ulster County showed little growth. The number of housing units in the analysis area, which includes the SBD, grew by only 1% from 2000-2010 and lost 16 housing units (1.28%) from 2010 to 2011/2015.

Table 12 Total Housing Units

Year	Ulster County	City of Kingston	Analysis Area
Housing Unit Count			
2000	77,656	10,637	1,487
2010	83,638	11,147	1,506
2011/2015	83,733	11,024	1,490
Percent Change			
2000-2010	7.7%	4.80%	1.06%
2010-2011/2015	0.11%	-1.10%	-1.28%

Source: 2010 and 2000 US Census; U.S. Census Bureau, American Community Survey 2011-2015

Of the total housing units in Kingston, about 40% are owner-occupied, 50% are rentals and 10% are vacant. Of the 1,490 total housing units in the analysis area, 38% of units are owner-occupied and 62% of units are renter occupied. The analysis area has a higher percentage of renter occupied units than the City of Kingston and Ulster County, as noted in the table below. Ulster County has a higher percentage of owner occupied units than the City of Kingston.

Table 13 Housing Tenure

	Ulster County	City of Kingston	Analysis Area
Owner occupied	69%	44%	38%
Renter occupied	31%	56%	62%

Source: U.S. Census Bureau, American Community Survey 2011-2015

Physical Characteristics of Housing Units

The analysis area has a higher percentage of structures built before 1939 than the City of Kingston and Ulster County. The majority of housing units (55%) in the analysis area were built prior to 1939. The next highest percentage (25%) in the analysis area relates to structures built from 1960-1979. Less than 3% of structures were built after 1980.

The analysis area has a smaller percentage of single-family detached structures (34%) than the City of Kingston (47%) and Ulster County (72%). This is consistent with the fact that the analysis area has a high percentage of renters versus owners. The most common types of housing in the analysis area are single-family detached units and structures with 10 or more units, both at 30%, followed by structures with 5-9 units at 16%.

Table 14 Physical Characteristics of Housing

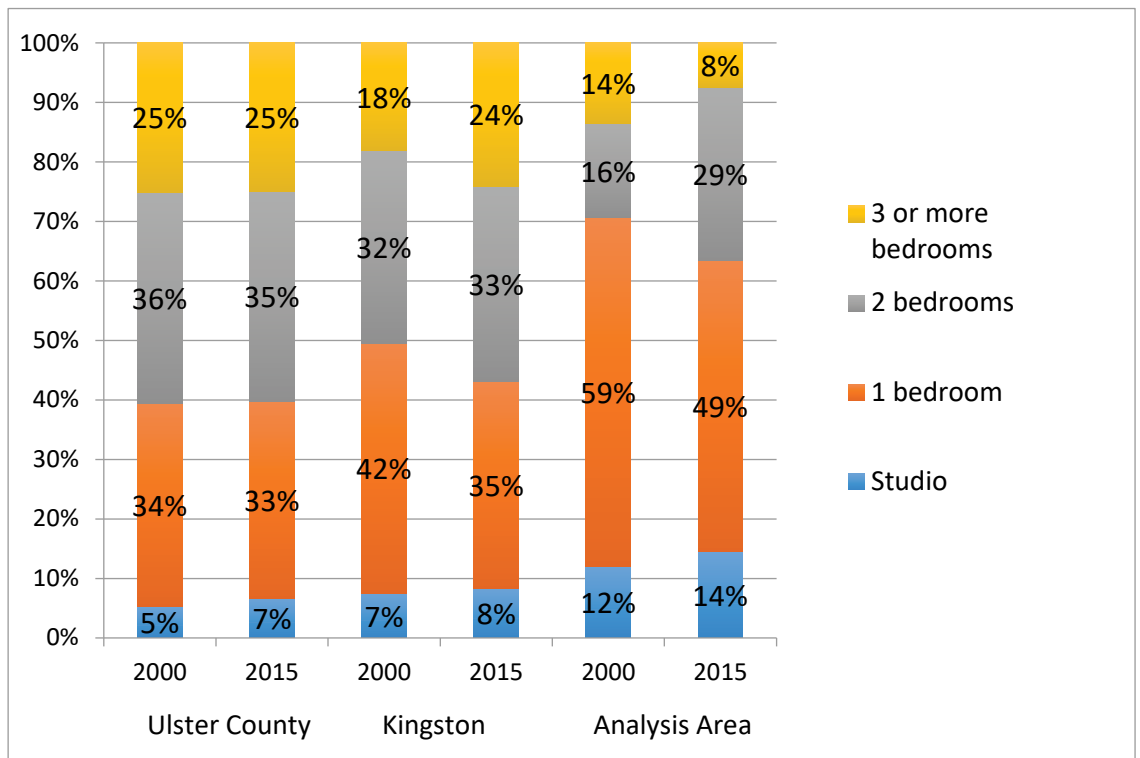
	Ulster County	City of Kingston	Analysis Area
Year Structure Built			
2014 or later	0.1%	0.0%	0.0%
2010 to 2013	1.1%	1.1%	1.3%
2000 to 2009	9.1%	2.4%	0.0%
1980 to 1999	19.5%	6.6%	1.5%
1960 to 1979	24.5%	17.5%	25.0%
1940 to 1959	19.7%	19.1%	17.7%
1939 or earlier	25.9%	53.4%	54.6%
Units in Structure			
1-unit, detached	69%	44%	30%
1-unit, attached	3%	3%	4%
2 units	7%	19%	11%
3 or 4 units	5%	11%	8%
5 to 9 units	4%	9%	16%
10 or more units	6%	13%	30%
Mobile home	6%	0%	0%

Source: U.S. Census Bureau, American Community Survey 2011-2015

Types of Rental Units

Kingston’s rental stock consists of a higher percentage of one-bedroom and studio units than Ulster County, with the highest percentage found in the analysis area. However, the percentage of one-bedroom units in Kingston and the analysis area decreased by close to 10% from 2000 to 2011/2015. Over the same period, there has been an increase in the percentage of studio units throughout the County and City of one to two percent. The analysis area doubled its stock of two-bedroom units with the addition of 84 two-bedroom units, while the housing stock throughout Kingston and Ulster County remained largely unchanged.

Figure 7 Renter Occupied Units by Type 2000 – 2011/2015



Source: U.S. Census Bureau, Census 2000, U.S. Census Bureau, American Community Survey 2011-2015

Housing Vacancies

Of the 1,490 housing units within the analysis area, 1,250 were occupied (a 16.1% vacancy rate). Of the occupied housing units, 470 (37.6%) were owner-occupied and 780 (62.4%) were renter-occupied.

Housing Values

The sub-section below includes pricing information for both owner-occupied housing and rental units. A combination of census numbers and real estate industry data has been used in order to approximate the pricing for a cross-section of homes within Kingston.

According to the US Census, median home values in Ulster County, Kingston, and the analysis area are below the state median (\$283,400), but close to the national median value (\$178,600). Home values in the County exceed those in the City of Kingston and the analysis area, in which 69% of homes value at less than \$200,000. Kingston has the highest percentage of mid-range homes with 48% between \$200,000 and \$299,999. Ulster County has the highest percentage of homes that value at \$300,000 and above.

Table 15 Median Home Value

	Ulster County	City of Kingston	Analysis Area
Median (dollars)	\$222,800	\$212,300	\$171,500

Source: U.S. Census Bureau, American Community Survey 2011-2015

The percentage of homes valued below \$200,000 is significantly higher for the analysis area (69%) than for Ulster County (42%) and Kingston (42%).

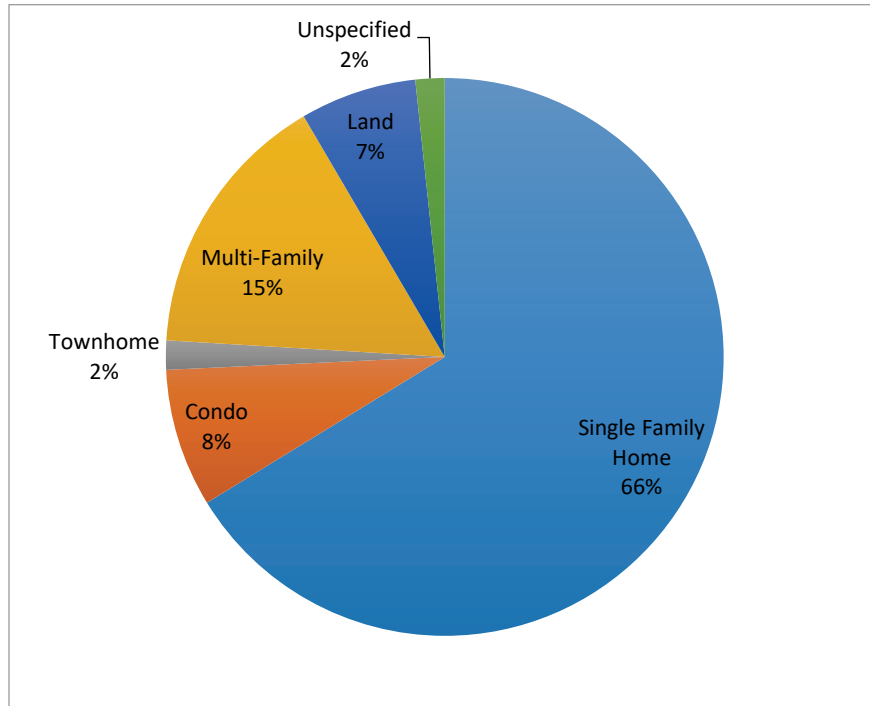
Table 16 Value of Owner Occupied Units

	Ulster County		City of Kingston		Analysis Area	
	#	%	#	%	#	%
Owner-occupied units	47,908		470		4,302	
Less than \$200,000	20,167	42%	198	42%	2,954	69%
\$200,000 to \$299,999	15,104	31%	226	48%	924	21%
\$300,000 to \$499,999	9,149	19%	19	4%	327	8%
\$500,000 or more	3,488	7%	27	6%	97	2%

Source: U.S. Census Bureau, American Community Survey 2011-2015

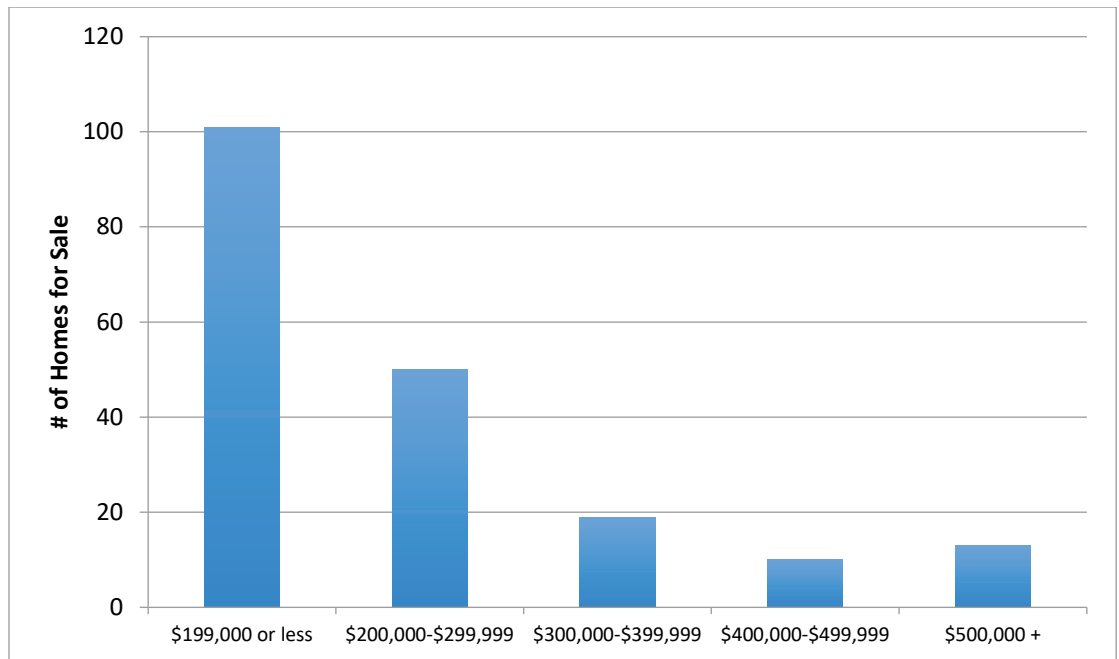
Single-family homes dominate the market, followed by multi-family homes (see Figure 8). Most homes for sale in Kingston are in the low end of the market. Almost 75% of the homes for sale are priced below \$300,000 (see Figure 9). The lowest priced, non-foreclosure home was listed at \$70,000. The highest priced home is a 6-bedroom house built in 1904 listed at \$750,000.

Figure 8 Residences for Sale by Type



Source: Trulia, Accessed 10/18/2017

Figure 9 Distribution of Asking Home Prices



Source: Trulia, Accessed 10/18/2017

Homeowner Housing Costs

For those with a mortgage, 34% of housing units in the analysis area have a monthly cost over \$2500, compared to 10% in Kingston, and 25% in Ulster County. Housing costs for those without a mortgage are fairly equal across the County, City, and analysis area.

Table 17 Monthly Costs for Homeowners by Mortgage Status

	Ulster County		City of Kingston		Analysis Area	
	#	%	#	%	#	%
Total:	47,908		4,302		470	
Housing units with a mortgage:	28,892		2,667		259	
Less than \$1000	2224	8%	251	9%	6	2%
\$1000 to \$1500	6,062	21%	643	24%	41	16%
\$1,500 to \$1,999	7,811	27%	971	36%	93	36%
\$2,000 to \$2,499	5,593	19%	508	19%	32	12%
\$2,500 to \$2,999	3,727	13%	198	7%	77	30%
\$3000+	3,475	12%	96	4%	10	4%
Housing units without a mortgage:	19,016		1,635		211	
Less than \$250	511	3%	9	1%	0	0%
\$250 to \$499	3158	17%	296	18%	39	18%
\$500 to \$699	4,746	25%	327	20%	38	18%
\$700 to \$899	4,484	24%	508	31%	76	36%
\$900 to \$1099	2,656	14%	237	14%	50	24%
\$1100 to \$1299	1,473	8%	117	7%	0	0%
\$1300 to \$1499	875	5%	62	4%	0	0%
1500 +	1,113	6%	79	5%	8	4%

Rental Cost Trends

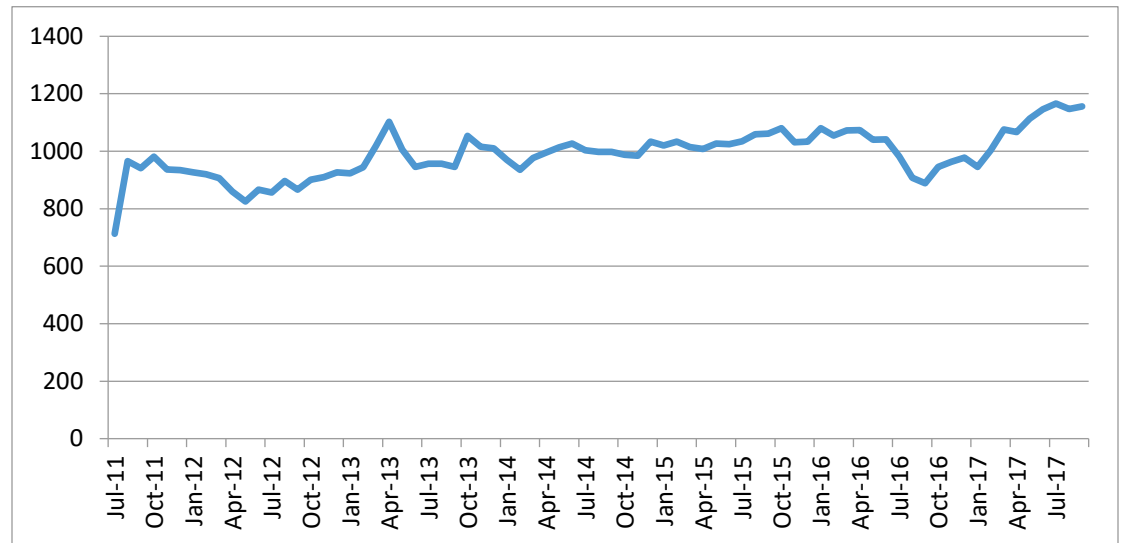
The median rent (\$1000) for homes in the analysis area is not notably different from Ulster County and Kingston. Over the last six years, the average rent has increased from around \$750 to about \$1175.

Table 18 Median Rent 2000, 2015

	2000	2011/2015	% Change
Ulster County	\$626	\$1,013	61.82%
City of Kingston	\$576	\$1,005	74.48%
Analysis Area	\$514	\$1,009	96.30%

Source: U.S. Census Bureau, American Community Survey 2011-2015

Figure 10 Distribution of Asking Rent Prices



Source: Rent Jungle

The median rent charged for all units in the analysis area is very similar to the rent charged in Ulster County and City of Kingston.

Table 19 Median Rent by Bedroom

Type of Unit / Location	Ulster County	City of Kingston	Analysis Area
Total:	1,013	1,005	1,009
Studio	655	629	719
1 bedroom	869	864	907
2 bedrooms	1,081	1,048	1,093
3 or more bedrooms	1,287	1,250	1,223

Source: U.S. Census Bureau, American Community Survey 2011-2015

Distribution of Rental Costs

In addition to median rent, it is also important to understand the distribution of rents in the study area. Compared to Ulster County and Kingston, the analysis area has a higher percentage of rental units in the less than \$500 range. Only 3% of units in the analysis area are over \$1249, compared to 11% in the County and 9% in Kingston (see Table 20).

Table 20 Monthly Rent Distribution

	Ulster County		City of Kingston		Analysis Area	
	#	%	#	%	#	%
Total:	21,566		5,417		780	
With cash rent:	20,115		5,257		780	
Less than \$500	2,174	10%	721	14%	140	18%
\$500 to \$749	4,635	21%	1,055	19%	91	12%
\$750-\$999	7,184	33%	2,076	38%	350	45%
\$1,000 to \$1,249	3,786	18%	926	17%	174	22%
\$1,250 to \$1,499	1,324	6%	363	7%	0	0%
\$1,500 to \$1,999	755	4%	91	2%	0	0%
\$2000+	257	1%	25	0%	25	3%
No cash rent	1,451	7%	160	3%	0	0%

Source: U.S. Census Bureau, American Community Survey 2011-2015

Rental Listings

An inventory of listings on Trulia and Zillow is provided in Table 21 below. Most of the listed rental prices are consistent with census median rents. One listing is far above median rent for a 1 bedroom at \$1750. This apartment is at Creekside Terrace, a renovated industrial building in the Rondout that now has eight luxury one-bedroom apartments. Apartments listed on Craigslist are slightly higher than the census median rents; studios are listed around \$750-800 and 1 bedrooms are listed around \$950- \$975.

Table 21 Kingston Rental Listings

Building Complex	Bedrooms	Location	Rent	Sq ft
Hudson Valley Landing Apartment Complex	2 Bedrooms	7 Hudson Valley Landing	\$1,125	1,400
Hudson Valley Landing Apartment Complex	2 Bedrooms	28 Hudson Valley Landing	\$1,200	
	2 Bedrooms	473 Wilbur Avenue	\$1,000	
	1 Bedroom	29 Broadway	\$1,000	550
Creekside Terrace (renovated industrial building)	1 Bedroom	111 Abeel St	\$1,750	
	1 Bedroom	91 Downs St. Apt. 3	\$875	

Source: Trulia and Zillow, Accessed 10/2017

Housing Cost Burden

Housing cost burden is the percentage of one’s monthly income that is spent on housing. Housing cost burden is a key determinant of housing affordability. Occupants spending more than 30% of their incomes on housing costs are considered cost burdened while occupants spending more than 50% of their incomes are considered severely cost burdened.

Within the analysis area, approximately 22.8% of homeowners with a mortgage spent 30% or more of their monthly income on housing costs. 21.3% of homeowners without a mortgage spent 30% or more of their monthly income on housing costs. Approximately 63% of renters spent 30% or more of their monthly income on rent.

Table 22 Percentage of Households Experiencing Housing Cost Burden

	Ulster County	City of Kingston	Analysis Area
Homeowners with mortgage spending 30% or more of income on housing costs	40.3%	40.8%	22.8%
Homeowners without mortgage spending 30% or more of income on housing costs	24.7%	30.8%	21.3%
Renters spending 30% or more of income on rent	61.2%	62.7%	63%

Source: U.S. Census Bureau, American Community Survey 2011-2015

In the analysis area, 100% of homeowners making less than \$20,000 per year are cost burdened (spending more than 30% of their incomes on housing). As income increases, the burdens of housing costs generally decrease as a proportion of income. The percentage of housing cost burdened homeowners at an income of \$75,000 or more is 13% in Ulster County, 7% in Kingston, and 4% in the analysis area.

Table 23 Housing Cost as Percentage of Income – Owner-Occupied Units

	Ulster County		City of Kingston		Analysis Area	
	#	%	#	%	#	%
Total:	69,474		9,719		1,250	
Owner-occupied housing units:	47,908		4,302		470	
Less than \$20,000:	3,963		453		39	
30 percent or more	3,537	89%	436	96%	39	100%
\$20,000 to \$34,999:	5,527		522		21	
30 percent or more	3,834	69%	402	77%	14	67%
\$35,000 to \$49,999:	5,245		542		31	
30 percent or more	2,494	48%	299	55%	14	45%
\$50,000 to \$74,999:	9,052		885		95	
30 percent or more	3,376	37%	321	36%	31	33%
\$75,000 or more:	23,767		1,861		284	
30 percent or more	2,996	13%	121	7%	12	4%
Zero or negative income	354		39		0	

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

The table below shows how different cost of housing affects various income groups. In the analysis area, 72% of renters making less than \$20,000 per year are cost burdened (spending

more than 30% of their incomes on housing). As income increases, the burdens of housing costs generally decrease as a proportion of income. However, the percentage of renters who are cost burdened in the analysis area increases to 92% when income level increases to \$20,000 to \$34,000. This may be because those making under \$20,000 are eligible for affordable housing programs, decreasing their cost burden. In the County, the City, and the analysis area, less than 3% of renters are cost burdened at an income level of \$75,000 or more.

Table 24 Housing Cost as Percentage of Income – Renter-Occupied Units

	Ulster County		City of Kingston		Analysis Area	
	#	%	#	%	#	%
Renter-occupied housing units:	21,566		5,417		780	
Less than \$20,000:	5,964		1,583		203	
30 percent or more	5,682	95%	1,456	92%	146	72%
\$20,000 to \$34,999:	4,843		1,439		227	
30 percent or more	4,097	85%	1,163	81%	209	92%
\$35,000 to \$49,999:	2,755		745		159	
30 percent or more	1,571	57%	395	53%	85	53%
\$50,000 to \$74,999:	3,196		922		75	
30 percent or more	582	18%	207	22%	11	15%
\$75,000 or more:	2,833		449		60	
30 percent or more	61	2%	0	0%	0	0%
Zero or negative income	524		119		56	
No cash rent	1,451		160		0	

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Transportation and Infrastructure

Transportation

The SBD is a multi-modal transportation hub for Kingston, Ulster County, and the region. It provides connections to several major roadways, including the New York State Thruway (I-87), NYS Route 32 and Route 28 (to the Catskill Mountains) via Washington Avenue and Route 9W via Albany Avenue and Broadway. The SBD also contains several nodes for public transportation, including a bus terminal for Adirondack Trailways (Trailways) at the intersection of Washington Avenue and North Front Street and exchanges for Ulster County Area Transit (UCAT) and Kingston Citibus located in the Kingston Plaza. Trailways is a private motorcoach operator providing regional bus service to areas across New York State, including New York City; UCAT provides county-wide bus service and Citibus provides city bus service. Three Citibus lines converge in the SBD (A, B and C). Figure 11 depicts the key local and regional transportation systems in the SBD. In 2016, the Ulster County Transportation Council initiated the Ulster County Transit Systems Integration Plan to study the potential integration of Citibus and UCAT to facilitate a single bus transit system for the County. The final plan was published in December 2017 with the goal to improve overall transit service while maintaining or reducing costs. Implementation of the plan would result in some shifts to transit routes but service to and from the SBD would be maintained, with a transfer hub at Kingston Plaza.

Other forms of public transportation can be accessed via the major roadways that radiate from the SBD. Regional train service is provided by Amtrak and the MTA, with the Rhinecliff Amtrak station located directly across the Hudson River and Metro-North commuter rail service available from Poughkeepsie, approximately 20 miles to the south of Kingston. Metro-North provides rail access to New York City. The closest airports are Stewart International Airport in the Town of New Windsor, 39 miles to the south, Albany International Airport, approximately 65 miles to the north, and the Kingston-Ulster Airport, three miles to the north, which provides limited general aviation access.

In 2009, the Ulster County Transportation Council commissioned a report titled *City of Kingston Uptown Stockade Area Transportation Plan* (the "2009 Transportation Plan") to address poor access to and circulation within the SBD, and in doing so, bolster the economic vitality of the area. The 2009 Transportation Plan provides existing and anticipated future conditions to assess the transportation needs of the area. Most of the intersections in the SBD operate at acceptable levels of service during peak hours, although a few of the intersections leading to the SBD are congested. According to the 2009 Transportation Plan, traffic operations along the major roadways approaching the SBD will deteriorate in the future, including poor traffic conditions along Washington, Albany and Clinton Avenues. Parking utilization is also considered high.

Figure 11 SBD Transportation



Given these challenges, the 2009 Transportation Plan provides recommendations for improvements to vehicular access and circulation, traffic signals and coordination, parking, pedestrian and bicycle infrastructure, and the streetscape in the Pike Plan area to enhance the physical environment. The 2009 Transportation Plan recommendations included the following improvements:

- › Reverse the street directions and restripe several streets to improve circulation and bicycle, vehicular and pedestrian safety and provide direct access to Kingston Plaza from Wall Street.
- › Implement a coordinated traffic signal system and install traffic signals with pedestrian push buttons.
- › Develop and implement a comprehensive parking management strategy, as well as a comprehensive signing program.
- › Install new or upgrade existing pedestrian and bicycle infrastructure, including signals, pedestrian-scale lighting, crosswalks and sidewalks.
- › Implement a transportation system enhancement plan for the Pike Plan area, including reconstructing tree planters and other street furniture, constructing curb extensions and decorative pavement, that would improve safety for and driver awareness of pedestrians.

The Ulster County Transportation Commission completed a second report in 2009, the *City of Kingston Intermodal Facility Site Location and Conceptual Design Analysis Final Report* (the "Intermodal Facility Report"), to recommend a location and develop a preferred plan for an intermodal transportation facility in the SBD. The facility would serve regional and local transit operators, including Kingston CitiBus, Ulster County Area Transit (UCAT), and Trailways.

The Intermodal Facility Report highlights some of the difficulties facing the public transportation system in Ulster County, particularly the complexity that arises from multiple providers over the large geographic service area. The report suggests that the intermodal facility "will not only improve coordination and interaction of the public transportation system, it is expected to spur economic development of the surrounding area and elevate the public's perception of the city itself."⁴ The report also outlines facility requirements of the different transit operators, and incorporates features including more bus slips, additional parking, taxi waiting area, and bicycle and car sharing infrastructure. Promoting the increased use of public transit through the expansion and enhancement of public transportation infrastructure is a key goal of Kingston 2025.

Kingston and Ulster County have invested significantly in planning initiatives to improve transportation conditions, including several other key transportation studies, such as the Washington Avenue Corridor Study, the Ulster County Non-motorized Transportation Plan, the I-587 Intersection Study (described below in project and planning initiatives) and the City of Kingston/Town of Ulster Quiet Zone and Pedestrian Safety and Mobility Analysis.

⁴ City of Kingston Intermodal Facility Site Location and Conceptual Design Analysis, Final Report, Ulster County Transportation Council, April 2009. Executive Summary, Page 3

The Complete Streets Advisory Council (CSAC), established in 2010, has also been involved in improvements to transportation. CSAC was a contributor to Kingston's recent comprehensive planning process, and as a result, its complete streets policies were integrated into the Kingston 2025 goals and strategies. Kingston 2025 states that "joining neighborhoods to core areas should be a network of complete streets. The City should adopt a clear policy of improving the function of existing streets to accommodate pedestrians of all ages, cyclists, and the disabled at an equal or greater priority than vehicular traffic. Such streets should be the norm and provide access throughout the City's neighborhoods."⁵

Other strategies related to transportation and promoting complete streets in Kingston 2025 include

- › Employing "traffic calming" techniques and maintaining roadway efficiency with balanced roadway regulations.
- › Encouraging transit-oriented development and promoting green street designs,
- › Promoting on-street bike lanes in Uptown. The already narrow streets throughout the SBD make it difficult to construct off-road bicycle facilities, and sidewalks should be reserved for pedestrians.
- › Prohibiting on-street deliveries from 8 AM until after 9 PM. Given the narrow width of the streets, daytime deliveries pose a significant impediment to traffic and patronage of the area.
- › Improving the connections physically and in character between Kingston Plaza and the SBD.
- › Considering terminating Schwenk Drive at Fair Street. Doing so could allow uninterrupted pedestrian access from the SBD, and the former roadbed could be utilized to provide additional public assembly and bicycle/pedestrian circulation space very close to the business district and Senate House Historic Site.
- › Providing a trail along the Esopus Creek.

Parking

Figure 12 depicts the parking surfaces in the SBD. As shown, there are three municipal parking lots within the SBD. Kingston has recently implemented new muni-meters in these lots. There is a total of 47 acres of parking surface in the area. Although the City has not commissioned a comprehensive parking inventory and demand study, Kingston officials shared that constituents often feel there is a shortage of parking in several locations within the SBD.

⁵ City of Kingston Comprehensive Plan, "Kingston 2025," March 2016, Page 18

Figure 12 Parking Inventory



One strategy to improve parking conditions in the SBD is to increase access to a central parking garage that is easily accessible from one of the roads that circulates the business core, which would allow people to easily park and walk to commercial areas. The City is working with a local developer and architect to design a mixed-used development along with approximately 400 parking spaces, including 200 dedicated to public access, at the corner of North Front and Fair Streets (currently the site of a City-owned surface parking lot and privately owned vacant warehouse). This project is profiled in Section 5 of this plan.

On the demand side, the 2009 *Kingston Intermodal Facility Site Location and Conceptual Design Analysis* study described above recommended the creation of an intermodal facility that would increase public transit usage, access and capacity. The intermodal facility as explored in that study would come with additional parking, taxi drop-off areas, dedicated bike parking and carshare parking.

Vision 2025 also features a set of proposed strategies for parking in the SBD:

- › Maintain meters and time limits for on-street parking in the Uptown area.
- › Incentivize cross easements between adjacent non-residential and mixed-use lots.
- › Improve directional signage to public parking lots.
- › Promote smarter and more attractive public and private parking lot design.
- › Allow residential or expanded commercial use of Kingston Plaza.

Infrastructure

The City of Kingston Department of Public Works maintains the sewer mains within the SBD and the City and operates the treatment of wastewater. The Kingston Water Department is responsible for the provision of drinking water and water service for fire suppression. Kingston Water Department's 2015-2019 Capital Improvement Plan mentions several planned infrastructure investments and projects, including for example, Cooper Lake Dam Remediation, Binnewater Reservoir Dam Remediation, and installation of Binnewater Transmission Main. A long-term capital improvement plan has been created for the wastewater treatment plant on East Strand in the Rondout area of Kingston.

Water

The principal source of water in the City is from the Mink Hollow Stream, which is piped into the Cooper Lake Reservoir. The water is then piped to the Edmund T. Cloonan Water Treatment Plant. From the treatment plant, the water is piped to the Binnewater Reservoir, the City's primary water storage facility. The City has approximately 8,500 service connections and an average daily flow of approximately 3.5 million gallons per day.

Sewer

The City has a partially combined sanitary and storm sewer. As indicated in Kingston 2025, the sewer is beyond its existing permitted capacity due to infiltration during storm events. Overflows during significant storms is a reoccurring issue. The City has installed four combined sewer overflow monitoring devices to cover all combined sewer overflow locations. The implementation of green infrastructure is recommended and discussed as an objective in Kingston 2025 to reduce stormwater, upland flooding, and combined sewer

overflows. It is also noted that increases in housing density would likely tax the system further.

Open Space and Community Facilities

Open spaces and community facilities within the SBD are shown in Figure 13.

Open spaces within the SBD include passive open space, active recreation (including Dietz Stadium), cemeteries, plazas, and trails/greenways. There are five public parks and recreational facilities located within the SBD:

- › Academy Green, a 1.5-acre park within the triangular block formed by Albany Avenue, Maiden Lane, and Clinton Avenue;
- › Andretta Pool, the City's only public pool facility;
- › Peace Park, a small passive recreation green space located at the corner of Crown and North Front Streets;
- › Frog Alley, also a small passive public space along Frog Alley; and
- › Dietz Stadium, the multipurpose sports facility with capacity to host school, community and professional sporting events.

Forsyth Park, which is adjacent to Dietz Stadium, is located right outside of the SBD. This park is the only functional community green space of its kind within the SBD, and hosts the Forsyth Nature Center and Zoo, a Kinderland playground, manicured lawns with a baseball field and forested area, tennis courts, and a pavilion. In 2013, Kingston completed a Parks and Recreation Master Plan to guide the strategic improvement and development of parks, recreational facilities and services in the City. Based on the results of the community outreach undertaken as part of that plan, Forsyth Park is a heavily-used open space that is a valued amenity to the community.



Frog Alley Park



Statues in Academy Green Park

Figure 13 Open Spaces and Community Facilities



There is limited waterfront access within the study area, which includes a small path dividing the Esopus Creek from the Dutch Village apartments along the Kingston Uptown levee, a ten to 12-foot berm and wall constructed alongside Esopus Creek from Col. Chandler Drive to Washington Avenue.

In terms of open space resources, Kingston 2025 proposes the creation of a centrally located plaza for public assembly, small concerts and events near the SBD. The strategy suggests that the City is looking for opportunities beyond Academy Green Park and Forsyth Park. Although these provide open space opportunities already, there is not a direct interplay between those parks and the majority of the SBD businesses along Wall Street, North Front Street and at Kingston Plaza. A public space in comfortable walking proximity to Wall Street and the State Senate House Historic Site (described in detail under the Historic and Cultural Resources section) would better drive patronage of the SBD, just as TR Gallo Park attracts patronage of the Rondout Business District.

Kingston 2025 also offers broad strategies centered around open space, including supporting the implementation of the Greenline Conceptual Plan and developing public-private partnerships for conserving parks and open space. The Kingston Greenline Conceptual Plan, completed in 2014, proposes a network of urban trails, complete streets, bike lanes and linear parks throughout Kingston to promote non-motorized travel and access to amenities and community facilities. The extent and status of the Kingston Greenline, currently under development, is shown in Figure 13 as a map insert. At full build-out, the Kingston Greenline would provide the SBD a protected pedestrian and bicycle link from Kingston Plaza west to the other core neighborhoods of the City and east to the Rondout Valley, via the O&W Link Trail, and the Catskill Mountains, via the proposed Catskill Mountain Rail Trail. This rail trail is also planned to connect residents and visitors to the future Empire State Trail, a 750-mile New York State trail planned for completion in 2020.

Figure 13 documents the distribution of recent public investments in the area, as well as the names and locations of anchor institutions that serve the community (supermarkets, bus terminals, schools, government institutions, etc.). A detailed discussion of SBD anchor institutions is in the Anchor Institutions and Significant Employers section below.

Kingston Plaza is home to the Westbrook Lane station of the Catskill Mountain Railroad, a recreational train attraction operating on the former Ulster and Delaware Rail line. Historically, this rail line carried freight and tourist traffic to and from the Catskills, including bluestone and dairy products. The Catskill Mountain Railroad hosts themed events, including fall foliage trains and other seasonal events, attracting a ridership of almost 30,000 people in 2016.

Commercial Real Estate Market

This section examines real estate market trends for the analysis area as well as the City of Kingston and Ulster County. The statistical data presented below focuses on the supply and demand of commercial, office, and retail space for all three geographic units. These data trends will be supplemented with more qualitative information gleaned from interviews with real estate professionals, economic development practitioners, and business owners. As mentioned above, the analysis area incorporates all of Census Tract 9624 because it includes most of the Stockade Business District. Figure 5 shows the boundaries of the analysis area.

The City of Kingston is experiencing a commercial real estate boom despite stagnant real estate prices throughout Upstate New York. From 2014 to 2016, commercial listings for Kingston on MLS ranged from \$218,000 to \$950,000.⁶ Current listings range from \$194,000 to \$1.8 million, with 3 properties over \$1.4 million.⁷

Some buildings, especially in the Stockade Business District, have more than doubled in price in less than 10 years. For example, the Tonner Doll Company bought a former bank building on Wall Street for \$435,000 in 2010. This same building sold for \$925,000 in 2017.⁸

An extreme case of the recent explosion in commercial real estate in Uptown Kingston is the sale of the former Kingston City School District Headquarters. In July it sold for \$4.25 million (a bid twice the estimate) to a New York City developer, Neil Bender, who plans to turn the office property into a boutique hotel.⁹ In 2014, the highest bid for this building was \$660,000.¹⁰

Some of this activity has spilled into Midtown, which has yet to experience the revival that Uptown has encountered. Local realtors speculate that as real estate in Uptown and the Rondout becomes scarce, developers are looking to Midtown. Midtown has seen activity in both office and retail sales.

6 Sveikauskas, Geddy, "Ulster County real estate market mostly stagnant, with a few areas seeing a surge of activity." Hudson Valley One. 12/5/2016. <https://hudsonvalleyone.com/2016/12/05/ulster-county-real-estate-market-mostly-stagnant-with-a-few-areas-seeing-a-surge-of-activity/>

7 Multiple Listing Service, Accessed 10/26/2017

8 Smith, Jesse J., "Kingston's Uptown real estate surge: helpful influx or toxic gentrification?" Hudson Valley One. 6/18/2017 <https://hudsonvalleyone.com/2017/06/18/kingstons-uptown-real-estate-surge-helpful-influx-or-toxic-gentrification/>

9 Kemble, William J., "Buyer plans to turn Kingston school district's administration building into hotel and spa." Kingston Daily Freeman. 7/20/2017. <http://www.dailyfreeman.com/general-news/20170720/buyer-plans-to-turn-kingston-school-districts-administration-building-into-hotel-and-spa>

10 Smith, Jesse J., "Kingston's Uptown real estate surge: helpful influx or toxic gentrification?" Hudson Valley One. 6/18/2017 <https://hudsonvalleyone.com/2017/06/18/kingstons-uptown-real-estate-surge-helpful-influx-or-toxic-gentrification/>

Commercial Office Market

Listed office space in Kingston consists mainly of homes converted to offices and car dealership office space along Albany Avenue. On the high end of the market, a 16-unit office building in Uptown is listed for \$1.8 million. The car dealership office spaces and parking lot prices range from to \$1 million to \$1.5 million. Various smaller homes converted to offices are listed from \$550,000 to \$895,000. The Opera House, a popular office rental location for small businesses lists rents at \$550-\$750/month.

Developers and others are buying vacant office buildings and renovating them or converting them to non-office uses. In 2016, CB Properties bought 635 Broadway for \$450,000 and renovated it.¹¹ The once-vacant building now has several commercial office clients. Rent for office space at this location is listed at \$600/month for 200-400 square feet.¹² As mentioned earlier, the former Kingston School District Office will be converted to a hotel. RUPCO, a local housing non-profit, has purchased several former office buildings in Midtown. Among them, the former MetLife offices on Greenkill Avenue will become Stockade Works, a TV and film studio and makers space. RUPCO has also proposed a multi-family supportive housing project at the site of former Ulster County offices.¹³

11 Smith, Jesse J. "Investment in real estate could change game for Midtown." Hudson Valley One. 9/3/2016
<https://hudsonvalleyone.com/2016/09/03/investment-in-real-estate-could-change-game-for-midtown/>

12 Multiple Listing Service, Accessed 10/26/2017

13 Hubert, Brian, "In Kingston, RUPCO aims to expand housing, business space." Daily Freeman, 1/12/17
<http://www.dailyfreeman.com/general-news/20170112/in-kingston-rupco-aims-to-expand-housing-business-space>

Table 25 Commercial Office Listings, City of Kingston

MLS ID	Brief Description	Address	Listing Price	Sq Ft
20172344	Recently renovated 16-unit office complex with parking lot.	159 Green Street	\$1,825,000	9,988
20173850	3 parcels with 2 detached building featuring warehouse space and showroom with offices	493-507-515 Albany Ave	\$1,590,000	12,638
20173850	3 parcels with office, warehouse and garage	552-554-560 Albany Avenue	\$1,445,000	6,588
20144648	Current car dealership with 100+ car parking	111 Schwenk Drive	\$997,300	12,100
20173690	2 parcels, one building with retail, office, and warehouse space, renovated showroom	501-507 & 515 Albany Avenue	\$995,000	10,589
20173714	Corner lot with retail/office space and garage	552 & 554 Albany Avenue	\$895,000	4,190
20174458	First floor medical office with 3-bedroom apartment on second and third floor	389 Washington Avenue	\$895,000	4,176
20173904	Gothic Revival Church	29-35 Wurts Street	\$799,900	9,918
20171547	One story mixed use building with adjacent 45 car parking lot	25 Frog Alley	\$795,000	4,268
20170208	Steel frame garage with office	589 Route 28	\$689,000	2,400
20173697	Service garage with office and 50+ car parking lot	493-495 Albany Avenue	\$595,000	1,800
20173715	3-bay service garage	560 Albany Avenue	\$550,000	1,972
20173989	Office/home	12 Wrentham Street	\$550,000	2,112
20174995	2 floor home converted to office with warehouse/garage	55 Foxhall Avenue	\$550,000	3,436
20173116	Church	24 W Union Street	\$510,000	4,547
20173647	Renovated 1884 Church	21 Fitch Street	\$489,900	6,500

Source: Multiple Listing Service, Accessed 10/26/2017

Retail Market

Retail properties in Kingston are selling for similar prices as office spaces, with the highest prices in the Stockade Business District. New owners are renovating the spaces and often raising rents. Local news outlets report that many long-time businesses are closing due to rents hikes such as a clock shop, a guitar shop, and a hair salon.¹⁴

Commercial retail real estate prices in the Rondout neighborhood of Kingston have not reached the prices of those in Uptown. Two commercial properties are currently listed at around \$600,000. One property is a turnkey restaurant and the other is a mixed-use building with two commercial tenants and four apartments. Similar properties in Uptown are listed for over \$1.5 million. The Rondout area already has multiple upscale commercial renters or building owners, such as the Kingston Wine Company, Hops Petunia, and Clove and Creek. Several unique, historic churches are for sale, which have the potential for both commercial and residential development. Other churches in the Rondout have been renovated as art spaces, light manufacturing, bed and breakfasts, and condos.¹⁴

Due in part to local economic development efforts, vacant and neglected retail spaces in Midtown are being renovated and filled. The Broadmoor property, an anchor building with 21 apartments and six retail spaces, was renovated in 2015 after it was condemned in 2010. The building is now almost fully occupied. Several new restaurants and art galleries have opened in the area, adding to Midtown’s developing identity as an arts and culture district.¹⁵

Table 26 Retail Listings, City of Kingston

MLS ID	Brief Description	Address	Listing Price	Sq Ft
20172236	First floor retail space with 3-bedroom apartment on second and 3rd floor	330 Wall Street	\$1,600,000	6,600
20173736	Turnkey bar/restaurant in Rondout	91 & 97 Abeel Street	\$675,000	4,800
20174211	Mixed use building with café, tattoo studio, and 3 one-bedroom apartments	63 Broadway, 4 West Union Street	\$599,000	6,370
20173603	Restaurant	11 High Street	\$425,000	3,189
20171045	First floor restaurant with 1 two-bedroom, and 3 one-bedroom apartments above	666 Broadway	\$349,900	5,570

Source: Multiple Listing Service, Accessed 10/26/2017

¹⁴ Multiple Listing Service, Accessed 10/26/2017

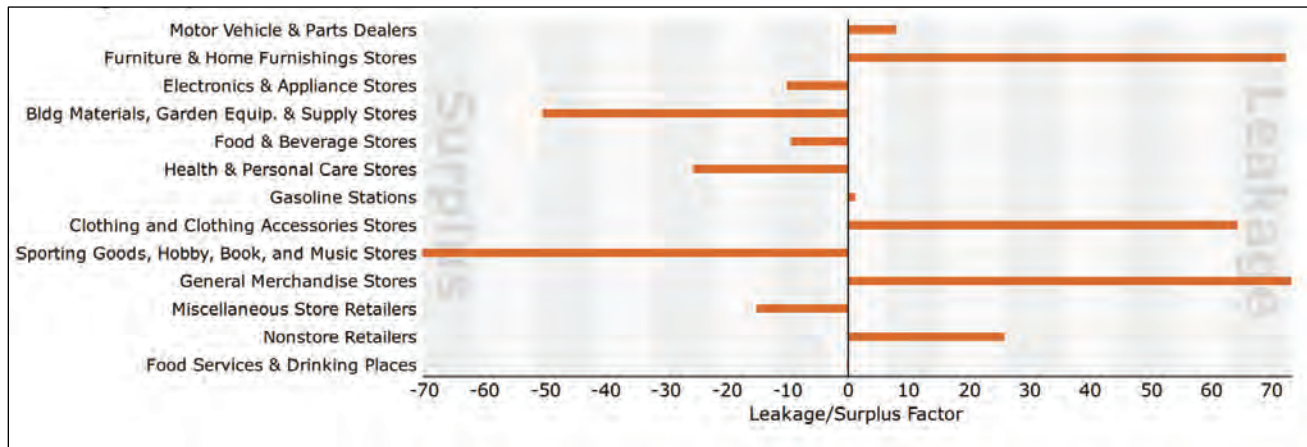
¹⁵ Zangla, Ariel, "Midtown Kingston Becoming a Magnet and Not Just for Businesses." *Daily Freeman*. 1/10/2017 <http://www.dailyfreeman.com/general-news/20170110/midtown-kingston-becoming-a-magnet-and-not-just-for-businesses>

Retail Consumption Trends

A retail consumption analysis is a powerful means for better understanding the untapped opportunities for expanding a local retail market. For a defined traded area, the analysis compares the local demand for certain goods and services with the total sales of those goods and services in that area. When local demand is smaller than total sales, there is a surplus of goods and services being consumed by non-residents coming into the trade area to shop. Conversely, when local demand is greater than total sales, there is a leakage of retail demand because residents are travelling outside of the trade area to access desired goods and services.

Using the City of Kingston as the trade area, a retail consumption analysis revealed that Kingston’s retail offerings are not meeting local residential demand for a number of key retail sectors including motor vehicle & parts dealers, furniture stores, clothing stores, general merchandise (department stores), and non-store retail (including e-commerce, vending machines, or wholesalers). Meanwhile, Kingston is attracting shoppers residing from other localities in search of electronics, building materials, food products, health and personal care stores, and miscellaneous stores selling items like office supplies and flowers. The scaled diagram below indicates the relative degrees of surplus and leakage for various goods and services sold within the City of Kingston.

Figure 14 Retail Consumption Analysis Findings for City of Kingston



Source: ESRI

Opportunity Sites: Vacant, Underutilized, or Publicly-Owned

Although the SBD is a vibrant downtown community, there are at least a dozen vacant residential buildings and many other commercial vacant buildings within its boundaries, creating a significant opportunity for future development. Commercial vacancies include spaces on the second and third floors of retail or office buildings. In addition, there are ten acres of undeveloped land in Kingston Plaza that could be developed down the road.

There are 45 publicly-owned properties within the SBD, including parks and recreational facilities, government office buildings, and parking lots. There are also at least five single-family residences and 11 vacant commercial or residential lots under public ownership, which provide some opportunities for future development. For example, the City is working with a local developer and architect to design a mixed-used development along with 200 public access parking spots at the corner of North Front and Fair Streets. The site includes a city-owned parking lot along with a nearly vacant warehouse building across Fair Street.

Kingston has identified a number of other potential development opportunities within the SBD. The Cioni building, located along Green Street, currently serves as the Kingston City School District's administrative headquarters. This 22,680-square foot (sf) building is located on 1.25 acres, and was just sold for over \$4 million; it is currently being considered for development as a boutique hotel. The Daily Freeman building, a 26,000-sf building on three acres of land on Hurley Avenue is currently for sale for \$1.7 million. The 21,000-sf facility that currently houses the County's Family Court, located on Lucas Avenue, was just sold for \$1.1 million and is being considered for accessory parking and food service uses.

Anchor Institutions and Significant Employers

This section describes Kingston's employment base including the sectors and location of current jobs as well as a discussion of recent trends and opportunities for economic development.

Regional Employment Context

Once home to over 7,000 IBM employees, the current employment base in Kingston's Metropolitan Statistical Area (MSA) reflects the challenges from globalization and deindustrialization. Following IBM's departure in the mid-1990s, Kingston and the surrounding region have struggled to replace the loss of stable, high-paying jobs. Since 2010, the employed civilian population over age 16 in the Kingston MSA has declined slightly, from nearly 90,000 to just under 86,000 in 2015. Over the same period, median earnings in the MSA have declined as well, from about \$37,000 to just under \$35,000 in constant 2015 dollars.

Jobs Within the City of Kingston

Regional trends, however, disguise a much more complex situation. Even as employment and wages in some industries and occupations are declining, the City of Kingston has seen strong growth in industries and occupations with promising prospects for the future, particularly in and around the SBD, where an increasing share of the region's jobs are

located. In September 2016, a US Census Bureau report identified Kingston as the fastest-growing MSA in the Northeast for start-up job growth.

While employment in local, state, and federal government has declined since 2010, employment in information, manufacturing, management, and professional services has grown. Employment in high-tech industries has increased substantially.

Unlike in the days of IBM, job creation in Kingston today comes from the cumulative efforts of many businesses – from entrepreneurs and micro-enterprises to small family-owned enterprises to larger institutions such as hospitals and schools. The City expects that future job creation will come from continued growth of small- to mid-sized businesses in several important local industry clusters.

Current Sectoral Distribution of Jobs

The table below shows the current distribution of jobs located within the City of Kingston. The largest number of jobs are in the health care sector (32.3%) followed by public administration (11.7%) and educational services (10.1%).

Table 27 Distribution of Jobs in the City of Kingston

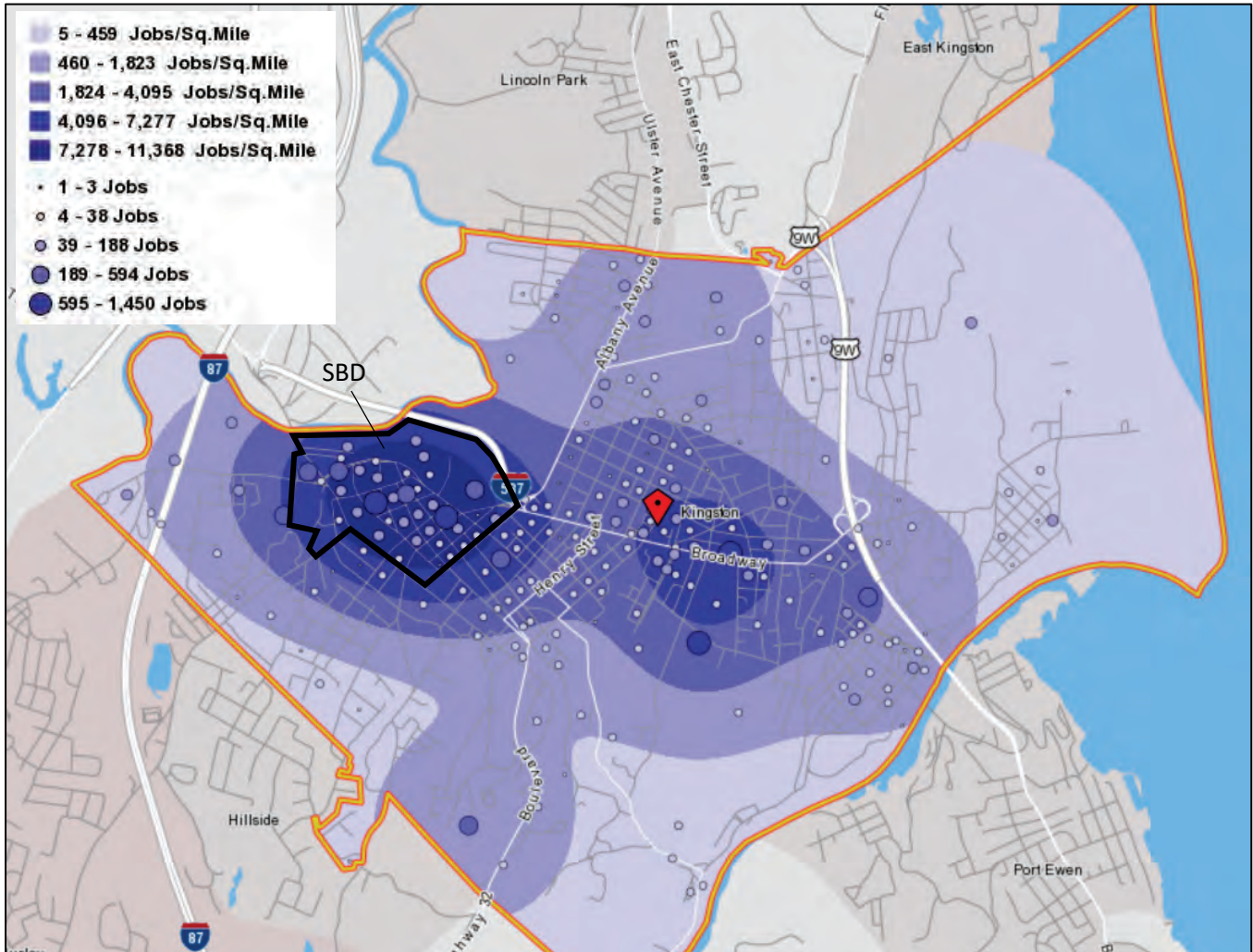
Sector	#	%
Health Care and Social Assistance	4,234	32.3%
Public Administration	1,528	11.7%
Educational Services	1,327	10.1%
Retail Trade	836	6.4%
Accommodation and Food Services	715	5.5%
Other Services (excluding Public Administration)	622	4.7%
Manufacturing	593	4.5%
Real Estate and Rental and Leasing	576	4.4%
Professional, Scientific, and Technical Services	526	4.0%
Finance and Insurance	476	3.6%
Administration & Support, Waste Management and Remediation	435	3.3%
Information	377	2.9%
Construction	325	2.5%
Management of Companies and Enterprises	196	1.5%
Transportation and Warehousing	173	1.3%
Wholesale Trade	105	0.8%
Arts, Entertainment, and Recreation	56	0.4%
Agriculture, Forestry, Fishing and Hunting	0	0.0%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%
Utilities	0	0.0%

Source: US Census LEHD Data

Geographic Distribution of Jobs

The heat map below shows the concentrations of jobs within the City of Kingston. Jobs are clustered in two areas, the Stockade Business District and Midtown, especially along Broadway.

Figure 15 Location of Jobs Within Kingston



Residential Location of All Kingston Workers

The majority of Kingston’s primary workers (77%) live somewhere other than Kingston. Beside Kingston, no one place is home to more than 4% of Kingston workers. This indicates that Kingston attracts workers from a wide variety of places. Second to Kingston is New York City at 3.4%, followed by adjacent Hurley and Port Ewen.

Table 28 Job Counts by Places Where Workers Live, Primary Jobs

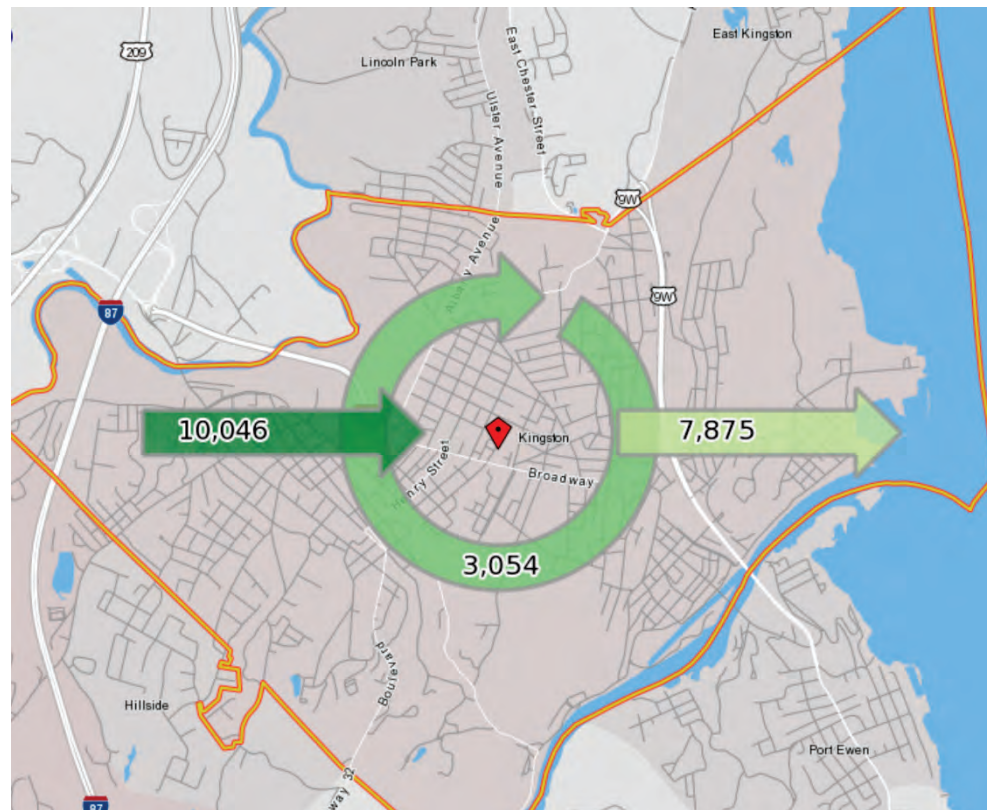
Place of Residence	#	%
All Places (Cities, CDPs, etc.)	12,129	100.00%
Kingston city, NY	2,817	23.20%
New York city, NY	417	3.40%
Hurley CDP, NY	345	2.80%
Port Ewen CDP, NY	299	2.50%
Lincoln Park CDP, NY	275	2.30%
Saugerties village, NY	172	1.40%
Saugerties South CDP, NY	170	1.40%
Lake Katrine CDP, NY	162	1.30%
Glasco CDP, NY	148	1.20%
West Hurley CDP, NY	99	0.80%
All Other Locations	7,225	59.60%

Source: US Census LEHD Statistics

Inflow Outflow Analysis

The diagram below shows the flow of workers through the City of Kingston. Each day, approximately 10,046 workers enter the City from other areas while 7,875 residents of Kingston leave the City to work in other areas. Only 3,054 people both live and work within the City of Kingston. The trend of many Kingston residents going outside of the City was highlighted Kingston 2025. The data suggests that Kingston needs to be more proactive in attracting and retaining businesses in order to reduce the outflow of residents to other workplaces.

Figure 16 Inflow and Outflow of Workers



Significant Employment Trends

Summarized below are some of the key employers in Kingston along with a discussion of some of the recent trends in business growth and development.

Education, Healthcare, Government, and Non-profit Organizations

The location of several County, State and Federal facilities in the SBD draws employees and public services consumers from the broader region. The County alone employs hundreds of workers. Healthcare employers include Westchester Medical Center Health Network HealthAlliance, Health Quest, and the Golden Hill Health Care Center. Major educational

entities include the Kingston Center of SUNY Ulster (Midtown), Kingston City School District, and Kingston Catholic Schools. Key non-profit organizations include Family of Woodstock, Inc., Cornell Cooperative Extension of Ulster County, and RUPCO, an affordable housing organization.

Major facility upgrades and capital projects at the HealthAlliance campuses, the Kingston High School, the Kingston Greenline and the new Kingston Center of SUNY Ulster are creating temporary construction jobs, while also ensuring the continued presence of these key community institutions for the coming decades and contributing to a sense of renewal and reinvestment that encourages further development. In total, these institutions are investing over \$300 million in Kingston's future. The City and County have invested a total of approximately \$24.7 million in the Kingston Greenline.

Media, Film and Technology

With the recent expansion of the Upstate Film Tax Credit program, Kingston enjoys an increasing advantage as a premier location for film production and post-production, as evidenced by a significant uptick in film projects in the first half of 2017. Rapid growth also continues at the many tech businesses located in the SBD, including DragonSearch, Exago, Luminary Media, and AnchorID, most of which expect to continue adding jobs in the coming year. In this sector, Kingston's quality of life is also attracting tech-workers who are less attached to physical offices in New York City, and who, over time, often choose to start their own companies here.

Craft Food and Beverage

Within and nearby the SBD, a synergy between growers, processors, and distributors is positioning Kingston as a major player in the Hudson Valley's food and beverage cluster. Key initiatives and important local players include the Hudson Valley Farm Hub, Northeast Farm Access's Esopus Agricultural Center, The Farm Bridge, Hudson Valley Harvest, Keegan Ales, Great Life Brewing Company, the Kingston Food Exchange and the Arc of Ulster-Greene's food and beverage incubator project in Midtown Kingston.

Tourism, Hospitality & Entertainment

Capitalizing on Ulster County's expanding tourism market, Kingston's restaurants, performance venues, art galleries, museums, and year-round festivals are enjoying good patronage. Investments at the Ulster Performing Arts Center and the Hutton Brickyards are luring new visitors. Meanwhile, excitement has been building for the addition of several new hotels to meet the demand of increasing tourism.

Boutique Manufacturing

Kingston is home to a growing number of niche manufacturers, including long-time institutions such as R&F Handmade Paints, Bailey Pottery, ColorPage, American Monster Studio. These have been joined more recently by a new vanguard of craft manufacturers, such as Karina Dresses, Catskill Woodworking, Johnny Poux Design, Black Creek Mercantile and Trading Company, Workshop Art Fabricators and, most recently, Lite Brite Neon. The addition of these companies has revitalized the City's manufacturing industry, adding new, high-quality jobs in a variety of occupations.

Economic Development Prospects

In addition to these industries, future job growth in Kingston will be shaped by larger trends such as demographics, global competition, and increasing automation. Throughout the nation, positions traditionally filled by employees will continue to be replaced by contract workers, freelancers, and temp workers, which will have positive and negative consequences for the region. On one hand, this “gig economy” means less security and stability, while on the other, it affords workers the freedom that allows them to stay in, or relocate to, low-cost, high-quality locations like Kingston.

If human capital is the most important factor of production in the 21st century, Kingston is well-positioned to continue its transformation to a talent-based economy, and through that transformation, to establish a more resilient and sustainable mix of industries, occupations and employment opportunities. By investing in the revitalization of the SBD, Kingston can augment its key competitive advantage as a low-cost alternative to other locations within the metro NYC, making it easier for existing and future employers to attract and retain the talented workforce that drives innovation and competition in the new economy.

And while highly-skilled workers will play an important role in the City’s continued job-growth, it is equally important to note local efforts that will contribute to a more inclusive labor market. The City’s recent and impending investments in transportation projects will make it even easier for residents throughout the City and beyond to access employment. The close proximity of key workforce development partners, such as the Kingston Center of SUNY Ulster, the Ulster County Office of Employment and Training, YouthBuild, the Center for Creative Education, and the Kingston High School will continue to help residents acquire the skills they need to access jobs and to increase their earnings.

The slow and steady growth Kingston has experienced in the past decade, dispersed across a wide range of industries and occupations, has led to a more resilient foundation.

Kingston Business Outreach

In order to gather detailed information about the existing business needs in the City of Kingston, the Consultant Team disseminated a comprehensive survey to business owners from all parts of the City, including the SBD, and conducted a business focus group at Kingston City Hall. Responses to the survey were gathered from the beginning of December 2017 through the end of January 2018. Section 4 of the DRI Plan outlines all of the public outreach efforts associated with the DRI planning process, including the business survey and focus group.

Business Climate

The majority of survey respondents (55%) think that the City of Kingston provides a supportive business environment that is conducive to growth. When asked what about Kingston is conducive to their growth, respondents cited that the City government is supportive, open, accessible, and attentive to business owners' needs. Regarding land use approvals, licenses, and building code guidance, only 12% felt that the City did not offer an efficient administrative system for handling business needs while 45% agreed or strongly agreed that it does.

Business Expansion

Businesses are expanding in Kingston, with 48% planning to expand within the next one to three years and 67% planning to hire additional staff. Most of the business owners (among the survey respondents) planning to expand wish to do so within or near their existing place of business. Most respondents have not had trouble finding space, but of those who did, they cited high rent or lack of specific types of spaces such as commercial kitchens and mixed manufacturing and offices within the City. Most respondents hire locally or attempt to hire locally. Those who have difficulty hiring locally cited a lack of specific skills needed for the jobs. The types of business who struggle to find skilled employees are tech, media and communications, social work, education, and policy consulting.

Business District Improvement

Business owners are interested in efforts to improve their business districts. The most common ways business owners would like to be involved in these efforts is through event planning, joint marketing, and infrastructure/streetscape improvement. The most desired improvements are increased parking supply, redevelopment of vacant or underutilized buildings, and enhanced transit service.

Marketing and Branding

Kingston business owners feel that the current marketing of business districts is inadequate to attract customers. The most commonly voiced idea for improving marketing is signage in the form of wayfinding to popular destinations or advertising on the highway. Business owners identified a lack of clear signage indicating the means of connection from the Thruway to the SBD. Business owners also expressed a desire for a more attractive entrance or gateway to Kingston from the Thruway. Many respondents also suggested increased

information on parking and public transportation options. A comprehensive marketing campaign with promotional materials, social media presence, and maps was also suggested.

Cost Concerns

Many business owners are worried about their ongoing overhead expenses. The most common concern is that taxes on businesses are too high. Of those concerned about costs, 30% cited taxes as their biggest worry, followed by rent and cost of space (17%). Multiple business owners see a need for more affordable and middle-income housing for their workforce.

Business Assistance

When asked what type of business assistance programs would be most beneficial to Kingston business owners, respondents requested financial assistance, training programs, and networking and connections. Business owners expressed interest in low interest loans, a revolving loan fund, grants, and tax incentive programs for small businesses. Various types of training programs were suggested such as business management/ownership workshops, workforce training and internship programs, and workshops on obtaining access to loan and grant programs. Business owners would like to be more connected to one another through networking events and mentoring programs

Sustainable Economic Development Practices and Fiscal Policies

Business owners expressed that the City of Kingston should be selective and strategic in the granting of tax incentives and PILOTs. Some business owners feel that the City should focus on supporting existing businesses rather than giving assistance to new businesses. It was suggested that the City should consider the need and concentration of the types of businesses that receive assistance. For example, business owners felt that the City should not give assistance to a new restaurant in an area that has a high concentration of restaurants, such as Downtown Kingston. Business owners also suggested prioritizing businesses that created quality jobs. Many business owners feel burdened by the current tax structure, and supported a deep evaluation of the homestead versus non-homestead tax structure.

Connectivity Within and Between Commercial Districts

Kingston business owners see a lack of connectivity between commercial districts in Kingston. The Downtown area is separated from Uptown/the SBD and Midtown by a large hill making it difficult to access other areas without a car. In addition, business owners discussed a lack of walkable connection from the SBD to Kingston Plaza, the location of many affordable retail establishments.

Parking and Infrastructure

Lack of parking was a common theme brought up by business owners. SBD business owners observed that their customers and clients often cannot find parking, which hurts businesses. Many SBD business owners expressed the need for a parking garage. Business owners would also like to see improved public infrastructure and amenities. There is a lack of public transit

throughout the City. In the SBD, sidewalks and the canopies above them are in disrepair. Throughout the City and especially in the SBD, business owners would like faster and more reliable wireless internet, preferably from a local provider.

Environmental Constraints

Environmental constraints that are present within the SBD include wetlands, flood zones and steep slopes. Figure 17 depicts the topography of the area and the potential vulnerability to flooding, described in detail below.

Wetlands

There are two PSS1E freshwater forested/shrub wetlands within the SBD located to the east and west of Westbrook Lane.¹⁶ In 2009, the City of Kingston Conservation Advisory Council, with the help of Hudsonia Ltd, conducted a city-wide Natural Resources Inventory and created a map titled *Significant Habitats in Selected Areas of the City of Kingston*. The map depicts significant wetland and upland habitats along Esopus Creek, including the area within the SBD. According to this analysis, there are wet meadow and hardwood & shrub swamp wetland habitats, as well as a constructed pond, located just west of I-587, to the north and south of Aaron Court. This area also provides some upland habitats, including upland meadow. According to the map, a stream runs along I-587 from Aaron Court to a wetland meadow area adjacent to Esopus Creek. There are no state wetlands present within the SBD.

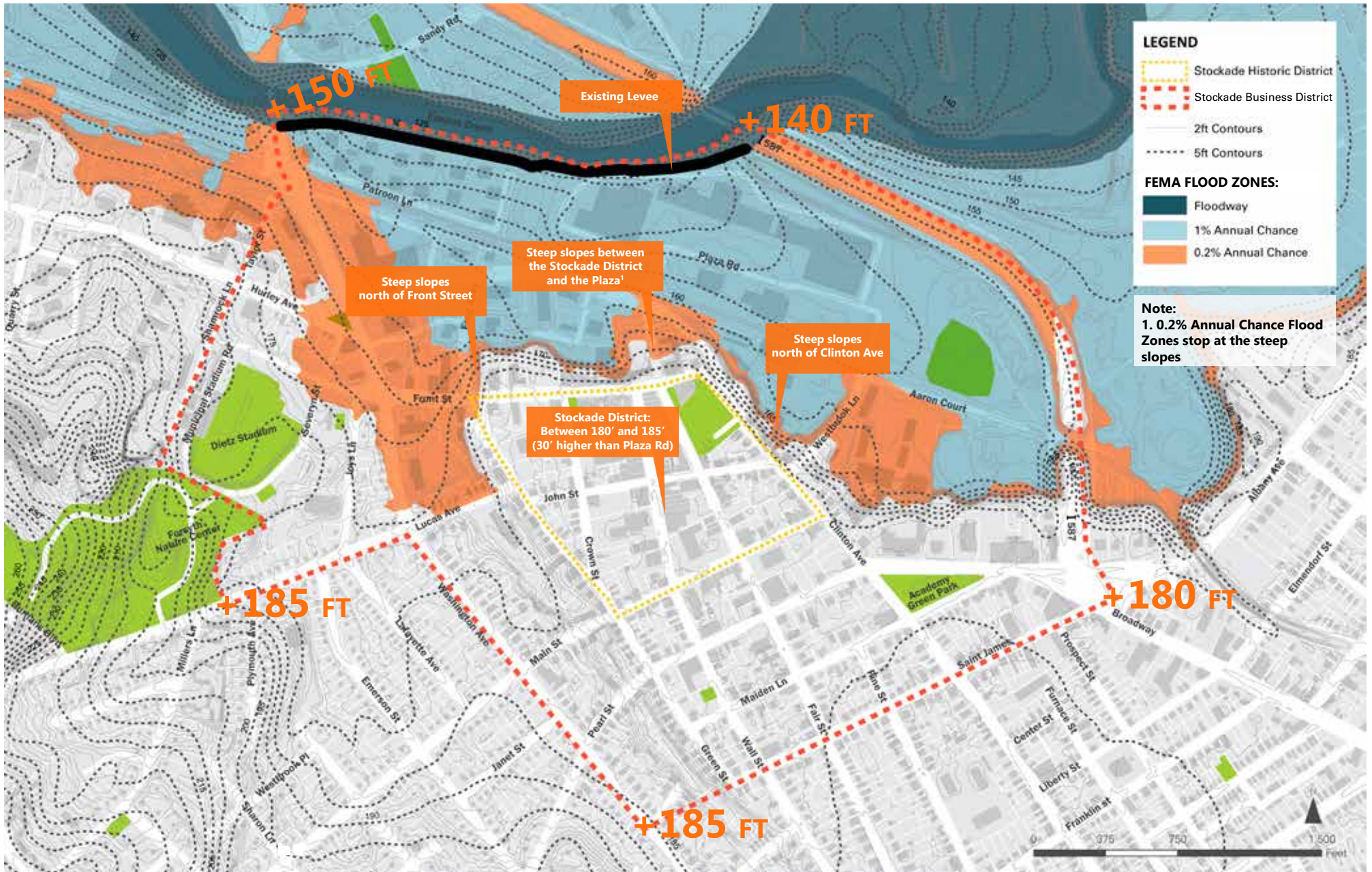
Floodplains

Kingston experiences flooding in some parts of the City. This was especially true during recent storms, including Hurricane Irene in 2011 and Superstorm Sandy in 2012, during which the Rondout area of the City flooded significantly. As indicated on FEMA Floodplain Maps 36111C0470F and 36111C0460F and depicted in Figure 17, both 100-year and 500-year flood zones are present within the SBD.

The Kingston Uptown levee, the ten to 12-foot berm and wall constructed between the Kingston Plaza shopping center and the Esopus Creek, was built with federal funding in the 1970's and designed to prevent flooding in Kingston Plaza, the Dutch Village apartments, and along Schwenk Drive. However, it no longer meets FEMA standards. As a result, federal floodplain maps have been revised, putting about 35 properties into the floodplain. Insurance premiums have increased significantly and property owners cannot develop in the plaza area without a variance.

¹⁶ National Wetlands Inventory, U.S Fish and Wildlife Service

Figure 17 Topography and Potential Vulnerability





A look at the flood control wall as seen behind Mac Fitness at the Kingston Plaza



A look at the levee dividing Esopus Creek and the Dutch Village apartments in Kingston¹⁷

Multiple strategies identified in Kingston 2025 deal with the mitigation of flooding impacts, including the promotion of natural vegetation, swales, rain gardens, and other environmental landscapes; the reduction of upland flooding through green infrastructure, low impact development, and best stormwater practices.

The City of Kingston has adopted two plans related to sea level rise and climate action: "Planning for Rising Waters," adopted in November 2013 to address flooding conditions along the Rondout-Hudson waterfront, and the preceding Climate Action Plan, completed in September 2012. Kingston 2025 specifically outlines the need to undertake a sea level rise and flooding assessment of the Esopus Creek and its surrounding lands, as was done for the Rondout Creek waterfront area.

Steep Slopes

The SBD is situated on a hill between 180 and 185 feet above sea level, and approximately 60 feet above Esopus Creek north of the SBD. Figure 17 shows five-foot contours, and shows Kingston Plaza and the Dutch Village apartments occupying much lower-lying land along Esopus Creek, behind the levee. There are steep slopes separating Kingston Plaza from the SBD along Front Street and Clinton Avenue.

¹⁷ Photos <http://www.dailyfreeman.com/general-news/20131116/fema-ruling-costly-to-uptown-kingston-property-owners>

1.3 Advantages, Opportunities and Critical Issues

The following are key advantages, opportunities and critical issues of the SBD analyzed in the preceding sections of this Downtown Profile and Assessment.

Advantages and Opportunities

- › The SBD is situated such that it acts as a gateway to Kingston and to the Catskill Mountains. It is the central hub for transportation connections within Kingston and to the rest of Ulster County, providing access to several major roadways, a bus terminal for Adirondack Trailways, and exchanges for local and regional bus service. Kingston's location provides the opportunity to draw visitors and second homeowners who visit the Catskill Mountains to frequent SBD businesses.
- › The SBD has an established local identity, noted particularly for its concentration of historic resources and historic-based tourism, County Government facilities, and an eclectic mix of specialty retail. The location of several County, State and Federal facilities in the SBD draws employees and public services consumers from the broader region.
- › Many popular events and cultural institutions (museums, performing arts centers) are held or located within the SBD, drawing local community members and visitors to the area. Popular events include the annual O+ Festival, the bi-annual re-enactment of the 1777 burning of Kingston, the Kingston Farmer's Market, the Snowflake Festival, and various events sponsored by the culture magazine Chronogram.
- › The City of Kingston is experiencing a commercial real estate boom despite stagnant real estate prices throughout Upstate New York. Some buildings, especially in the Stockade Business District, have more than doubled in price in less than 10 years. *(Note: While this is listed as an opportunity, affordability is a major concern for the Kingston community, and therefore addressing the rise in real estate prices is also a critical issue. New York State, Kingston and local non-for-profits focused on housing will continue to explore this dichotomy)*
- › There are at least a dozen vacant residential buildings and many other commercial vacant buildings within the boundaries of the SBD, creating a significant opportunity for future development. Commercial vacancies include spaces on the second and third floors of retail or office buildings.
- › Even as employment and wages in some industries and occupations are declining, the City of Kingston has seen robust growth in industries and occupations with promising prospects for the future, particularly in and around the SBD. In September 2016, a US Census Bureau report identified Kingston as the fastest-growing Metropolitan Statistical Area (MSA) in the Northeast for start-up job growth. This slow and steady growth dispersed across a wide range of industries and occupations has led to a more resilient economic foundation for the City.
- › Kingston has a competitive advantage as a low-cost alternative to other locations within the metro NYC area, making it easier for existing and future employers to attract and retain the talented workforce that drives innovation and competition in the new economy.

Critical Issues

- › Housing development in the SBD has been limited; the number of housing units grew only marginally from 2000-2010 and decreased slightly from 2010 to 2015. In addition, a significant percentage of renters in the SBD and surrounding area are cost burdened, spending more than 30% of their incomes on housing costs.
- › While the concentration of historic resources in the SBD is an asset and is included in the list of advantages and opportunities above, a high percentage of the area's structures and the majority of housing units (55%) were built prior to 1939, creating some challenges and expense for building maintenance.
- › Issues related to transportation in the SBD include the complexity arising from multiple public transit providers, high parking utilization in certain parking lots, and some access and circulation challenges, such as congestion at key intersections within and adjacent to the SBD.
- › The Kingston Uptown Levee no longer meets FEMA standards, putting 35 properties in and around Kingston Plaza into the floodplain and increasing insurance premiums for property owners. In addition, steep slopes along North Front Street and Clinton Avenue separate Kingston Plaza from the rest of the SBD.

1.4 Projects and Planning Initiatives

As demonstrated above, the City of Kingston has invested significantly in projects and planning initiatives with the intention of paving the path for a growing community and prosperous future. The following is a list of the key recent, ongoing, and planned projects and planning efforts undertaken in Kingston and the SBD.

- › Uptown Parking Lots Rehabilitation and Green Infrastructure – this project included the rehabilitation and incorporation of green infrastructure into parking lots within the SBD to address deteriorating conditions and stormwater runoff.
- › Washington Avenue Signal Improvements
- › Forsyth Park and Forsyth Nature Center Improvements, including a new playground, handicapped-accessible bathrooms, and repairs to several recreational facilities.
- › Washington Avenue Sewer Tunnel Remediation
- › I-587 Intersection Improvements at Albany Avenue, being undertaken by the New York State Department of Transportation (NYSDOT). This project may incorporate recommendations of the *City of Kingston I-587/Albany/Broadway Intersection Study* prepared for the Ulster County Transportation Council in 2011. This project will improve the operation of the intersection, a major gateway to both the City of Kingston and the SBD.
- › Hurley Avenue Pavement and Complete Streets – Kingston will repave Hurley Avenue within the City limits, a portion of which falls within the SBD. The project will be in keeping with Kingston’s complete streets program, including the installation of handicapped-accessible ramps at all cross streets and the potential inclusion of a bike lane.
- › Kingston Safe Routes to School Project, including new crosswalks, pedestrian signals, sidewalks and electronic speed signs to ensure pedestrian safety for students that walk to school.
- › Midtown Linear Park and Kingston Rail Trail Project – the County is in the preliminary planning phase of a project to provide a public rail trail from Cornell Street to Kingston Plaza and in the design phase to provide a pedestrian and bicycle connection between Washington Avenue (connecting to the Midtown Linear Park) to O&W Rail Trail on Route 209 in the Town of Hurley. These two linear parks would become part of the larger Kingston Greenline network of pedestrian/bicycle infrastructure in Kingston.
- › The Westchester Medical Center Health Alliance of the Hudson Valley Campus is undertaking a five-year project that will include an over 100,000-sf expansion and 70,000-sf renovation of its medical care facilities in Kingston.

The City of Kingston has also been highly successful at leveraging private investment to further its revitalization goals for the SBD. Kingston has already attracted significant private development and investment in or near the SBD, including the Senate Garage event space and wedding venue located at the southeast corner of North Front and Fair Streets, Keegan Ales microbrewery located at the corner of Prospect and St. James Streets, and a mixed-use redevelopment of the former Kirkland Hotel building at Main Street and Clinton Avenue.

Anticipated private projects and investments in the SBD include the following:

- › The Bonura Hospitality Group is expected to invest \$30 million in a mixed-use commercial and residential project with a parking structure at the corner of North Front and Fair Streets. The site is currently a City-owned surface parking lot and a privately-owned vacant warehouse. The City is working with a local developer and architect to design the development, incorporating publicly accessible parking spaces to help alleviate the parking needs of the SBD.
- › The Kingston Plaza Hannaford Supermarket is anticipated to receive \$10-\$12 million of private investment for its redevelopment.
- › BBG Ventures has spent \$1 million to date on the Kingston Food Exchange and expects to invest an additional \$5 million in the next few years to open a 35,000-sf food hall, food manufacturing facility and grocery with an emphasis on locally sourced food. BBG Ventures plans on using the Kingston location as a flagship store for the growth of its business into a regional market and center for local food.
- › Hudson Valley Kingston Development, LLC is concurrently redeveloping several historic buildings within the SBD to serve as a decentralized boutique hotel. This investment is estimated to be up to \$8.7 million.

1.5 Kingston Management

The City of Kingston government has a strong and proven capacity for project management and organization that will help ensure the success of its downtown revitalization efforts. Led by Mayor Steve Noble, Kingston's Office of Economic and Community Development (OECD), Engineering and Planning Departments, the Department of Public Works (DPW) and the Communications and Community Engagement Director often work together to implement projects in the City. Kingston's Environmental Education and Sustainability Coordinator works to ensure projects prioritize sustainability, a key goal of the City. Furthermore, Ulster County Executive Mike Hein has provided continued support from County staff in the Office of Economic Development, the Planning Department, Tourism, and the Health Department.

Currently, the City is managing over \$31 million in grant funded projects, including several capital improvements projects in various parks throughout Kingston in collaboration with the NYS Office of Parks, Recreation and Historic Preservation, as well as transportation projects in collaboration with NYS Department of Transportation. The management structure in place to support DRI project implementation is detailed in Section 3, Downtown Management and Implementation Strategy.

In addition to the management capacity of the government, Kingston has a very committed citizenry as well as a cavalry of non-profit organizations that bolster the success of the City's projects and implementation. Kingston facilitates and leverages existing public/private partnerships to advance its goals. Kingston also has a committed Director of Communications and Community Engagement who has worked not only to increase engagement with community members and gain community buy in, but also to tap into the expertise and knowledge of the community to increase a project's chance of success.

The following are some of the key institutions and commissions in Kingston:

- › The Kingston Uptown Business Association (KUBA) - is the SBD's major convening body of its local businesses and anchor institutions.
- › Business Alliance of Kingston (BAK) - a citywide business association created to support and connect the three business areas of Kingston (KUBA, the Kingston Waterfront Business Association (KWBA), and the Rondout Business Association (RBA).
- › The Kingston Local Development Corporation works to stimulate investment within Kingston and has invested significantly in facade improvements and incentive and financing programs for businesses in the SBD.
- › The Live Well Kingston Commission – funded by a two-year grant of \$120,000 from the Novo Foundation, the Live Well Kingston Commission helps includes members of the community who help facilitate policies that promote a healthy and active community.

The Climate Smart Kingston Commission – a commission that convenes about six times per year to implement the goals of Kingston's *Climate Action Plan*. As mentioned, Kingston became a Climate Smart Community in 2009, and its Climate Smart Kingston Commission has initiated several programs to increase residential energy efficiency, increase access to lower cost renewable energy, retrofit city street lights, and inventory local natural resources.



Community Vision, Goals and Strategies

Based on community input from the public meetings and focus groups, the Local Planning Committee (LPC) and the City developed the DRI Vision Statement, which characterizes the goals and objectives for the City of Kingston's Stockade Business District (SBD). Following the Vision Statement, feedback and involvement from the community and LPC helped shape the goals for the SBD. Finally, strategies to guide and implement the goals and vision for the SBD were developed by LPC and the City. The Vision Statement, Goals and Strategies for the Kingston SBD are provided in this Section.

2.1 Vision Statement

Uptown Kingston's Stockade Business District is the heart of an economic revitalization that creates new opportunities for the surrounding neighborhoods, towns and counties. This revitalization will incubate innovative solutions that will contribute to a regenerative and healthy local living economy that also preserves the cultural and historic character of the area.

It will ensure that recent investments in Kingston's future are multiplied and expanded in order to continue to retain and attract current and future residents, businesses, jobs, and visitors. By doing so the Stockade Business District will remain a strong and durable core area. By encouraging development models that support equity, it will also preserve and enhance the diversity and health of our community, ensuring that Kingston continues to be a welcoming home for all who wish to contribute to a better and brighter future.

2.2 Goals and Strategies

Goal 1: Promote Mixed-Use Growth and Environmentally Regenerative Principles to Support Equitable and Sustained Activity in the SBD for Current and Future Merchants, Residents of all ages, Workers, and Visitors

Strategies:

- ✓ Leverage recent and potential private investment to encourage and continue the vibrant mixed-use land use patterns in the SBD, including active uses on the ground floor
- ✓ Increase evening and weekend programming to support more constant activity
- ✓ Support redevelopment of underutilized properties and vacant land
- ✓ Allow residential or expanded commercial use of Kingston plaza
- ✓ Maintain or upgrade infrastructure and buildings to support additional growth
- ✓ Continue and increase programs that help current businesses thrive and remain within the SBD

Projects that implement this goal include public improvements, new construction and rehabilitation of existing buildings, marketing campaigns, and grant/loan fund projects. The first two projects in the table below, incorporating public improvements into the Kingstonian Uptown Revitalization Project and upgrading Dietz Stadium and Andretta Pool, will increase evening and weekend activities within the SBD and include reinvestment into underutilized properties and properties needing upgrades. The next three identified for this goal, implementing key recommendations, of the Uptown Stockade Transportation Plan, reconfiguring Schwenk Drive, and conducting a structural investigation of the Kingston Uptown Levee, would upgrade infrastructure within the SBD. The last two projects, launching an Uptown print and digital media marketing campaign and helping businesses and

residents finance building improvements, specifically seek to increase programs that help current businesses thrive and remain within the SBD.

Goal 1 Projects	Project Summary
<p>Incorporate Public Improvements into the Kingstonian Uptown Revitalization Project</p>	<p>This development of 132 residential units and 8,500 square feet of commercial space and a 420-space parking garage with 250 spaces for public use will provide for mixed use development and the increase of programs and to create more constant activity. This project will reactivate vacant and underutilized property.</p>
<p>Upgrade Dietz Stadium and Andretta Pool</p>	<p>The upgrades to Dietz and Andretta pool will create the ability to increase evening and weekend programming. With higher attendance and more events, the local businesses will benefit from the additional people visiting the stadium and pool.</p>
<p>Implement Key Recommendations of the Uptown Stockade Transportation Plan</p>	<p>The street directional changes and upgrades to key intersections and sidewalks will help support additional business growth within the SBD by providing better mobility to and from the SBD for pedestrians and vehicles.</p>
<p>Reconfigure Schwenk Drive into a Complete Street</p>	<p>Intersection upgrades and incorporation of bike lanes will improve mobility and access for pedestrians and bicyclists to the businesses within the SBD.</p>
<p>Conduct a Structural Investigation and Updated Mapping Procedure for the Kingston Uptown Levee</p>	<p>This project seeks to provide relief to property owners within and around the Kingston Plaza by undertaking structural investigation and mapping procedures to reclassify the floodplain to reduce their flood insurance premiums. This will help increase future development potential of that area.</p>
<p>Launch Uptown Print and Digital Media Marketing Campaign</p>	<p>Launching a marketing program for the businesses in the SBD will increase the awareness of evening and weekend activity and help current businesses thrive and remain in the SBD.</p>
<p>Provide Financial Assistance to Homeowners and Businesses</p>	<p>A business façade improvement program alleviates costs to property owners for improvements to their buildings and help keep costs down for renters or owners of these commercial buildings. A micro-loan gap financing program will help with funds needed for working capital and fixed assets for all businesses in the SBD.</p>

Goal 2: Leverage Kingston’s Assets to Boost the Economic Base of the SBD in an Approach that Complements Kingston’s Other Core Commercial Areas and Supports the Local Living Economy and its Creative Culture

Strategies:

- ✓ Support future job creation through continued growth of small- to mid-sized businesses in identified local industry clusters, including: media, film and production; technology; local food and beverage; tourism, hospitality and entertainment; boutique manufacturing; and education, medical facilities, and government
- ✓ Ensure that public investment respects the historic character of the area and encourage adaptive reuse of historic structures
- ✓ Support tourism promotion and a marketing program that highlights the living economy and creative culture of the SBD
- ✓ Diversify where possible economic drivers by increasing the presence of office space above the ground floor to provide additional customer support to the merchants and activity in the SBD
- ✓ Continue to provide for and foster incubator businesses and cooperative enterprises such as the Kingston Food Exchange
- ✓ Improve and diversify recreational amenities, including provision of local gathering spaces as well as support for amenities significant to the region, particularly Dietz Stadium

Projects that implement Goal 2 include public improvements, rehabilitation of existing buildings, marketing campaigns, and grant/loan fund projects. Three projects include improvements to historical parks and structures within the SBD. Four projects will provide the ability to improve and diversify recreational amenities, including additional local gathering spaces. Finally, three projects will help promote and market the businesses within the SBD, which will assist all of Kingston’s businesses including its incubator and cooperative enterprises.

Goal 2 Projects	Project Summary
Repair the Firemen’s Hall and Museum	This project will respect the current historic character of the building and provide the needed repairs to the exterior of the Fireman’s Hall. In addition, the building already houses a museum and could also be used for other programming purposes.
Upgrade Frog Alley Park	The improvements proposed to Frog Alley will stabilize an historical ruin and provide for additional amenities and gathering space within the SBD.
Improve Access to Academy Green Park	The improvements proposed to Academy Green Park will provide for additional recreational amenities and gathering space within the SBD as well as improved access to that space.
Upgrade Dietz Stadium and Andretta Pool	The upgrades to Dietz and Andretta pool will create the ability to increase attendance and events that will improve and diversify recreational amenities within the SBD. With higher attendance and more events, local businesses will benefit from the additional customer support from visitors to the stadium and pool
Launch Uptown Print and Digital Media Marketing Campaign	Launching a marketing program for businesses in the SBD will increase tourism promotion and marketing within the SBD.
Provide Financial Assistance to Homeowners and Businesses	A business façade improvement program and micro-loan gap financing will help provide funds needed for structural rehabilitation, working capital and fixed assets for all businesses including incubator businesses and cooperative enterprises.
Implementation of the Kingston Wayfinding Plan in the Stockade	This project will help support tourism promotion and marketing programs by providing signage where needed for residents, patrons and visitors of the SBD.

Goal 3: Improve Access and Mobility for Pedestrians, Bicyclists, and Other Modes of Transportation to Better Connect the SBD with Adjacent Neighborhoods and the Region.

Strategies:

- ✓ Pursue the development of a transit hub to improve multi-modal transfers and operations
- ✓ Follow a complete streets strategy and uniform street improvements for the SBD transportation network
- ✓ Increase availability of parking for employees and patrons of the SBD through the development of additional parking and/or a parking management plan
- ✓ Develop wayfinding signage unique to the SBD
- ✓ Improve connections between the Stockade Historic District and Kingston Plaza
- ✓ Improve pedestrian and bicyclist connections through the completion and connection of the uptown and midtown linear parks

The projects identified for Goal 3 include infrastructure projects that improve vehicular, bicycle, and pedestrian mobility as well as employ complete street standards. These projects also implement wayfinding signage and improve connections in and around the SBD. One project includes the creation of additional parking for employees and patrons of the SBD.

Goal 3 Projects	Project Summary
Incorporate Public Improvements into the Kingstonian Uptown Revitalization Project	This development of 132 residential units and 8,500 square feet of commercial space and a 420-space parking garage with 250 spaces for public use will provide the additional parking for employees and patrons of the SBD.
Reconfigure Schwenk Drive into a Complete Street	Intersection upgrades and incorporation of bike lanes integrates a complete streets strategy and improves mobility and access for pedestrians and bicyclists within the SBD.
Implement Key Recommendations of the Uptown Stockade Transportation Plan	The street directional changes and upgrades to key intersections and sidewalks incorporates a complete streets strategy by providing better mobility and connections in and around the SBD for pedestrians and vehicles
Implementation of the Kingston Wayfinding Plan in the Stockade	This project will create signage unique to the SBD.

Goal 4: Support New Development and Rehabilitation of Existing Buildings to Provide Additional Affordable Housing Opportunities and Housing Accessibility for All Residents in the SBD

Strategies:

- ✓ Support public infrastructure to benefit equitable business development in the SBD
- ✓ Promote homeownership for low- and moderate-income households through programs such as revolving loan funds, private activity bonds, land banks, and community land trusts
- ✓ Work with existing affordable housing partners and to determine best strategies for enhancing the supply of affordable housing

There are two key projects that implement Goal 4. The first is a public improvement project that seeks to provide additional infrastructure in the SBD through sidewalk improvements along John and Crown Street, which are both lined with businesses as well as intersection improvements at key nodes within the SBD. The second project specifically relates to helping businesses and low- to moderate-income homeowners to provide funds to rehabilitate and make repairs to their homes and commercial facades.

Goal 4 Projects	Project Summary
Implement Key Recommendations of the Uptown Stockade Transportation Plan	The street directional changes and upgrades to key intersections and sidewalks provides for public infrastructure improvements for all businesses in the SBD where the improvements are taking place.
Provide Financial Assistance to Homeowners and Businesses	A residential rehabilitation program will help provide funds needed for structural rehabilitation for low- to moderate-income homeowners.



The Kirkland mixed-use office and affordable housing development along Clinton Avenue and home to RUPCO's offices.



Downtown Management and Implementation Strategy

This section describes how the implementation of the Projects identified in Section 5 of this report will be managed and sustained moving forward. As described in the Downtown Profile and Assessment, the City of Kingston's government has a strong and proven capacity for project management and organization that will help ensure the success of its downtown revitalization efforts. Led by Mayor Steve Noble, Kingston's Office of Economic and Community Development (OECD), City Engineering Office, the Department of Public Works, Department of Parks and Recreation, and the Communications and Community Engagement Director will build on their planning efforts during the DRI process and continue to work together to implement the identified DRI projects in the City.

In the past year, the City of Kingston's administration has grown its capacity to manage existing duties as well as new projects. Under the leadership of Mayor Noble, communication between City departments has drastically improved and the pre-existing silos are breaking down. As a result, city staff are working more effectively together and managing projects more efficiently.

In 2018, the Office of Economic and Community Development is managing \$31,570,886 in projects related to transportation, infrastructure, sustainability, housing, community development, parks and recreation, emergency services, health and wellness, environmental protection, and equitable development. City staff are in the process of implementing several capital improvement projects in various parks, in collaboration with the NYS Office of Parks, Recreation and Historic Preservation, as well as transportation projects in collaboration with NYS Department of Transportation.

The OECD is led by its Director, Brenna Robinson, who has been with the City of Kingston for 10 years. Ms. Robinson provides strategic direction for the department, supervises staff, and oversees the management of all economic and community development activities. She is also the Portfolio Manager for the Kingston Local Development Corporation and has been the Zone Coordinator for the Kingston/Ulster Empire Zone since 2008. She is the primary liaison between the city government and businesses, community not-for-profits, public health officials, housing agencies, real estate firms, lending institutions, and private contractors for activities related to economic and community development.

Kristen Wilson has served as the Grants Manager for the City of Kingston Office of Economic and Community Development since April 2016. In that time the City has secured \$18.4 million in grant funds, and she manages a portfolio of \$10 million in transportation projects and oversees grant project managers in other departments. Previously, she spent 8 years as a Senior Resource Educator at Cornell Cooperative Extension of Ulster County where she directed a Robert Wood Johnson Foundation-funded project titled "Healthy Kingston for Kids" and facilitated the Healthy Ulster Council. She has also served as the Vice Chair of the Complete Streets Advisory Council and on the Board of the Kingston Land Trust. Ms. Wilson has a Masters from the Bard Center for Environmental Policy, for which she conducted research on watershed policy in Oaxaca, Mexico, and she attended Colby College in Maine for a B.A. in International Studies. She is fluent in Spanish.

In addition to the staff of the Office of Economic and Community Development, key supporting staff for the implementation of these projects will include:

- › Megan Weiss-Rowe, Director of Communications and Community Engagement since 2016. Ms. Weiss-Rowe is responsible for ensuring that all communications and community outreach efforts are implemented in a manner consistent with the administration's commitment to accessibility and inclusiveness.
- › Suzanne Cahill, City Planner since 1984. Ms. Cahill recently led the City to complete its newly adopted Comprehensive Plan in 2016 and continues to lead the charge for updating the City's zoning.
- › John Tuey, City Comptroller since 2007. Under Mr. Tuey's leadership, the City has achieved and sustained a AA minus bond rating, the fourth highest on the Standard and Poor's 24 grade scale.

- › Dan Baker, City Assessor since 2011. Mr. Baker oversees the assessments and exemptions for over 8,600 properties and reviews values each year to maintain 100% of assessed values. The City has nearly \$2 billion in total assessed value.
- › Ralph Swenson, City Engineer since 2001. Mr. Swenson has managed over \$50 million in large-scale infrastructure projects for the City's bridge, road, and sewer systems.
- › Joe Chenier, Superintendent for the Department of Public Works since 2016. Prior to this, Mr. Chenier worked in the City of Poughkeepsie as Assistant Civil Engineer for 15 years.
- › Amanda Bruck-Little, employed with the City of Kingston for over 13 years and currently the Executive Director for the Kingston Local Development Corporation.
- › Julie Noble, employed with the City of Kingston for 12 years and currently the Environmental Education and Sustainability Coordinator in the Department of Parks and Recreation. Ms. Noble chairs the Kingston Climate Smart Commission and the Conservation Advisory Council and has been on the forefront of several environmental accomplishments for the City.
- › Kevin Gilfeather, Superintendent of the Parks and Recreation Department for 24 years. Mr. Gilfeather manages over 100 acres of parkland and is responsible for managing staff and programs that serve almost 8,000 individuals on an annual basis.

In addition to the management capacity of the government, much of Kingston's success can be attributed to its committed citizenry and the strength of the existing private and non-profit organizations with which the City has and will continue to partner to implement the DRI projects. The DRI plan was developed by a Local Planning Committee (LPC), including local businesses owners and leaders from many of these local organizations and institutions. The next section of this report outlines the public involvement and outreach efforts conducted as part of the DRI process. Through this process, the City engaged these partners to solicit guidance, information and input, and lay the groundwork for future partnerships that will be essential for project implementation.

The majority of the Projects submitted for funding in the DRI Plan are capital improvement or programmatic projects that will be implemented by the City of Kingston. It is anticipated that OECD will act as the lead to oversee implementation of the DRI Plan, under the direction of the Mayor and Common Council. In addition, other City departments will lead the implementation of relevant projects. For several projects, the Ulster County Transportation Council (UCTC) will be a key partner for project support. Ulster County Executive Mike Hein has and will continue to provide support from County staff and the UCTC throughout the duration of the DRI implementation process. City of Kingston staff members regularly participate in UCTC meetings and work closely with UCTC staff members on transportation planning projects. Two local non-profit organizations, Friends of Historic Kingston and RUPCO, Inc., are the responsible parties for the Frog Alley Park project detailed on Page 5-48 in Section 5. The Kingston City School District will be a key partner in the implementation of improvements made to Dietz Stadium. Kingston will continue to pursue any new opportunities for strategic partnerships that could aid in project implementation or leveraging of DRI funds. For example, the City coordinated with the NYS Homes and Community Renewal Office of Community Renewal to identify potential funding opportunities that might supplement or complement DRI projects.

In addition, several of the projects will involve an RFP process and selection of a design consultant and/or project contractor to carry out the work. OECD will oversee these processes in coordination with other City departments and staff as needed and appropriate. It is expected that many of the projects will include the establishment of, and ongoing input from, Technical Advisory Committees (TAC) composed of local stakeholders and individuals knowledgeable in the relevant project areas. The responsible parties for the implementation of all projects proposed for DRI funding are outlined in the summary table in Section 5 of this plan.

Finally, Mayor Noble will convene the members of the LPC on a semi-annual basis to provide updates on the progress of each active DRI project.



4

Public Involvement

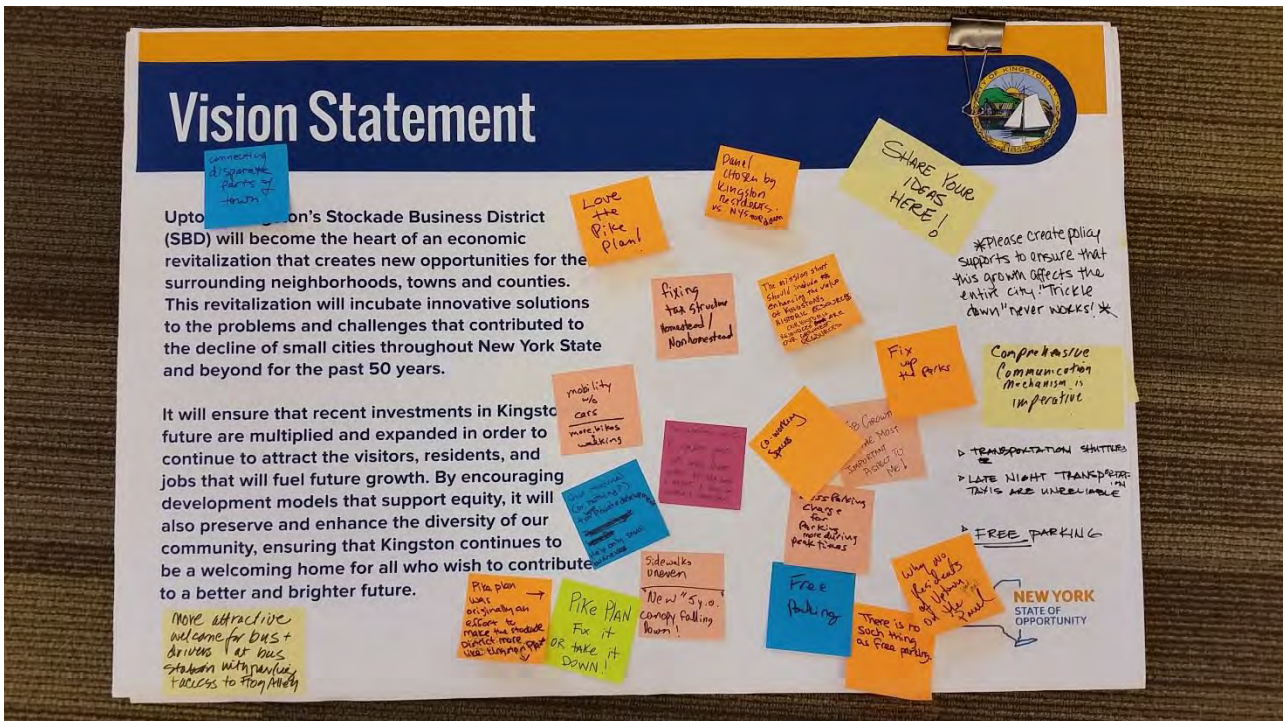
The DRI process involved the participation and engagement of the public in the development of the DRI Strategic Investment Plan. A group of community advisors and stakeholders within the Stockade Business District (SBD) were selected to serve on the Local Planning Committee (LPC), whose role was to advise and approve the projects that are identified for funding in Section 5 of this DRI Plan. In addition, various forms of community outreach, including public meetings, focus groups and surveys were conducted to get the larger community's input on the projects proposed for DRI funding.

4.1 Local Planning Committee

A Local Planning Committee (LPC) was appointed to ensure that the DRI Strategic Investment Plan reflected the community vision and to guide and direct public and private investment within and around the SBD. The LPC includes representatives from key public, private, nonprofit, and institutional stakeholder groups and organizations. The LPC Co-Chairs are Kingston Mayor Steve Noble and Jonathan Drapkin, President and chief executive of the Hudson Valley Pattern for Progress.

The LPC provided input on local issues; brainstormed ideas and provided direction to the consultants at meetings; reviewed draft documents; assisted in the public outreach process; and assisted in the review and identification of projects to be addressed in the DRI Strategic Investment Plan.

The Consultant Team held monthly LPC meetings beginning in November 2017.



Feedback on vision statement from Public Meeting #1

LPC Committee Members

Steven Noble, Mayor, City of Kingston (Co-Chair)

Jonathan Drapkin, President and CEO, Hudson Valley Pattern for Progress (Co-Chair)

Don Christian, President, SUNY New Paltz

Elenie Loizou, President, Kingston Uptown Business Association (KUBA)/Dietz Stadium Diner

Dennis Crowley, Founder and Chairman, Kingston Stockade Football Club and Four Square

Kale Kaposhilin, Co-Founder, Evolving Media Network

Thomas Keegan, Brewmaster, Keegan Ales

Don Tallerman, Owner, Dragon Search/Senate Garage

Kate Heidecker, Communications, Kingston City School District

Jake Salt, Director of Programs and Services, LGBTQ Center of Hudson Valley

Jimmy Buff, Executive Director, Radio Kingston

Peter Buffet, Co-President, NOVO Foundation

Julia Farr, Executive Director, Kingston Land Trust

Karen Clark-Adin, Owner, Bop to Tottom

Jason Stern, Publisher, Luminary Publishing

Micah Blumenthal, Co-Owner, CIXdesigns/O+

Guy Kempe, Vice President of Community Development, RUPCO

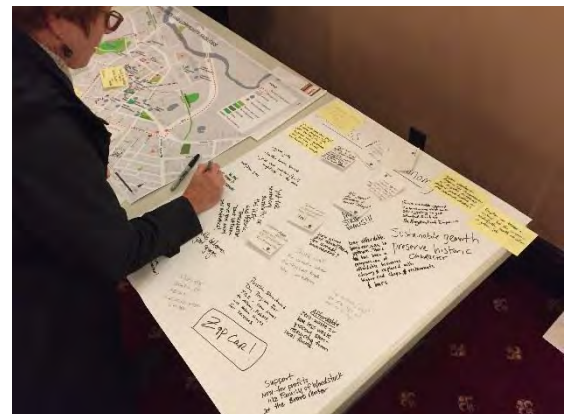
Aimee Gardner, O Positive Festival

Theresa Lyn Widmann, Anahata Yoga Studio

4.2 Public Meetings and Focus Groups

Community participation was an important part of developing this plan. Three public meetings and two focus groups were held to solicit feedback from the public. The three public meetings took place on October 30, 2017, December 19, 2017 and February 13, 2018. The public meetings had approximately 80 people at the first meeting, 50 at the second, and 70 people at the third meeting. Each public meeting solicited input from the community regarding the SBD and the proposed projects through workshops and surveys. Materials were provided in English and Spanish. The two focus groups were facilitated by the Consultant Team: one focus group concentrated on economic development issues with economic development and local business stakeholders; the second focus group was organized to solicit feedback specifically from the Spanish community. All materials from the meetings were posted publicly at <https://www.ny.gov/downtown-revitalization-initiative/mid-hudson-kingston> and <https://www.kingston-ny.gov/DRI>.

Public Meeting #1



Public Meeting #2



The purpose of the first public meeting was to provide the public information on the DRI program and to solicit feedback on potential project ideas as well as concerns and strengths of the SBD. The second meeting focused on the vision and goals of the SBD and to gather public feedback on the potential projects that were identified by the public and LPC. Staff was available to answer any individual questions on the projects. Finally, the third public meeting solicited input on the projects, which were presented with included detailed scopes of work and cost estimates.

Public Meeting #3



4.3 Public Outreach and Input

The City of Kingston publicized the meetings via the following means:

- › Posting on the City website, including home page, municipal calendar and dedicated DRI page www.kingston-ny.gov/DRI;
- › Posting both in English and Spanish on the City of Kingston Facebook page, including Facebook events and multiple postings;
- › Information and a letter from the Mayor in a few of the Mayor’s web blasts updated weekly;
- › Press releases to all local media outlets, including radio, print, web and television;
- › Targeted emails and calls to stakeholders, including Kingston Uptown Business Association; Business Alliance of Kingston; and the Spanish community; and
- › Flyers both in English and Spanish were distributed to the localized area and posted on the web.

Public comment was taken at the beginning of every LPC meeting and a City e-mail address, DRI@kingston-ny.gov, was created for additional public comment.

Two online surveys were conducted as part of the public outreach and input process, one was an economic development survey sent to specific stakeholders, and the second was a public survey, available in both English and Spanish, on the proposed projects to be included for DRI funding consideration. The economic development survey had 89 respondents and the public survey had 545 respondents. Results of the survey were posted at <https://www.kingston-ny.gov/DRI>.



Public Meeting #2



5

Projects Proposed for DRI Funding

This section of the Strategic Investment Plan presents a detailed profile for each of the projects recommended for DRI funding as part of the Kingston Stockade Business District DRI program. This group of projects was originally identified by the City of Kingston and was further refined throughout the DRI process based on input from the public and the LPC, project feasibility and readiness, and a project's ability to further the goals and strategies of the Strategic Investment Plan. The LPC, together with City officials, reviewed the projects. Based on feedback from the LPC and input and support from the public, the eleven projects profiled in this section are recommended for funding through the DRI program.

Projects that are outlined in this section generally contribute to one or more the following criteria:

- › Support and advance the DRI Goals and Strategies set forth in the Strategic Investment Plan
- › Potential to drive downtown revitalization and support collective transformative efforts
- › Feasible for implementation within two years
- › Supported by City officials, local stakeholders and the public

Together, the projects profiled below amount to an investment of approximately \$15.7 million, surpassing the available funding of \$9.7 million through the DRI program. This excess in cost is designed to provide both flexibility and collaborative opportunities to the funding process, to account for unanticipated changes to proposed projects or future funding opportunities that may arise and could build on the initial DRI investment. Where appropriate, alternative sources of funding are identified within the Project Profiles, and if any of these projects were to no longer need DRI funds, the LPC and City officials would work with the State to reallocate funding as appropriate or necessary.

Several projects identified during the DRI process are not recommended for DRI funding, but still reflect the priorities of the LPC and would support the local revitalization efforts and vision for the Stockade Business District (the SBD, generally known as “Uptown” Kingston). These projects either were ineligible for DRI funding due to the nature of the program or need additional project planning and refinement, and therefore would not meet the short-term goals for implementation. These projects are summarized at the end of this section and highlighted as potential candidates for future funding opportunities and prioritization by the City of Kingston.

5.1 Projects Proposed for DRI Funding

Summary of Kingston DRI Projects

No.	Project	Total Project Costs	DRI Request	Page No.
1	Reconfigure Schwenk Drive into a Complete Street	\$987,102	\$987,102	5-11
2	Improve Access to Academy Green Park	\$560,000	\$560,000	5-20
3	Upgrade Dietz Stadium and Andretta Pool	\$2,880,000	\$2,500,000	5-30
4	Conduct a structural investigation and updated mapping procedure for the Kingston Uptown Levee	\$300,000	\$130,000	5-41
5	Upgrade Frog Alley Park	\$658,375	\$472,500	5-48
6	Implement Key Recommendations of the Uptown Stockade Transportation Plan	\$5,457,144	\$5,457,144	5-60
7	Repair the Volunteer Firemen’s Hall and Museum	\$1,104,000	\$560,000	5-69
8	Incorporate Public Improvements into the Kingstonian Uptown Revitalization Project	\$3,800,000	\$3,800,000	5-76
9	Implement the Kingston Wayfinding Plan	\$403,500	\$403,500	5-84
10	Launch an Uptown Print and Digital Media Marketing Campaign	\$250,000	\$250,000	5-91
11	Provide Financial Assistance to Homeowners and Businesses	\$600,000	\$600,000	5-96
TOTAL		\$17,000,121	\$15,720,246	

Kingston Projects for Future Consideration (Not Proposed or Recommended for DRI Funding)

Project	Page No.
Kingston Community Land Trust	5-102
Kingston Intermodal Facility	5-102
Kingston City Land Bank	5-103
Public WiFi Access	5-103
Affordable Housing and Community Development	5-103

Kingston DRI Project Locations



5.2 Strategic Investment of DRI Funding

In addition to the criteria noted above for the individual projects (supporting DRI goals and strategies; potential to drive downtown revitalization; feasibility; and local support), the projects proposed for DRI funding were evaluated collectively as a strategic investment for the SBD. It is an objective of the DRI program to not only contribute to Kingston's vision, goals and strategies (as analyzed in Section 2 of the DRI Plan), but also to integrate the projects into the existing fabric of the SBD to ensure their long-term success. This section builds on the analysis from the Downtown Profile and Assessment in Section 1 to show how the projects proposed for DRI funding fit into and build on that existing fabric. The maps on the following pages are recreated from Section 1 and overlaid with the DRI projects to help visualize their relationship to the SBD. Specifically, the projects are analyzed with a focus on the following elements: Multi-modal Transportation and Access to Kingston Jobs; Density and the Land Use and Zoning Framework; Economic Development; Partnership with the Business Community; and Connectivity to Parks and Other Community Amenities.

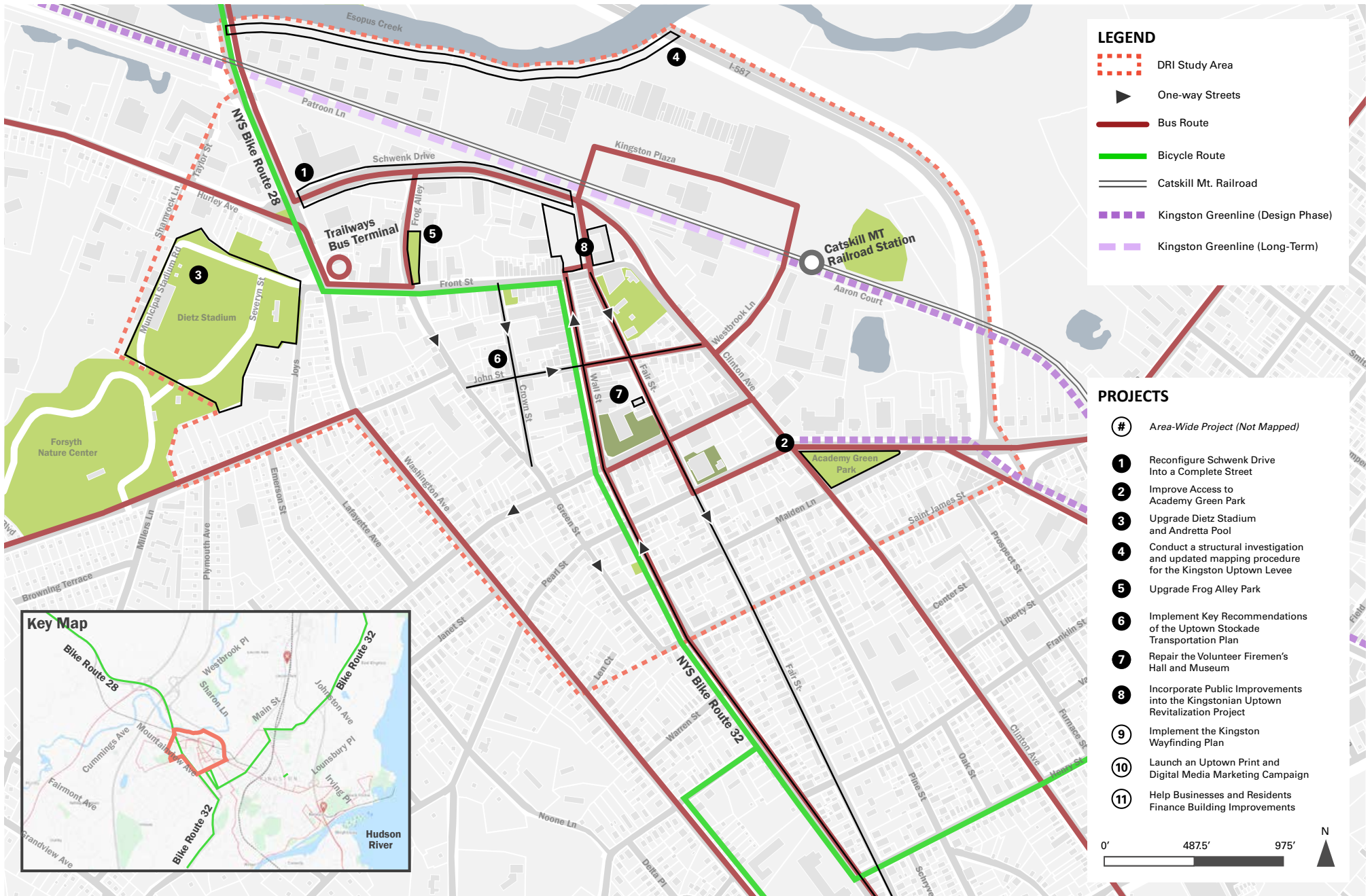
Multi-modal Transportation and Access to Kingston Jobs

Transportation and bicycle/pedestrian infrastructure improvements has and will continue to be a major focus for the City of Kingston to better serve Kingston residents and visitors. The issues identified in Section 1 include the complexities that arise from multiple public transit providers, high parking utilization in certain parking lots, and some access and circulation challenges, such as congestion at key intersections within and adjacent to the SBD. The City has already begun major initiatives to improve multi-modal transportation, including the establishment of a Complete Streets Advisory Council and commitment to infrastructure improvements such as the Kingston Greenline.

In addition, one of Kingston's long standing economic development goals has been to attract more jobs to the City so that fewer residents travel to other areas in the region for employment. Increasing the density of jobs in the City of Kingston would help bolster the City's tax base, improve quality of life, and reduce vehicle miles traveled. However, increasing access to employment sites within the City of Kingston will require enhancements to the City's transportation network. Local business leaders have broadly cited the need for increased mass transit service, expanded parking access, and improved pedestrian connections in order to enhance access within and between the City's commercial districts.

To this end, several projects contribute to the goal of increasing transportation access, including reconfiguring Schwenk Drive into a complete street, implementing transportation improvements recommended in the Uptown Stockade Transportation Plan, and implementing the Kingston Wayfinding Plan to promote better circulation and parking utilization. The City will continue to examine opportunities for funding increased levels of service on cross-city bus service from the Stockade Business District to the city's two other commercial districts, improving sidewalk conditions and application of complete streets principles, and exploring ways of optimizing parking supply and pricing. In addition, one of the projects identified for future funding opportunities at the end of this section is the development of an intermodal facility in the SBD.

SBD Transit and Bike/Ped Connections



Density and the Land Use and Zoning Framework

One of the guiding principles set forth in Kingston 2025, Kingston's Comprehensive Plan, is to concentrate density and retail commercial uses in the three core areas of the City, including the Uptown neighborhood centered on the SBD. As shown in the map that follows, the C-2 district is mapped over much of the SBD, and does not permit residential uses. An overlay was mapped in 2005 on several blocks within the SBD to allow for the adaptive reuse of industrial and commercial buildings for rental and affordable housing and to promote the development of a mixed-use mixed-income pedestrian based neighborhood. Kingston 2025 also encourages continued and vibrant mixed-use land use patterns in the Uptown neighborhood, with specific strategies to create a centrally located plaza or gathering space, encourage specialized retail, and to attract regional sporting events to Dietz Stadium. Projects that would contribute to this vision for future development and increased density in the SBD include the upgrades to Dietz Stadium, structural investigations of the Kingston Uptown Levee to facilitate future development in Kingston Plaza, and the incorporation of public improvements into the Kingstonian development, which includes a proposal for a public plaza as well as new housing stock in the heart of the SBD.

Economic Development

Kingston's diverse building stock presents a unique opportunity to attract a range of businesses to its various commercial districts. Underutilized lots and upper story commercial vacancies in the SBD may be ripe for new retail development or incubator spaces for small tech firms. Meanwhile, the larger floor plate buildings in Midtown are ripe for large or growing companies or anchor institutions seeking to either expand or develop satellite locations. Through the City of Kingston Office of Economic and Community Development's administration of business incentive programs and sponsorship of a citywide marketing initiative, two projects proposed for DRI funding, the City will attempt to support business development in all commercial areas as part of a mutually synergistic economic development strategy. The continued strengthening of the SBD's historic and fine-grain retail district will continue to inspire new businesses and residents to locate in Kingston. Meanwhile, increasing the size of the City's workforce will further bolster the size of the consumer market and help to increase street traffic along the SBD's retail corridors.

Building on the DRI funding and the findings from the DRI public outreach efforts, the City should continue to examine opportunities for economic development and encourage new businesses to locate in Kingston. In addition, the City should consider updating Kingston 2025 in order to better align with the findings of the DRI, specifically including the following:

- › The current comprehensive plan does not sufficiently emphasize the connection between connectivity improvements and economic development given the overwhelming degree that business owners have flagged transportation access and parking as the largest barriers to their business performance. The City should update the economic development and transportation chapters to better reflect the kinds of infrastructure improvements that would enhance accessibility to key destinations within the City of Kingston.

- › During outreach efforts, business owners expressed broad support for a more aggressive approach to marketing the City's three commercial districts and enhancing the linkage between them. The City should update the plan's economic development chapter to better describe the ways that all three districts could be branded and promoted through a citywide marketing initiative.
- › The projects identified during the DRI planning process should be formally inscribed into the Uptown chapter of the comprehensive plan.
- › The preparation of the DRI project profiles was preceded by comprehensive market analysis that provides more updated data on demographic composition, socio-economic trends, and real estate activity. In addition, the DRI planning process included administration of a comprehensive business survey. The findings from these are included in Sections 1 of the DRI Plan. The economic development chapter of the comprehensive plan should be updated to reference these more recent findings and observations.

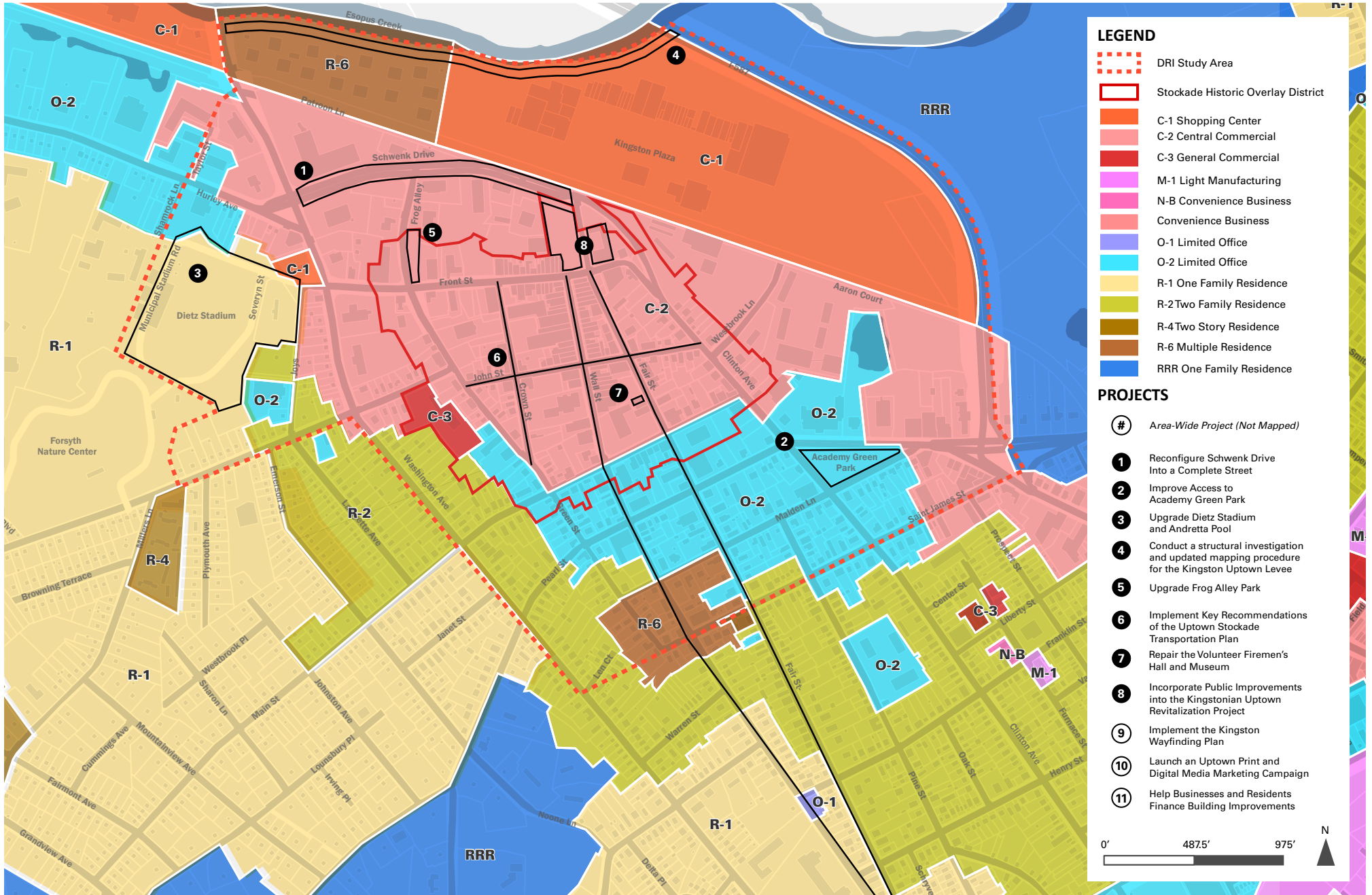
Partnership with the Business Community

The City of Kingston is anchored by a strong business community and growing entrepreneurial culture. Organizations like the Kingston Uptown Business Association help to increase the visibility of the Stockade Business District as well as other parts of the city. One of the projects profiled in this section of the DRI Plan is for the City to work more proactively with the business community on a citywide marketing initiative that helps to elevate the profile of the SBD. Business owners will help craft the messaging for this campaign, support the dissemination of print and digital materials, and serve as emissaries for their respective commercial districts.

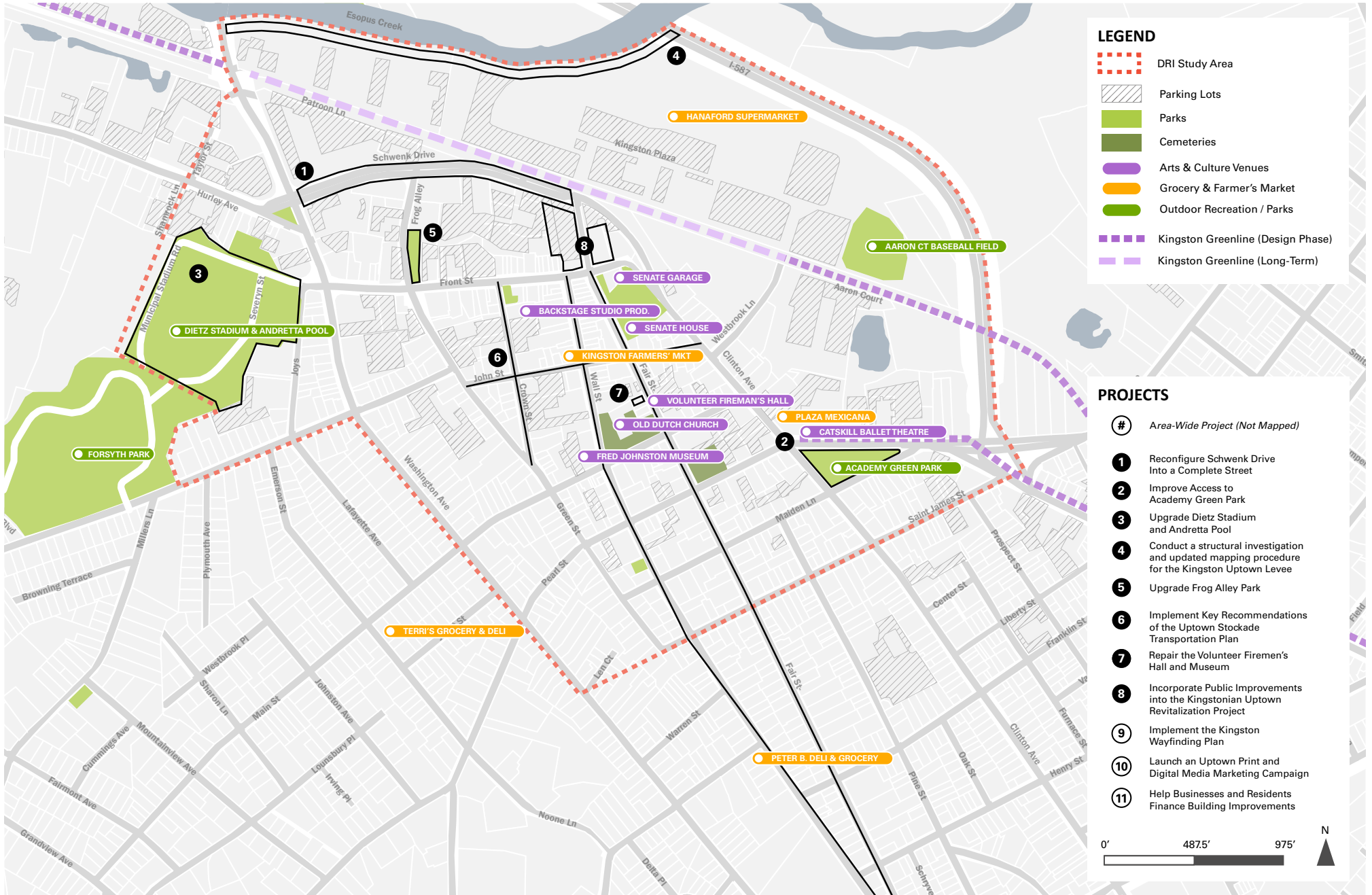
Connectivity to Parks Other Community Amenities

One of the most appealing and defining characteristics of the SBD is the concentration of and proximity to community amenities, including parks, historic resources, and arts and cultural venues. The SBD Parks and Community Amenities map that follows shows the locations of many of these features within and adjacent to the SBD. Through the use of DRI funding, the City proposes to upgrade four of the five public parks and recreational facilities in the SBD, including Dietz Stadium, Andretta Pool, Academy Green Park and Frog Alley Park, increasing the quality of life for Kingston residents and elevating the SBD as a place to live, work and play. Kingston has also demonstrated a long-term commitment to historic preservation, and continues to do so with proposed funding to repair the Volunteer Fireman's Hall and Museum. These projects will be supported by the transportation oriented improvements proposed for DRI funding, which will ensure that easy and adequate multi-modal access is provided to and from, and within the boundaries of, the SBD.

SBD Density, Zoning and Land Use



SBD Parks and Community Amenities



5.3 Project Profiles

Reconfigure Schwenk Drive into a Complete Street

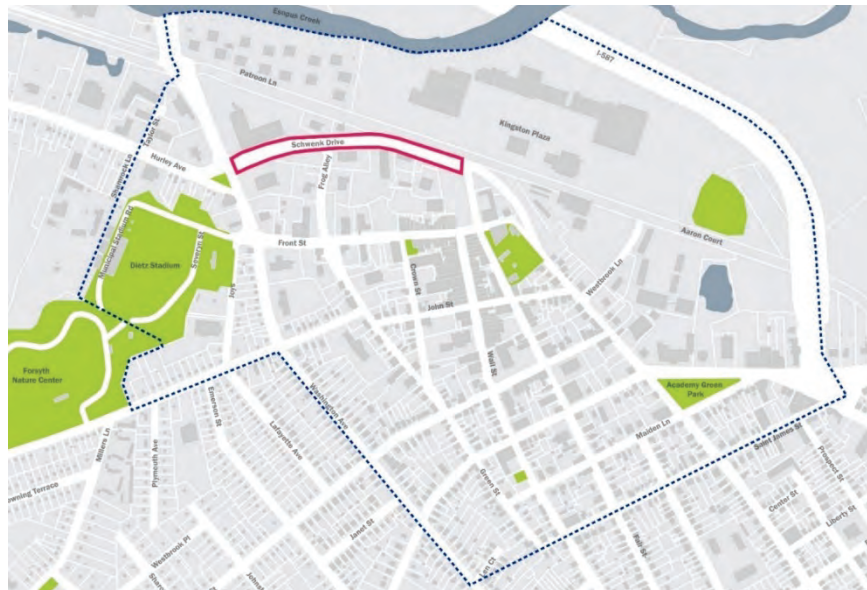
This project would reconfigure Schwenk Drive between Washington Avenue and Fair Street into a complete street, which would partially address a gap in the Kingston Greenline between the Midtown Linear Park segment and the Kingston O&W Rail Trail segment. A complete street is a street designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders. Currently, plans call for the Midtown Linear Park to end at or near Westbrook Lane, which is less than 1,000 feet east of the intersection of Fair Street and Schwenk Drive. Plans for the Kingston O&W Rail Trail call for the trail to end at Washington Avenue, less than 800 feet north of the intersection of Schwenk Drive and Washington Avenue. Though additional work will be necessary to connect these termini, the conversion of Schwenk Drive to a complete street and the inclusion of this segment in the overall Kingston Greenline system will greatly enhance connectivity.

DRI Funding Request

\$ 987,102

Project Location

The complete street project will be implemented from the intersection of Schwenk Drive and Washington Avenue to and including the intersection of Schwenk Drive and Fair Street.



Project Description

Kingston Plaza is cut off from the rest of the SBD by Schwenk Drive, which is in a 4-lane configuration at this node. Intersections are difficult to navigate, and insufficiently signed and lit, particularly at Frog Alley and Fair Street. Complete street enhancements will significantly improve the pedestrian safety and experience along Schwenk Drive as well as the linkage between the SBD and Kingston Plaza.

DRI funding would be used to develop a complete street along Schwenk Drive from the intersection of Washington Avenue to and including the intersection of Schwenk Drive and Fair Street. Work would include lane reconfiguration, signal upgrades, intersection upgrades (including ADA improvements and bulb-outs), the creation of a new two-way bicycle lane (westbound), and the creation of a new parking lane (eastbound).

An important goal of this project is to enable future linkage into the Kingston Greenline system by allowing for future connections at Westbrook Land and Washington or Hurley Avenues. The Kingston Greenline is a vision for a network of urban trails, bikeways, water-trails, walkable sidewalks and complete streets that provides residents and visitors a healthy, fun and sustainable way to connect with Kingston's rich cultural, historical, commercial and recreational resources. The Greenline also serves as an important hub for the growing system of rail trails throughout Ulster County and beyond, eventually linking from the Catskill Mountains and the Hudson River Valley to New York City. Pending an agreement with the owners of the Catskill Mountain Railroad right-of-way, complete street improvements to Schwenk can provide a shorter-term linkage solution, as well as a longer-term investment in public infrastructure.

It is envisioned that this project would be the first phase in providing a full connection to the Kingston Greenline system. In addition to providing a key component of the missing Greenline link, this project will implement streetscape improvements that will promote pedestrian activity and higher retail foot traffic in the SBD. Once the Greenline link is made, signage will be a key component for wayfinding and connectivity to the larger Greenline network. Recognizing that this neighborhood will continue to require vehicular access and parking space, several proposed improvements balance these needs with improving walkability and creating visual interest at the pedestrian level. These proposed improvements complement other funded pedestrian-enhancement projects being undertaken by the City, and fill in the gaps to complete necessary improvements throughout the DRI area.

The streetscape improvement project will create a desirable, walkable, pedestrian-friendly connection through the SBD, and will serve as a catalyst for future business growth and active recreation on Schwenk Drive. The improvements for DRI funding will include:

- › Alter lane configurations to introduce two-way protected bicycle lanes.
- › Intersection upgrades and ADA improvements where needed.
- › Upgrade traffic control systems at key existing intersections to improve network efficiency, and protect cyclists and pedestrians.
- › Increase the amount of pedestrian space in target areas. This includes adding bulb-outs that can help shorten the crossing area and allow for additional benches and vegetation.
- › Improve curbs, paving and striping where needed.

Future work along Schwenk Drive and connector roadways to the Ulster and Delaware Scenic Rail right-of-way could include:

- › Installing one-way bike lanes or sharrows (shared-lane markings along a travel lane meant to be shared by motorists and bicyclists) where space is more limited on two-lane roads.
- › Introduce new sidewalk amenities on wider sidewalks and in new bulb outs. Sidewalk amenities can include benches, bike racks, trash receptacles, and recycling receptacles.
- › Identify publicly-owned properties abutting the right-of-way, and consider adding additional open space amenities and improvements in those locations. In addition, kiosks, gateways, and power hookups can be installed to encourage users to agglomerate in these expanded areas.
- › Increase vegetation, while maximizing walkable surfaces. Grates can be installed over tree pits to maximize the walking surface on the narrow sidewalks. Install new trees where feasible. Implement planter boxes, bioswales, rain gardens, permeable pavements and rainwater harvesting on appropriate sites.
- › Provide unified signage and wayfinding along the route in coordination with the Kingston Wayfinding Plan



Status of Kingston Greenline Completion with Proposed Schwenk Drive Improvements Superimposed

Source: Kingston Greenline

Schwenk Drive Existing Site Plan





Typical Roadway Conditions



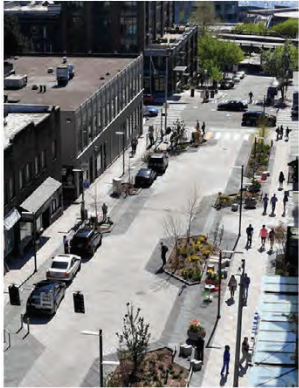
Beethovenstraat, Amsterdam



Houston St, New York, NY



Hamburg, NY



Bell St, Seattle, WA



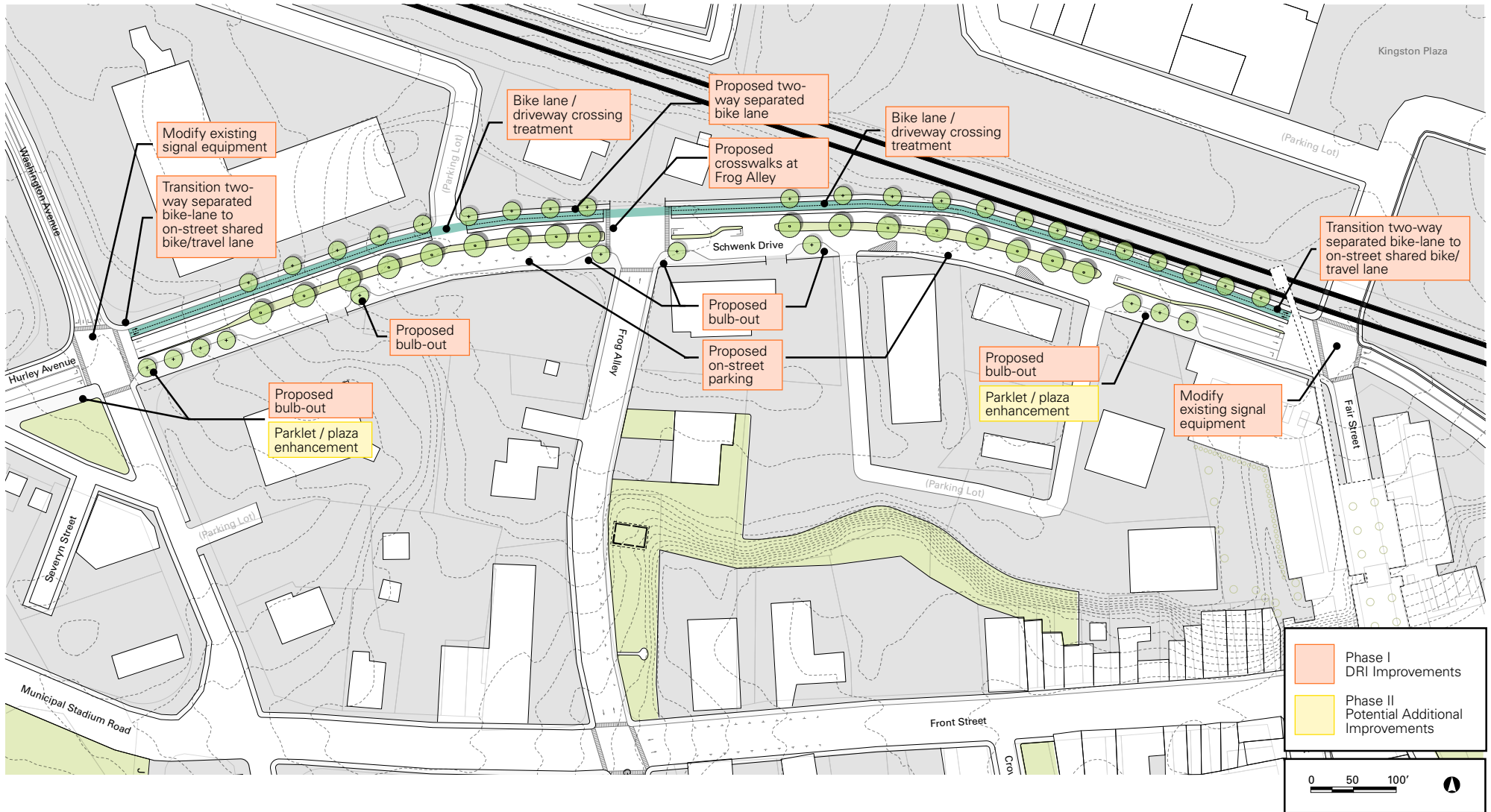
Vanderbilt Ave, Brooklyn, NY



Russellville, AR

Examples of similar projects

Schwenk Drive Conceptual Site Plan



Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Maintain or upgrade infrastructure and buildings to support additional growth. › Improve and diversify recreational amenities, including provision of local gathering spaces as well as support for amenities significant to the region, particularly Dietz Stadium. › Follow a complete streets strategy and uniform street improvements for the SBD transportation network. › Improve connections between the Stockade Historic District and Kingston Plaza. › Improve pedestrian and bicyclist connections through the completion and connection of the Uptown and Midtown linear parks. 	<ul style="list-style-type: none"> › Leverage the region’s outstanding natural resources, its tourism industry, and agriculture in a “natural infrastructure” strategy that protects agriculture and the environment and recognizes these as important to tourism and as quality of life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors. › Improve key regional infrastructure to make the region more business-ready. › Support the revitalization of our urban centers as engines of regional prosperity.

Public Support

Feedback from the public resulting from public outreach and meetings expressed support for this project throughout the DRI planning process.

Because this project would link into the Kingston Greenline system, proponents of the Greenline (which include the Kingston Land Trust) also support the complete street improvements on Schwenk Drive.

Additional support comes from the adjacent landowners at Kingston Plaza and the Kingstonian development site at Fair Street and Schwenk Drive. Improvements to Schwenk Drive at this intersection would meaningfully improve the pedestrian experience of crossing from one site to the other.

Project Ownership

The streetscape improvements will be undertaken on publicly owned rights-of-way. The contracting entity will be the City of Kingston. The City owns all existing street fixtures and lights and will procure private third-party design consultants and contractors to implement the work. The City will maintain the improvements. Sidewalks are under the legal jurisdiction of the City of Kingston. Kingston will own all street furniture and fixtures.

Project Partners

The City and its relevant divisions will work in partnership with the Kingston Land Trust during project development, and as a potential maintenance and programming partner for some of the complete street extents. Additional project partners may include the Kingstonian development team, and local business owners along the route.

Capacity

The City has a history of successfully implementing streetscape improvements, and has the capacity to implement this project with the support of outside contractors for design, fabrication, and installation. The Kingston Land Trust has a proven track record of designing, planning and implementing other portions of the Kingston Greenline, and can bring their resources and capacity to support this project.

Project Budget

Project Activity	Budget
Traffic Signal Modifications	\$ 80,000
Drainage	\$ 39,000
Earthwork	\$ 19,875
Pavement (Mill and Overlay 1.5")	\$ 250,200
Concrete Curb & Sidewalk Replacement	\$ 191,000
Pavement Markings & Signing (Pavement Stripes and Painted Bike Lanes at Conflict Points)	\$ 38,400
Landscape	\$ 22,500
SUB-TOTAL	\$ 640,975
Design and Engineering (20%)	\$ 128,195
Contingency Costs (25%)	\$ 160,244
Construction Survey & Stakeout (4%)	\$ 25,639
Maintenance of Traffic & Mobilization (5%)	\$ 32,049
TOTAL PROJECT COSTS	\$ 987,102
DRI FUNDING REQUEST	\$ 987,102

Funding Sources

- › DRI Funding: \$987,102 is being requested

Feasibility and Cost Justification

Complete street improvements in the SBD will benefit visitors, residents, and business owners by encouraging people to walk, shop, recreate and spend time in the SBD. Additionally, complete street and Greenline connectivity improvements work to promote non-vehicular access to and through the district. By leveraging DRI funding to improve the pedestrian experience, this project capitalizes on the health and wellness benefits of walking and biking, and encourages people to leave cars behind and enjoy the district on foot, where they can shop at local businesses and attend events.

Regulatory Requirements

- › City of Kingston: Issuance of RFP (Office of Community and Economic Development or DPW); Street Opening Permit (DPW)
- › NYSDOT/Highways and Bridges Division, Ulster County/ Ulster County Transportation Council/City of Kingston DPW: Work permits for road crossings
- › ADA compliance

Timeframe for Implementation

Project Stage	Timeframe
RFP process and design consultant selection	3 months
Construction and Design Drawings / Approval Documents and Permit Procedures	10 months
Construction	5 months
TOTAL TIMEFRAME	18 months

Project Reporting

To measure the success of this project, the following project metrics should be used:

- › Bike and pedestrian counts along right-of-way to be taken before the construction and then after the construction to demonstrate the increase in bicycle and foot traffic.

Improve Access to Academy Green Park

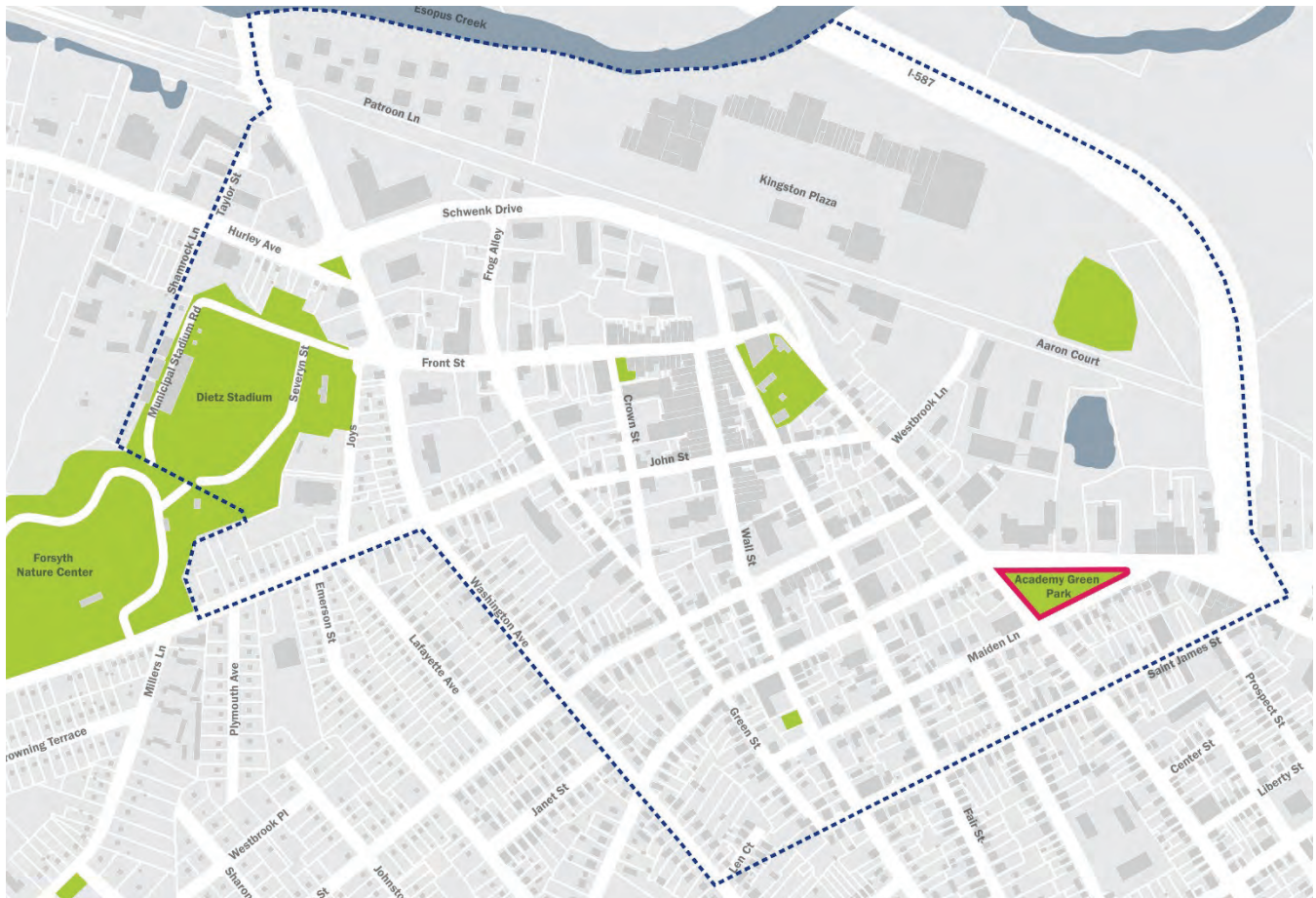
The project entails access improvements to Academy Green Park to enhance furnishings and landscape, incorporate sidewalk improvements, and provide water and electrical improvements as well as help the park become better connected to the neighborhood, more accessible and more frequently used as an event space.

DRI Funding Request

\$560,000

Project Location

This 1.5-acre triangular green space is located between Albany and Clinton Avenues and Maiden Lane, just between the Uptown and Midtown neighborhoods of Kingston. See the location map below.



Project Description

This project will be implemented in two phases:

Phase 1 – DRI Funded Improvements

Phase 1 activities will involve access improvements to Academy Green Park to better connect the Kingston community to the park and increase usage of the space. By implementing these components, it will also allow for the City to increase programming for community events. Improvements to be funded through the DRI program include:

- › Redesigning the sidewalks and intersections surrounding Academy Green to improve pedestrian circulation to and through the park
- › Provide an appropriate location for a mobile stage with a hydraulically operated roof system and 30ft x 24ft deck
- › Provide electrical and water improvements for plug and play events as well as additional landscape lighting
- › Additional landscape plantings and planting replacement, as well as protocols for vegetation management/replacement; development of a low-maintenance horticulture plan
- › Additional seating and visitor gathering space, particularly more site benches

Phase 2 – Potential Additional Improvements

Phase 2 potential additional improvements, would include Monument and statue restoration, the consideration of adding culturally inclusive installations, and other walkway upgrades and hard landscaping treatment within the park itself. Future work could also include urban design treatments to mesh planned improvements at the I-587 intersection with the park.

Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Ensure that public investment respects the historic character of the area and encourage adaptive reuse of historic structures. › Improve and diversify recreational amenities, including provision of local gathering spaces as well as support for amenities significant to the region, particularly Dietz Stadium. › Increase evening and weekend programming to support more constant activity 	<ul style="list-style-type: none"> › Leverage the region’s outstanding natural resources, its tourism industry, and agriculture in a “natural infrastructure” strategy that protects agriculture and the environment and recognizes these as important to tourism and as quality of life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors. › Support the revitalization of our urban centers as engines of regional prosperity.

Academy Green Park Existing Conditions



Existing Site Photographs

Public Support

Several of these proposed improvements are reflected in the Kingston Parks and Recreation Master Plan. The Ulster Garden Club has long been involved in projects at Academy Green, when it joined with other civic groups in the city to landscape the park, which included the planting of a dozen redwood trees and the installation of a turn-of-the-century cast-iron fountain. The Club has also been in support of many of these proposed improvements.

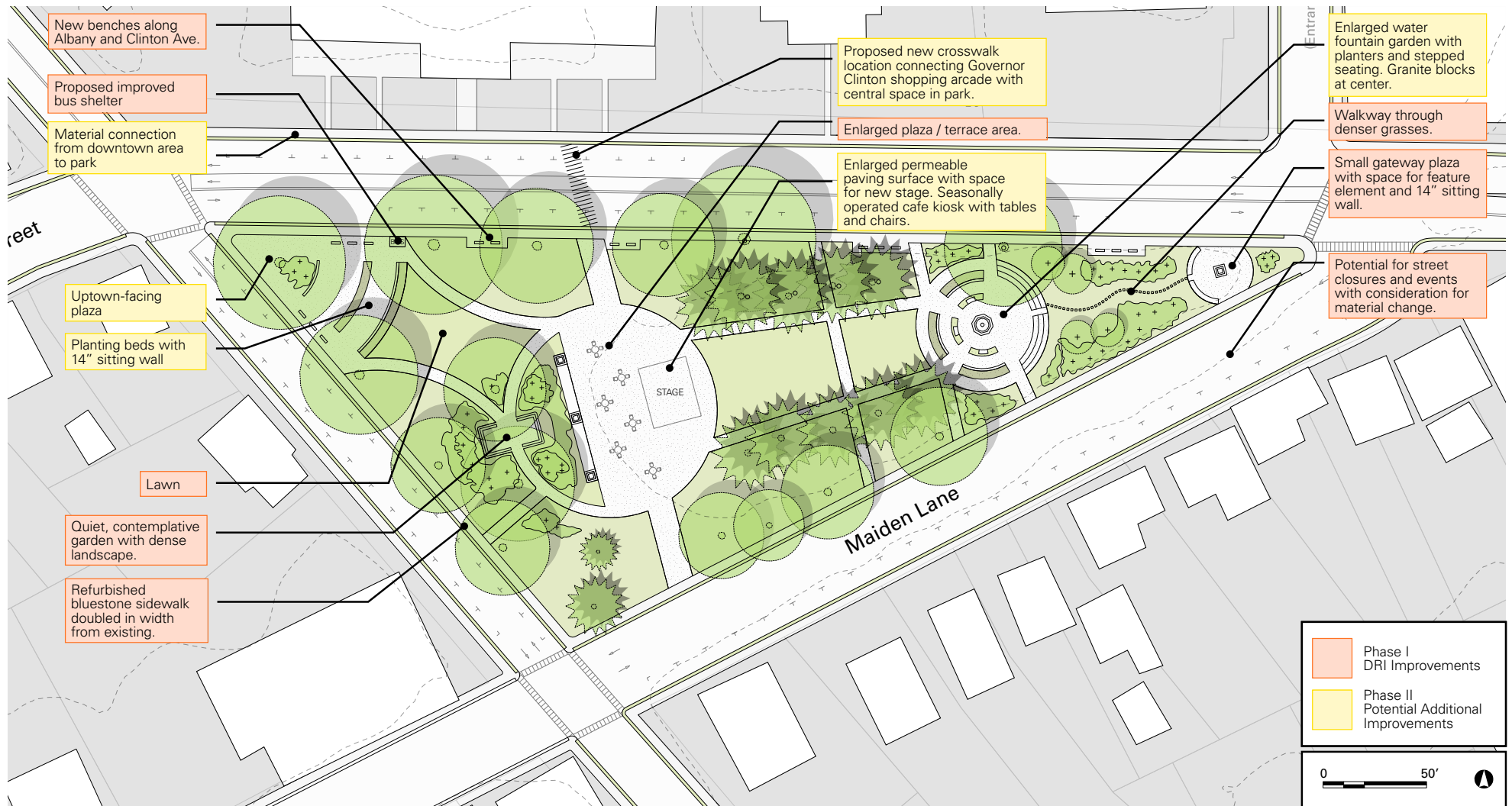
Members of the public and a focus group of business owners expressed support for this project in public meetings and during the public comments at Committee meetings. The project consistently generated significant enthusiasm from the community at public workshops.

Academy Green is one of the only open spaces of its kind within the DRI Kingston study area. During the second DRI Kingston public meeting, participants were asked how they would describe the type of park that Academy Green Park represents to their community/the SBD. Most respondents saw this park as having a multidimensional identity, simultaneously referring to it as a historic monument and site, a civic plaza and a local neighborhood park.

Academy Green Park Existing Site Plan



Academy Green Park Conceptual Site Plan



Project Ownership

The City of Kingston and Kingston Parks & Recreation have the legal authority to execute contracts and oversee the project.

Project Partners

The City and its relevant divisions will work in partnership with the Trustees of Kingston Academy in accordance with the deed restriction established in 1918 (see the Regulatory Requirements section below). The City will also include the participation of the Ulster Garden Club in project development as one of the maintenance and programming partners for the park.

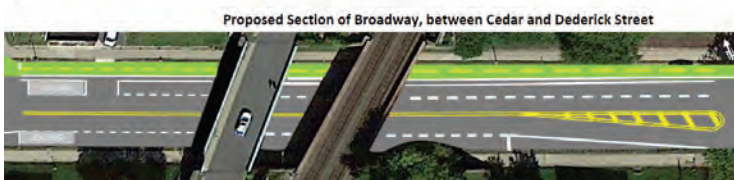
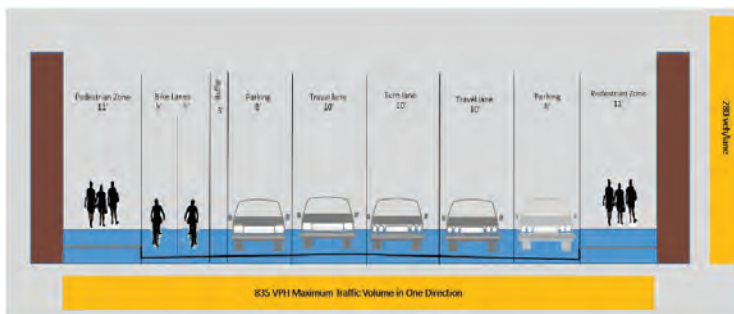
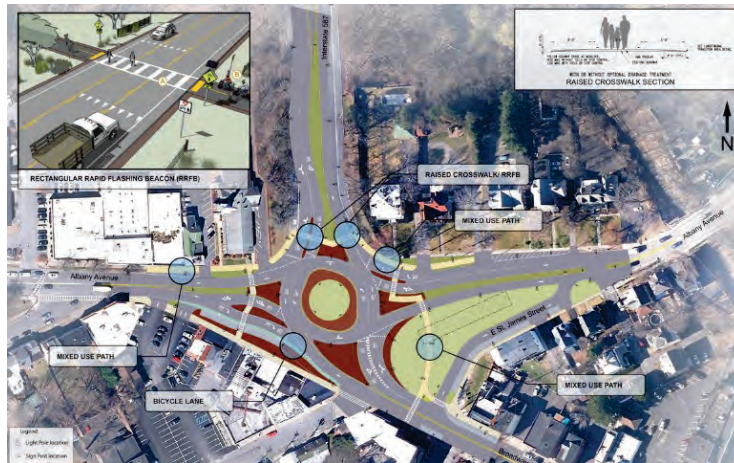
Capacity

The City of Kingston and Kingston Parks & Recreation are responsible for the open space network in Kingston. They have extensive experience overseeing park improvements and other capital projects. The Ulster Garden Club is a small but active nonprofit community partner that has been engaged in park upkeep for several years, and has sustained interest in this role.

Project Budget

Project Activity	Budget
Replace Sidewalks with bluestone and concrete curbs	\$ 308,000
Electrical System Upgrades	\$ 28,000
Plumbing Upgrades	\$ 24,000
Furnishing	\$ 34,000
Plantings	\$ 125,000
Design	\$ 41,000
TOTAL PROJECT COSTS	\$ 560,000
DRI FUNDING REQUEST	\$ 560,000

Context and Surrounding Projects



Funding Sources

- › DRI Funding: \$560,000 is being requested

Feasibility and Cost Justification

This project would provide numerous benefits to the Kingston community and visitors by providing safe and accessible open space that is active and inviting all year round. Most importantly, this project fulfills several revitalization strategies, including ensuring that public investment respects the historic character of the area and improving and densifying recreational amenities, including provision of local gathering spaces as well as support for amenities significant to the region.

An enhanced Academy Green will improve connectivity amongst major centers of activity and between Uptown and Midtown. Over the long term, the park will create a more inviting gateway to the SBD, and serve to improve perceptions of vibrancy and safety, attracting more people to the SBD, and ultimately supporting population and job growth.

Visitors to this enhanced park could provide support for existing and new small businesses, offering jobs and economic development for Uptown and the surrounding area and enhancing tax revenues. An improved park could enhance healthy choices for active lifestyles, and strengthen the existing farmers' market.

Regulatory Requirements

- › On July 15, 1660, Governor Peter Stuyvesant negotiated a peace treaty between the early settlers and the local Esopus Indians on this site. This concluded one of the many wars over land rights. Ulster County troops were reviewed on this site before entering the Civil War. Kingston Academy, the oldest preparatory school in New York State, was located here in the mid-1800's. The building was demolished in 1915, when the new Kingston High School opened, and Academy Green became a park in 1918.

The site was transferred from the Trustees of Kingston Academy to the City of Kingston in 1918, along with a deed restriction placing a set of trusts, covenants and agreements upon the land. These include:

- The City shall use the premises solely as a public park
- The City shall not lease, sell or encumber the site to any other party for any unrelated use
- The City shall not erect or place any building or structure on the premises

The Trustees of Kingston Academy reserves the right to erect a fountain, statue or monument upon the premises. The Trustees also have the right to review and approve any modifications the City wishes to make to the park.

- › City of Kingston DPW: Work permits for road crossings
- › SEQRA

Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP Process: Kingston drafts and issues RFP for engineering assessment and design and construction drawings Kingston circulates RFP and selects contractor with historic preservation experience	3 months
Design and Construction Drawings	4 months
Construction	12 months
TOTAL TIMEFRAME	17 months

Project Reporting

To measure the success of this project, the following project metrics should be used:

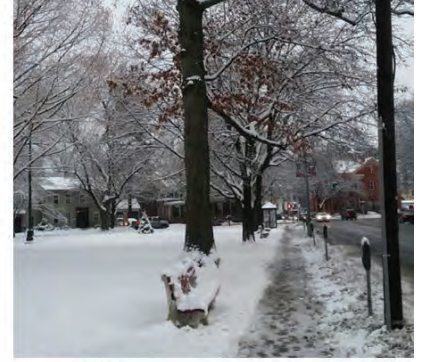
- › To be measured annually starting with the year prior to construction to demonstrate the additional use of the park:
 - Comparison of pedestrians entering/exiting each park entrance
 - Number of event permits issued
 - Total revenue generated from permits and event fees



Benches and Bus Station



Lighting Fixtures



Street in Winter



Decorative Fountain and Seating Ledges



Statues



Hedges and Paving

Site Materials



Four Freedoms Park, Queens, NY



Center City Park, Greensboro, NC



Splash Park, Oakland, CA



Klyde Warren Park, Dallas, TX



Viaduct Park, Philadelphia, PA

Examples of Similar Projects

Upgrade Dietz Stadium and Andretta Pool

This project would involve upgrades and improvements to Dietz Stadium and Andretta Pool to better serve the community and expand the capacity for new programming.

DRI Funding Request

\$2,500,000

Project Location

Dietz Stadium is located on a 12.1-acre site at 170 North Front Street adjacent to Forsyth Park. Andretta Pool is immediately adjacent to Dietz Stadium at 76 North Front Street.



Project Description

Dietz Stadium, a 2,000-seat venue, is a major organized sports facility located at the western end of the SBD, adjacent to Forsyth Park and the Adirondack Trailways bus terminal. The site serves as both a community and regional destination. The Kingston City School District sports teams use the fields for practice and residents use the oval track for running and walking. Dietz Stadium is also the home field for the Kingston Stockade Football Club, which draws an average of 1,200 spectators to events. Recent investments to the facility include an approximately \$900,000 replacement of the turf and track, funded by private donation.

However, the facilities at Dietz Stadium are outdated, and do not maximize the recreational opportunities or economic development potential of the venue. Recently, the City lost the State Football Sectionals, which Kingston was home to for over a decade, due to the lack of high quality facilities. A key goal set forth in Kingston 2025 is to attract regional sporting events to Dietz Stadium. Renovating the existing facility to provide more modern amenities will be a major step toward achieving this.

Across from Dietz Stadium is Andretta Pool, a 1.4-acre pool and picnic facility. The public swimming pool is operated by the Department of Parks and Recreation, open six days a week from late June to Labor Day. The facility has a 25 meter, 6-lane pool with a deck, an approximately 3,000 square foot bathhouse and locker room facility with a communal area, a separate fenced in picnic area and a bike rack. Seasonal attendance is around 2,700 visitors. However, like Dietz Stadium, Andretta Pool needs maintenance and investment. With investment, Andretta Pool would likely be more highly utilized as a special purpose facility for the Kingston community.

In addition, the shared Dietz Stadium/Andretta Pool parking lot provides potential untapped benefit for the SBD. Currently, a portion of the available parking space is leased to Trailways, which is located across Washington Avenue from the stadium. However, visitors to the SBD do not currently use the available parking on the site.

The 2013 Parks and Recreation Master Plan along with key stakeholders have identified the following recommended upgrades to these facilities:

Andretta Pool:

- › New pool filter equipment
- › Pool repairs, including a repaired liner
- › Remodel lobby and bathrooms at pool for ADA compliance
- › Replace fencing, and lights

Dietz Stadium:

- › New or refurbished locker rooms and bathrooms
- › Outdoor water fountains
- › Free Wi-Fi for visitors
- › Bike racks
- › New grandstand sound and PA systems
- › On-site storage shed
- › Refurbished press box
- › Upgraded / modernized food vending facility
- › New visitor bleachers
- › Repaired or replaced fencing and gates
- › Resurfaced parking lot and replace lighting
- › Stadium signage

When asked which facilities at Dietz Stadium are most in need of updating and/or repair, participants in the DRI Kingston public engagement process responded with the following:

- ❖ *Snack bar and entrance booth, better food service*
 - ❖ *Bathrooms, expand seating to both sides of the field, field lighting, press box expanded and modernized, goal posts and turf replaced, locker rooms and bathrooms renovated*
 - ❖ *Ventilation in locker rooms*
 - ❖ *Strength/conditioning facility*
 - ❖ *Turning basketball courts into an event area*
 - ❖ *Parking lot upgrade*
-

To facilitate these upgrades, this project will be implemented through a phased approach, as follows:

Phase 1: Kingston will draft and issue an RFP for an engineering assessment of Dietz Stadium and Andretta Pool and the development of design and construction documents for the recommended improvements.

Phase 2: Improvements will be implemented with DRI funding. Based on the 2013 Parks and Recreation Master Plan and input from key stakeholders, including the Kingston Stockade Football Club, the Kingston Police Department and the Kingston Department of Parks and Recreation, prioritized improvements are anticipated to include new or refurbished locker

rooms and bathrooms, directional signage, sidewalk enhancements and a resurfaced parking lot for Dietz Stadium, and new filter equipment, ADA compliance measures, pool repairs and upgraded bathroom facilities for Andretta Pool. However, these will be reassessed based on the results of the engineering assessment. This phase should also consider how to include residents who have not been using the facilities to determine how to make them more inclusive and accessible.

Phase 3: Additional improvements identified will be constructed through City and private funding as well as through future grant funding opportunities.

Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Increase evening and weekend programming to support more constant activity › Support tourism promotion and a marketing program that highlights the living economy and creative culture of the SBD. › Maintain or upgrade infrastructure and buildings to support additional growth. › Improve and diversify recreational amenities, including provision of local gathering spaces as well as support for amenities significant to the region, particularly Dietz Stadium. 	<ul style="list-style-type: none"> › Support the revitalization of our urban centers as engines of regional prosperity. › Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.

Public Support

This project received broad public support at the public meetings and in the public surveys. Members of the public consistently highlighted the Dietz Stadium and Andretta Pool facility upgrades as a high priority for the community during the public outreach process. This project was originally focusing on Dietz Stadium but expanded to include Andretta Pool due to input from the public and LPC. Local stakeholders are also extremely supportive of the project, including surrounding businesses and the Kingston Stockade Football Club.

Project Ownership

Dietz Stadium is co-owned by the Kingston City School District (KCSD) and the City of Kingston. The Dietz Stadium Commission, a joint KCSD/City of Kingston managing entity, was formed in 1989. The KCSD Athletic Director and City Recreation Director each serve on the Commission.

Andretta Pool is owned by the City of Kingston.

Dietz Stadium Facility Conditions



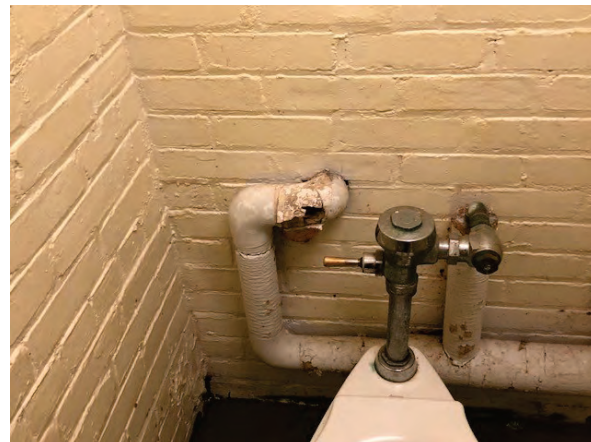
Dietz Stadium bird's eye view



Locker room conditions



Locker room conditions



Bathroom conditions



Bathroom conditions



Existing food vending facility

Andretta Pool Facility Conditions



Community use of the existing pool facilities



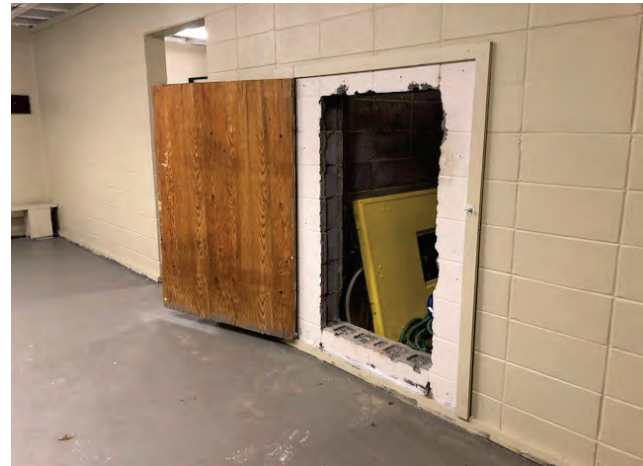
Bathroom conditions



Bathroom conditions

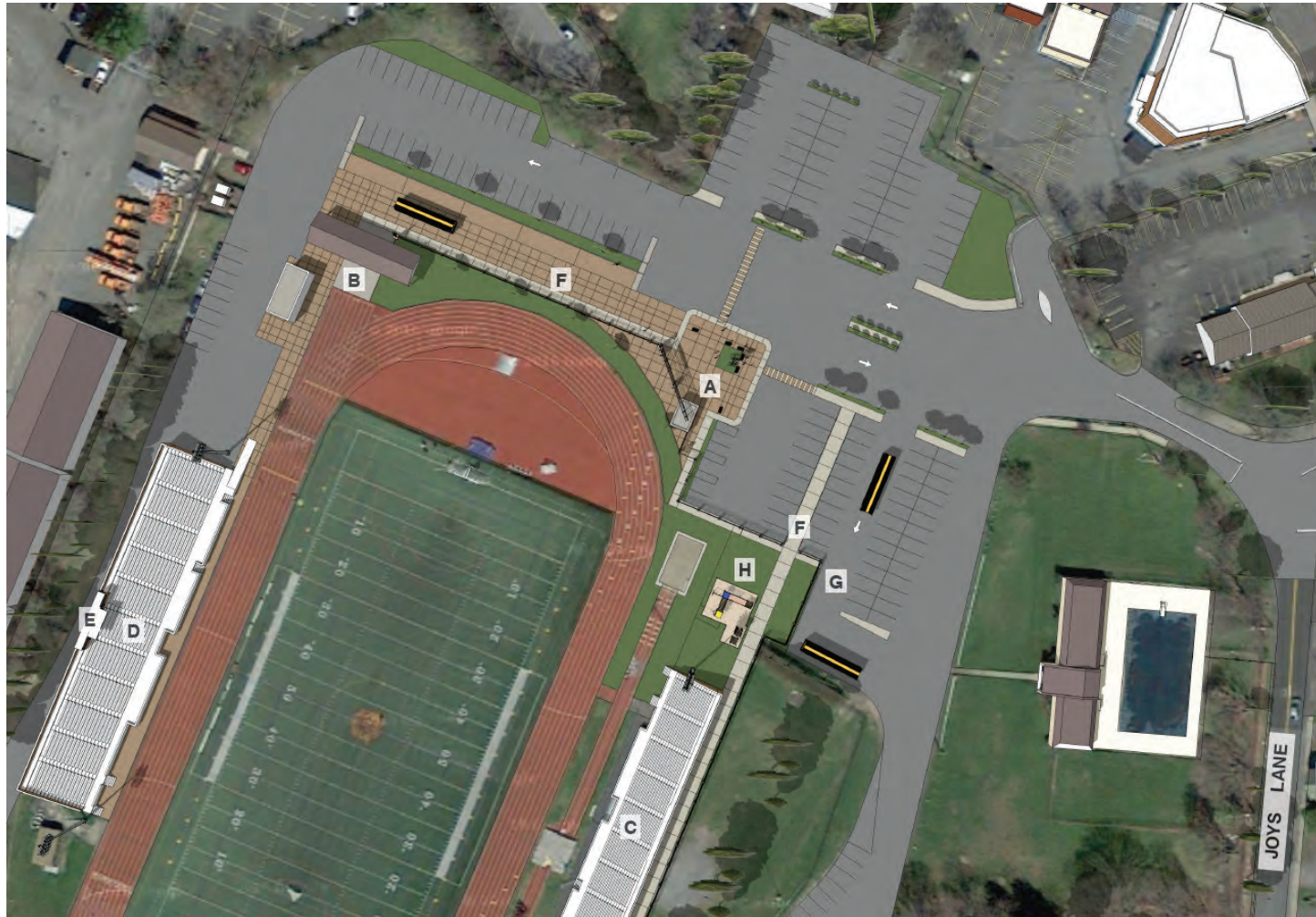


Changing room conditions



Facility operational space

Dietz Stadium Conceptual Site Plan



Legend

- A. Tigers Champion Plaza
- › Flag Plaza
- › Stadium Entry Sign and
- › Stadium Media Screen
- › Benches
- › Ticket Booth
- B. Renovated Concession Building & New Picnic Pavilion
- C. New Visitor's Bleachers
- D. Renovate Bathrooms and Locker Rooms
- E. Defined Pedestrian Walks, Benches and Campus Experience
- F. New Visitor's Bus Lane
- G. New Playground

Source: KSQ Design

Project Partners

This project will be led by the City of Kingston. Implementation of the project should involve input from key stakeholders, including the Kingston City School District, the Dietz Stadium Commission, the Kingston Stockade Football Club and residents that use the recreational facilities. This project has the support from the City as well as the Kingston City School District and the Dietz Stadium Commission.

Capacity

The City has the capacity to oversee this project and provide long term maintenance for both facilities. The City and the KCSD currently have annual budgets for maintenance and operation of the Stadium and the City maintains and operates the pool. Based on the extensive experience that the City has in overseeing the maintenance and operation of the stadium in partnership with the KCSD, the City has a full understanding of the process that a project like this would require. The City's Department of Parks and Recreation will be able to aid with the work associated with the upgrades to the pool.

Feasibility and Cost Justification

Dietz Stadium is a cherished local and regional amenity with a unique capacity to host school, community, entertainment and professional sporting events. Upgrades to the facility will allow for increased participation at existing events, and help the City attract new regional sporting and entertainment events, drawing in new visitors to the SBD and customers for local businesses, particularly those surrounding the stadium. The Kingston Stockade Football Club could grow its fan base with new or upgraded facilities to support spectators.

Overall, the enhancement of Dietz Stadium is likely to result in three economic benefits:

- › Attracting more regional events will increase the financial performance of the facility, allowing the City to collect more in rental and concession fees.
- › More activity at the stadium will increase the number of seasonal workers employed at the stadium.
- › Most importantly, the rehabilitation of the stadium to accommodate a greater variety of programming will also increase foot traffic in the area in and around the stadium. Given the proximity of the stadium to the core retail center of the SBD, the enhanced venue will also increase retail sales, restaurant patronage, and tourism activity.

In addition, the refurbished recreational facilities will be an important quality-of-life improvement for residents in and around the SBD. The 2013 Parks and Recreation Master Plan highlights opportunities for increased programming at Andretta Pool, including longer hours, summer youth programs and swim leagues, that would be enabled by the proposed improvements to the pool.

Project Budget

Project Activity	Budget
Dietz Stadium:	
New or refurbished locker rooms and bathrooms	\$ 1,647,000
Upgraded / modernized food vending facility	\$ 150,000
New visitor bleachers	\$ 200,000
Refurbished press box	\$ 86,000
Resurfaced parking lot and replace lighting	\$ 292,000
Outdoor water fountains	\$ 20,000
Stadium Wi-Fi for visitors	\$ 25,000
Bike Racks	\$ 5,000
Stadium Signage	\$ 15,000
New grandstand sound and PA systems	\$ 40,000
On-site storage shed	\$ 20,000
Andretta Pool:	
Replace roof	\$ 125,000
New pool filter equipment	\$ 175,000
Pool repairs, including pool liner	\$ 5,000
Remodel lobby and bathrooms at pool for ADA compliance	\$ 50,000
Replace fencing and lighting	\$ 25,000
TOTAL PROJECT COSTS	\$ 2,880,000
DRI FUNDING REQUEST	\$ 2,500,000

Costs include design and engineering

Funding Sources

- › DRI Funding: \$2,500,000 request
- › The City has committed to providing a \$250,000 match for this project.
- › Other sources from stakeholder groups will provide funding for any remaining gaps.

Dietz Stadium Conceptual Renderings



Bird's Eye Perspective



Entry Perspective

Source: KSQ Design

Regulatory Requirements

- › City of Kingston: Issuance of an RFP

Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP Process:	
Kingston drafts and issues RFP for engineering assessment and design and construction drawings	1 month
Kingston circulates RFP and selects contractor	2 months
Design and Construction Drawings	6 months
Construction	15 months
TOTAL TIMEFRAME	24 months

Project Reporting

This project should be monitored for progress and adherence to the proposed timeline and budget outlined above. Performance and impact can be measured by the following metrics starting with pre-construction:

- › Number and type of events held annually at the stadium
- › Number of attendees at each event type at the stadium and annually at the pool
- › Total revenues generated from entrance fees, tickets or event fees compared to pre-construction levels

Conduct a structural investigation and updated mapping procedure for the Kingston Uptown Levee

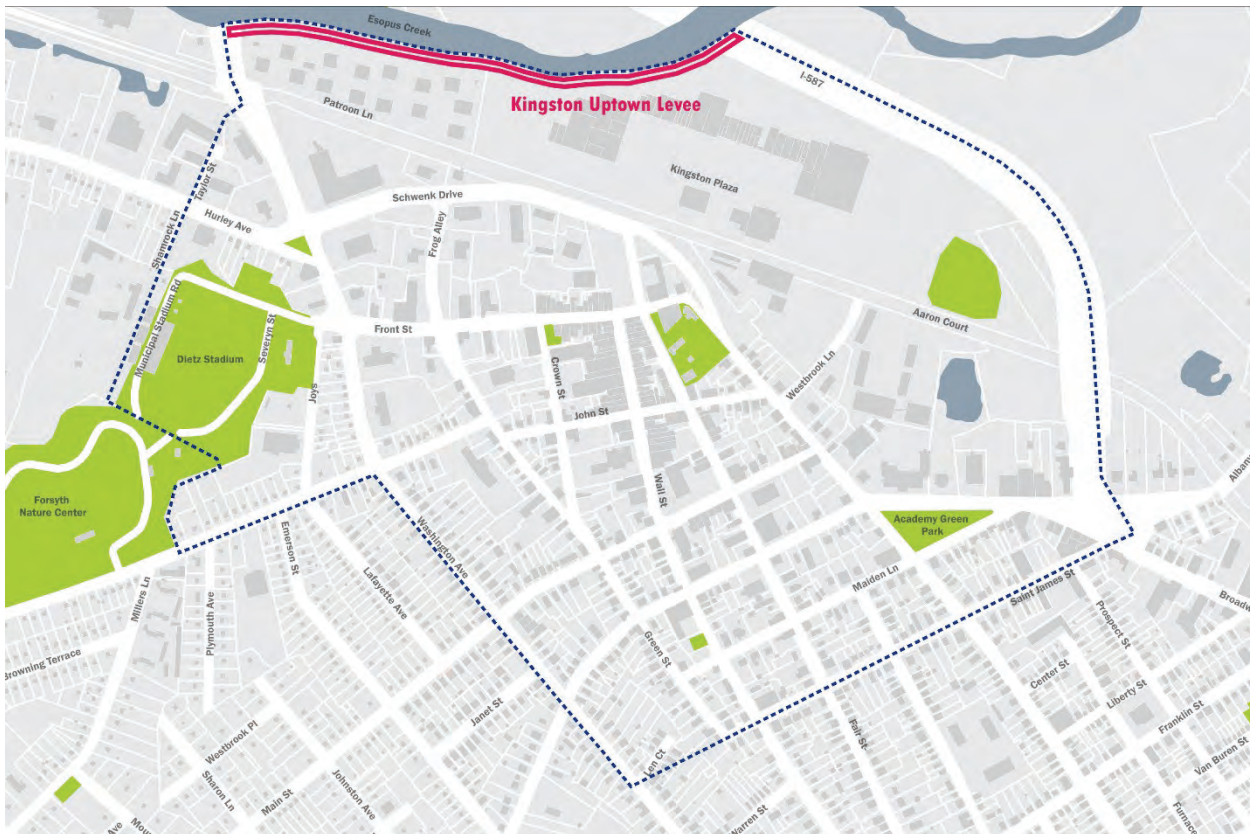
This project involves undertaking structural investigations and mapping procedures in coordination with FEMA to provide relief to property owners in and around Kingston Plaza that have been impacted by the recategorization of the Kingston Uptown Levee as a non-accredited levee and additional work to have Interstate 587 accredited as well.

DRI Funding Request

\$130,000

Project Location

The Uptown Levee is located between Kingston Plaza and the Esopus Creek, extending from Col. Chandler Drive to Washington Avenue. Approximately 35 properties in and around Kingston Plaza are in the floodplain immediately south of the Levee.



Project Description

The Kingston Uptown Levee is a 10 to 12-foot berm and wall between Kingston Plaza and the Esopus Creek, extending from Col. Chandler Drive to Washington Avenue. It was built with federal funding in 1978 and designed to prevent flooding in Kingston Plaza, the Dutch Village apartments and along Schwenk Drive. However, it no longer meets federal standards, primarily due to the height of the levee, which does not meet the freeboard standards. As a result, federal flood plain maps have been revised, putting about 35 properties in and around Kingston Plaza into the floodplain. Insurance premiums have increased significantly and property owners cannot develop in the plaza area without a variance.

Kingston is currently partnering with FEMA’s Levee Analysis and Mapping Procedure (LAMP) for Non-accredited Levees. DRI funds would be used to retain an engineering firm to conduct detailed mapping and structural assessments, as outlined by the LAMP requirements, to determine whether areas of the floodplain could be re-classified to reduce insurance premiums. This determination will be based on a submittal to FEMA which includes 44 CFR 65.10 compliance data and documentation, certified by the hired registered professional engineer. In addition, I-587 from the Esopus Creek to Albany Avenue will also require surveys and analyses on its function as a levee. This would also include 44 CFR 65.10 compliance data and documentation, certified by the hired registered professional engineer.

The hired consultant would then assist the City of Kingston to update the floodplain maps through a LOMR (Letter of Map Revision) application to FEMA.

Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Support redevelopment of underutilized properties and vacant land. › Allow residential or expanded commercial use of Kingston Plaza. › Maintain or upgrade infrastructure and buildings to support additional growth. › Continue and increase programs that help current businesses thrive and remain within the SBD. 	<ul style="list-style-type: none"> › Support the revitalization of our urban centers as engines of regional prosperity. › Improve key regional infrastructure to make the region more business-ready. › Build on the unique location of the Hudson Valley (situated between the majestic Hudson River, the Delaware River, and Long Island Sound) and promote waterfront development in order to enhance tourism, recreation, and trade.

Public Support

This project was generally well-supported at public meetings, particularly by property owners in Kingston Plaza adjacent to the Kingston Levee. Community members noted that protection from future flooding events is vital to the city’s future, though some expressed concern that future construction in flood prone areas should be carefully evaluated.

Kingston Uptown Levee and Flood Wall Existing Conditions



Protected side of the levee and flood wall, looking west



Protected side of the flood wall



Protected side of the levee and flood wall, looking west

Source: City of Kingston



River side of the flood wall

Project Ownership

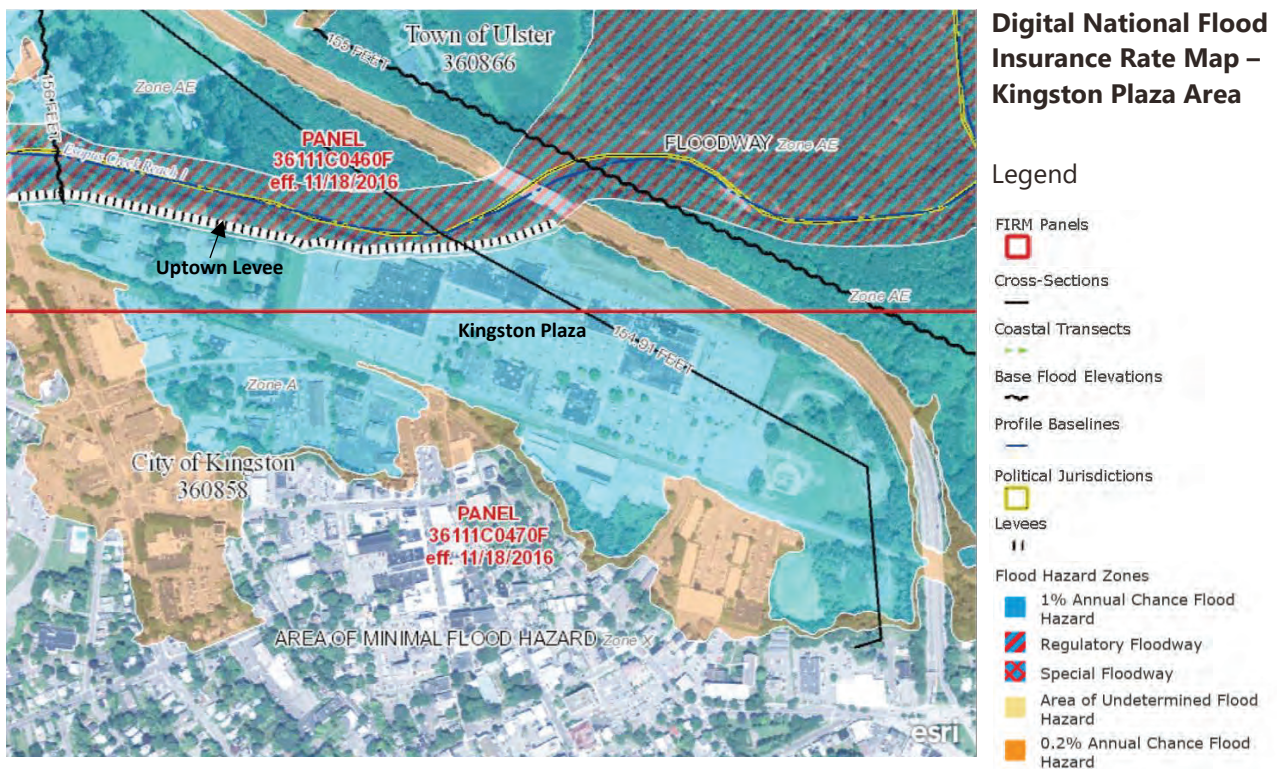
The Uptown Levee is co-owned by the City of Kingston, the New York State Department of Environmental Conservation, and the United States Army Corps of Engineers.

Project Partners

This project will be led by the City of Kingston, in coordination with the FEMA's Levee Analysis and Mapping Procedure for Non-Accredited Levees project team.

Capacity

The City of Kingston has the capacity to oversee this project and provide oversight over any future operations, drainage, and maintenance plans required. The City is already in communications with FEMA and its planning and engineering offices will assist with this work.



Source: FEMA's National Flood Hazard Layer

Project Requirements and Budget

Project Activity	Budget
Perform field survey of I-587 between Esopus Creek and Albany Ave to verify elevations of embankment top/toe, railroad crossing, and any culverts. Note: Survey may indicate that the railroad crossing is below the BFE elevation and therefore I-587 could not function as a levee without retrofits	\$ 20,000
Obtain Duplicate Effective Hydraulic Study for Esopus Brook Reach 1 (HEC-2), and adapt to develop Duplicate Effective HEC-RAS model; verify is consistent with Effective BFE profile	\$ 5,000
Develop Base (with levee in place) and Natural Valley (assuming no levee) HEC-RAS models from Duplicate Effective, delineate extents of Zone D based on 2011 NYSDEC LiDAR data	\$ 10,000
Collect and assemble levee documentation required by 44CFR65.10(b) and (c)	
› Prepare Levee (including I-587) embankment erosion analysis per 44CFR65.10(b)(3), including seepage analysis of I-587 embankment using geotechnical data	\$ 25,000
› Prepare Levee (including I-587) embankment and foundation stability per 44CFR65.10(b)(4) (geotechnical engineer to provide this)	\$ 70,000
› Prepare Levee (including I-587) settlement analysis per 44CFR65.10(b)(5) (geotechnical engineer to provide this).	\$ 70,000
Develop HEC-HMS model to quantify flooding (if any) due to interior drainage on the landward side of the levee, including storage and operation of pump station	\$ 30,000
Prepare Letter of Map Revision (LOMR) application and supporting documentation to revise mapping as Zone D (2 FIRM panels); Submit LOMR application to FEMA and respond to comments	\$ 25,000
Submit LOMR application to FEMA and respond to comments	\$ 25,000
Project coordination with Kingston, FEMA, NYCDEC, NYSDOT	\$ 25,000
TOTAL PROJECT COSTS	\$ 300,000
DRI FUNDING REQUEST	\$ 130,000

Note: This cost estimate is based on the following assumptions:

- › Levee flood zone mapping will be based on the FEMA New Approach, July 2013
- › Kingston will provide the Duplicate Effective Hydraulic Study
- › Geotechnical engineer will need to perform subsurface borings to prepare supporting analysis per 44CFR65.10(b)(4-5)
- › Kingston will provide certified survey of levee, including top of levee profile, and toe of levee profile on landward and riverward side
- › Top of levee profile will verify that the entire levee is above the 1% BFE, but with insufficient freeboard (i.e., Freeboard Deficient Procedure is appropriate)
- › Kingston will provide documentation required for non-accredited levee system mapping:
 - Operations and Maintenance Plan consistent with 44CFR65.10(c)
 - Closure design standards consistent with 44CFR65.10(b)(2)

- › The I-587 embankment was not designed or constructed to function as a levee. This estimate assumes that:
 - Geotechnical analysis will indicate that the I-587 embankment meets the stability and erosion criteria of 44CFR65.10 to function as a levee
 - The railroad crossing below I-587 is located above the 1% BFE and would not serve as a passage for flood waters to the area behind the levee
 - NYSDOT will support the findings that the I-587 embankment meets the levee criteria of 44CFR65.10
 - FEMA will support the findings that the I-587 embankment meets the levee criteria of 44CFR65.10

Funding Sources

- › DRI Funding: \$130,000 request
- › Match from Other Sources: \$170,000

Feasibility and Cost Justification

Kingston Plaza is a target growth area within the SBD. Currently, there are ten acres of developable land in the Plaza, presenting a future development opportunity for existing and new businesses, as well the potential to bring new residents to the SBD. However, the floodplain and associated insurance requirements present an obstacle to development that could deter future investment in the area. This project will help to alleviate those challenges and unlock the potential in Kingston Plaza.

Regulatory Requirements

- › City of Kingston: Issuance of RFP retain an engineering firm to conduct detailed mapping and structural assessments
- › FEMA: Compliance with Title 44 Code of Federal Regulation §65.10, the section of the National Flood Insurance Program regulating the mapping of areas protected by levee systems
- › NYS DEC and NYS DOT consultation

Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP Process:	
Kingston drafts and issues RFP for engineering firm to conduct mapping and structural assessment	1 month
Kingston circulates RFP and selects contractor	2 months
LAMP Procedures and Certified Documentation Preparation	3 months
Submission to FEMA and LOMR Process	10 months
TOTAL TIMEFRAME	16 months

Project Reporting

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

- › Decreases in insurance premiums for affected properties
- › Number of properties reclassified

Upgrade Frog Alley Park

This project entails stabilizing the remnants of the historic Louw-Bogardus House, and creating a public open space along Frog Alley next to the ruins by adding interpretive signage, lighting and park amenities.

The Frog Alley property is currently owned by the Friends of Historic Kingston, and contains the Louw-Bogardus House ruin, which is listed on the state and federal registers of historic places. This ruin could be the earliest existing dwelling in the Hudson Valley, and potentially the entire country, and it is home to two very rare, Dutch jamless fireplaces. The project's location at the northwestern corner of the SBD would create a gateway to the district as well as a quaint historical greenspace.

DRI Funding Request

\$472,500

Project Location

The project site is located at the intersection of Frog Alley and North Front Street, located within the Historic Stockade District of Kingston.



Project Description

Today, the goal is to develop a plan to finally stabilize the remnants of the historic Louw-Bogardus House to permit public access to the site. The instability of the structure necessitated installation of a chain link "cyclone" fence to protect the public. This project would allow for its removal through the stabilization of the ruin. The walls will be capped, and lighting and park amenities added along with interpretative signage, providing a gateway for residents and visitors to the first capital of New York State. Overall, the project will provide new public access to the historic resource.

When asked what improvements are needed in drawing residents and visitors to this historic site and park, participants in the DRI Kingston public engagement process responded with the following comments:

- ❖ *Provide a safe open space, and remove fencing*
 - ❖ *Provide interpretive signage*
 - ❖ *Study and connect the site to Native Americans, slavery, immigration and the history of all of Kingston's residents*
 - ❖ *Preserve the ruins to the best extent possible*
 - ❖ *Provide benches, lighting, kiosks, tours*
 - ❖ *Ensure the ability to enter the building and walk around*
 - ❖ *Create events*
-

This project will be implemented through a phased approach, as follows:

Phase 1 – DRI Funded Improvements

Phase 1 activities will involve stabilization of the ruin as well as access and maintenance improvements to the park, including:

- › Stabilize the ruin structure and illuminate with lighting
- › Place existing electrical pole and wires below grade or off-site
- › Refurbish the existing sidewalk
- › Site grading and paving
- › Maintain and enhance existing lawn, plantings and trees

Phase 2 – Potential Additional Improvements

Phase 2 potential additional improvements, including those activities listed below, would enhance the public's experience of the park. Additional improvements identified could be constructed through City and private funding as well as through future grant funding opportunities, including CDBG funds.

- › Construct a brick or cobble plaza raised to the ruin
- › Create a path from the sidewalk to the plaza
- › Install small, low-maintenance gardens reflective of Dutch, Native American and African American heritage within Kingston
- › Construct a new entrance plaza at the intersection of North Front Street and Frog Alley
- › Provide a material streetscape connection across North Front Street to the Hoffman House

Additionally, this project would be supported by the implementation of the Kingston Wayfinding Plan, which would allow for interpretive signage that reflects the history of the site and ties the new park amenity into Kingston's network of resources and historic destinations.

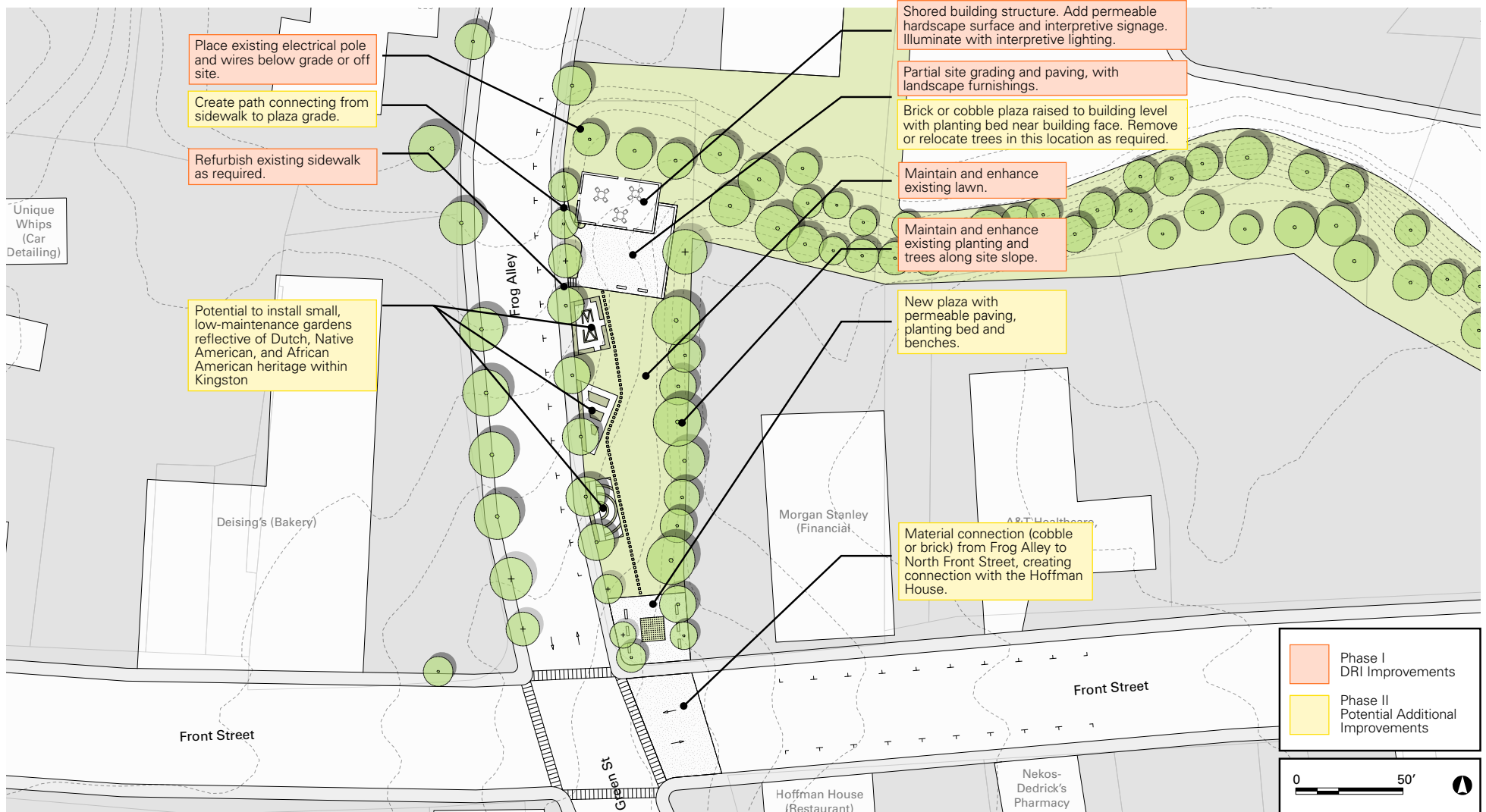


Site Photos

Frog Alley Existing Site Plan



Frog Alley Conceptual Site Plan



Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Increase evening and weekend programming to support more constant activity › Ensure that public investment respects the historic character of the area and encourage adaptive reuse of historic structures. › Improve and diversify recreational amenities, including provision of local gathering spaces as well as support for amenities significant to the region, particularly Dietz Stadium. 	<ul style="list-style-type: none"> › Leverage the region’s outstanding natural resources, its tourism industry, and agriculture in a “natural infrastructure” strategy that protects agriculture and the environment and recognizes these as important to tourism and as quality of life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors. › Support the revitalization of our urban centers as engines of regional prosperity.

Public Support

This project is a collaborative partnership between the Friends of Historic Kingston (FOHK), a not-for-profit historic preservation organization established in 1965, and RUPCO, Inc (formerly Rural Ulster Preservation Company), a not-for-profit affordable housing and community development agency currently celebrating its 37th year. Pursuant to a Memorandum of Understanding between the agencies, RUPCO will assist FOHK with the construction phase of the project and provide services as fiscal agent.

In 2014, a renewed focus on long-term planning for the ruin and the property resulted in an assessment undertaken by Stephen Tilly, Architect. The Tilly Assessment and a Mortar Analysis Report by Highbridge Materials Consulting provide specific evidence of the seriousness and immediacy of the need for this project.

During the second and third DRI Kingston public meetings, participants were in support of improvements to the site to draw residents and visitors to this historic site and park.

Project Ownership and History

The property is owned by Friends of Historic Kingston and has been maintained by the City of Kingston as a public park, but with limited public access at the present time. There are no recorded restrictions or liens on the property. FOHK purchased the property from the Urban Renewal Agency for \$1,200 in 1975. The Deed was recorded March 31, 1975. The property has been and will continue to be maintained by FOHK and the City of Kingston as a park.

In 1969, NYS State Historic Preservation Office (SHPO) funded an archeological exploration of the Louw-Bogardus site which discovered two very rare Dutch jamless fireplaces behind a 19th century plaster wall: the building might well be the earliest existing dwelling in the Hudson Valley, or possibly the entire country. Though gutted by a fire in the 1960s, the

“bones” of the house are still very visible. Frog Alley was slated for demolition in 1974 until FOHK purchased the property from the Urban Renewal Agency.

The Ulster Garden Club committed financial support, and a noted stone mason Orazio Contini was hired to stabilize the ruin. In the same year, the Common Council voted to change the name of the street from Converse Street back to its original name of Frog Alley. Since 1975, FOHK has continued its commitment to stabilize the ruin and maintain Frog Alley Park.



1905



1937



2016

Historic Site Photos



Dyckman House Museum, Manhattan, NY



Barnsley Manor House Ruins & Museum, Adairsville, GA



Mill City Museum, Minneapolis, MN



Colden Mansion, Montgomery, NY



Landschaftspark, Duisburg-Meiderich, Germany

Other examples of historic restoration

Project Partners

This project has been developed through the collaborative efforts of the Friends of Historic Kingston and RUPCO, Inc., two well-established not-for-profit organizations led independently by volunteer boards. This relationship is guided by a Memorandum of Understanding (MOU) approved in November 2015. In addition, the City of Kingston has adopted resolutions in support of the project, and will continue to provide maintenance to the project.

In partnership with FOHK in 2016, RUPCO prepared an unsuccessful submission for funding in the annual NYS Consolidated Funding Application (CFA) process to secure funding through the Environmental Protection Fund (EPF) Program for stabilization, preservation and development of the site as a public interface for the interpretation of this history. Therefore, DRI funding is being pursued for this gap financing.

Capacity

Friends of Historic Kingston (FOHK), founded in the late 1960s to preserve the Senate House, has been an active defender of the SBD's historic character. Its 400 members often independently review and comment on projects in the city that they believe could positively or adversely affect the district. The group has also bought and restored some of the homes in the district, as well as elsewhere in the city. It operates two museums in the city and offers walking tours of the Stockade Historic District.

RUPCO, Inc. is a well-respected 37-year-old not-for-profit agency with a proven track record of managing public monies, grant programs and state contracts. The agency has successfully managed accounting and construction for significant projects involving historic properties. Historic projects undertaken by RUPCO to preserve, restore and reuse historic structures have frequently been recognized for Excellence by The Preservation League of New York State.

This strategy and resources going forward includes resilient partnerships between FOHK and RUPCO, as well as the Junior League of Kingston, Ulster Garden Club, Forsyth Nature Center, City of Kingston Parks and Recreation, City of Kingston Office of Economic Development, Arts Society of Kingston, Ulster County Alternate Sentencing Program, Kingston City Schools, Bard College, and New York State Parks Recreation and Historic Preservation.

Plans will be designed, developed, constructed and implemented by RUPCO, Inc. which will provide fiscal accountability and construction management throughout the design and construction phases of the project.

As a city park open to the public, improvements will be maintained in an ongoing collaborative relationship by The City of Kingston. Stewardship of the historic resource will be provided by FOHK with assistance from RUPCO, Inc.

Project Budget

The budget estimate(s) for this project was prepared by Stephen Tilly, Architect in 2016 and are still usable for the purposes of this project. The 2016 estimates were reviewed by RUPCO’s Director of Real Estate & Construction and determined to be fair and reasonable at the time of their compilation.

Project Activity	Budget
Design:	
Design Phase	\$ 25,000
Construction Documents Phase	\$ 21,500
Bidding Phase	\$ 3,500
Construction Phase	\$ 15,000
Estimated Expenses	\$ 2,000
Design Subtotal	\$ 67,000
Construction:	
Bracing All Walls	\$ 70,000
Bracing All Door and Window Openings	\$ 35,000
Capping All Walls	\$ 40,000
Restoring All Walls	\$ 200,000
Fence Demolition, Removal and Disposal	\$ 3,000
Interpretive Signage	\$ 7,500
Archaeological Displays	\$ 10,000
Landscaping	\$ 25,000
Park Furniture	\$ 25,000
Steps/Ramp	\$ 10,000
Removal of Power Lines	\$ 5,000
New Electric Service to Site	\$ 2,500
LED Lighting (NYSERDA)	\$ 7,500
Tree Maintenance	\$ 5,000
Scaffolding & Equipment	\$ 15,000
Architect’s Fees and Contingency	\$ 45,000
Construction Subtotal	\$ 505,500
RUPCO Construction Monitor/Fiscal Agent	\$ 85,875 (15%)
TOTAL PROJECT COSTS	\$ 658,375
DRI FUNDING REQUEST	\$ 472,500

Funding Sources

- › DRI Funding: \$472,500 is being requested
- › Existing Funding:
 - FOHK has committed \$100,000 from its endowment savings
 - RUPCO will provide in-kind services of construction monitoring and fiscal agency values at \$85,875
- › Other Funding Sources:
 - Potential commitment of \$50,000 in city CDBG funds and other private equity

Feasibility and Cost Justification

Communities like Kingston realize the positive economic effects of preservation, particularly preservation's ability to serve the "triple bottom line" — social, environmental (or ecological) and financial prosperity. In the last 20 years, dozens of studies have been conducted throughout the United States showing that historic preservation is good for the local economy. From this large and growing body of research, the positive impact of historic preservation on the economy has been documented in six broad areas: 1) jobs, 2) property values, 3) heritage tourism, 4) environmental impact, 5) social impact, and 6) downtown revitalization.¹

In 2014, direct tourism employment grew in New York State by 3.2% to reach a new high. Associated personal income expanded by 4.2%. On both measures, tourism outpaced the general economy.² Tourism creates jobs, both through direct employment within the tourism industry and indirectly in sectors such as retail and transportation. The tourism industry also provides opportunities for small-scale business enterprises, which is especially important in rural communities, and generates extra tax revenues, such as airport and hotel taxes, which can be used for schools, housing and hospitals. The improvements to infrastructure and new leisure amenities that result from tourism also benefit the local community. This project will become a part of the historic fabric of the City of Kingston, contributing to the character that drives the local tourism industry.

¹ Measuring the Economics of Preservation: Recent Findings Prepared for the Advisory Council on Historic Preservation by PlaceEconomics, June 2011 [<http://www.preserveamerica.gov/docs/final-popular-report6-7-11.pdf>]

² [https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/NYS_Tourism_Impact_2014.pdf]

Regulatory Requirements

- › The plans will be subject to local approval by the City of Kingston Heritage Area Commission. The ruin’s listing on the State and Federal Register of Historic Places will require regulatory review by these governing bodies.
- › City of Kingston: Issuance of RFP (Office of Community and Economic Development); Site Plan Review (Planning Board); Architectural Review (Architectural Review Board); Building Permits (Building/Zoning Department)
- › NYSDEC: NYS SPDES for Stormwater Pollution Prevention; environmental remediation
- › Currently, no funding source obligates a NEPA review. If CDBG or other federal program dollars require a NEPA review, RUPCO will prepare the Environmental Assessment for HUD-funded proposals in a format recommended per 24 CFR 58.36.

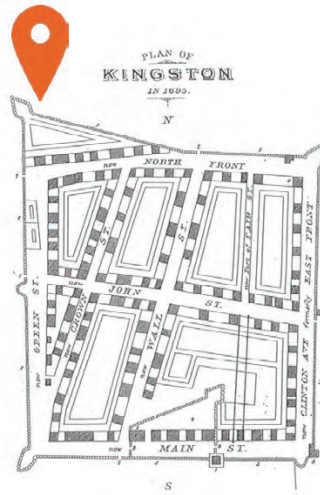
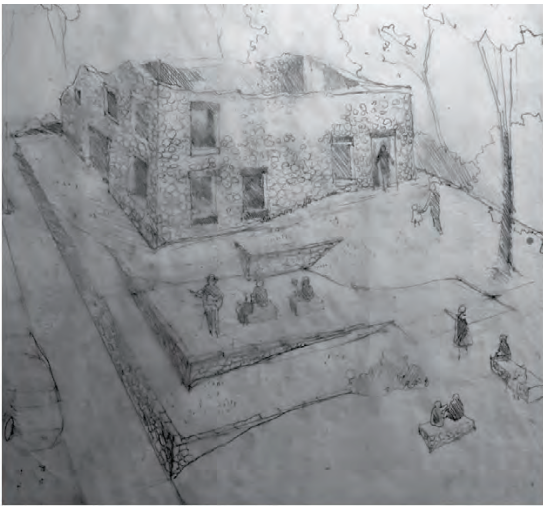
Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
<ul style="list-style-type: none"> › Immediate Next Steps: <ul style="list-style-type: none"> ○ Site owner to enter into contract with selected designer ○ Planning for expanded programming 	3 months
<ul style="list-style-type: none"> › Design Phase: <ul style="list-style-type: none"> ○ Development of site plan ○ Public approvals as necessary ○ Development of construction documents ○ Bidding phase ○ Award of bid to contractor 	6 months
<ul style="list-style-type: none"> › Construction Phase: <ul style="list-style-type: none"> ○ Bracing all walls, bracing all door and window openings ○ Capping all walls, restoring all walls ○ Fence demolition, removal and disposal ○ Installation of site improvements; interpretive signage; landscaping; park furniture; steps/ramp; ○ Removal of power lines; installation of new electric service to site; energy efficient led lighting (via NYSERDA); tree maintenance 	6 months
TOTAL TIMEFRAME	15 months

Project Reporting

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

- › To be measured annually starting with pre-construction levels:
 - Number of event permits issued
 - Total revenue generated from permits and event fees



Excerpts from the Friends of Historic Kingston proposal for development

Implement Key Recommendations of the Uptown Stockade Transportation Plan

This project involves the implementation of key recommendations set forth in the 2009 City of Kingston Uptown Stockade Area Transportation Plan, first commissioned by the Ulster County Transportation Council to address poor access to and circulation within the SBD, and the 2011 I-587 at Albany Avenue/Broadway Intersection Study, which proposes intersection improvements for the Albany Avenue/Clinton Avenue intersection within the SBD.

DRI Funding Request

\$ 5,457,144

Project Location

This project will be implemented throughout the SBD, particularly along Wall Street, Fair Street, Albany Avenue, Clinton Avenue, John Street, Main Street and Crown Street.



Project Description

Existing roadways within and leading to the SBD are often congested. Existing traffic and pedestrian signals are not conventionally timed, do not function properly, or are outdated. The combination of two-way and an inconsistent pattern of one-way streets as well as the non-standard design of some intersections leaves travelers confused, and in some cases it is hazardous. Poor access, circulation, and wayfinding deters both residents and visitors from shopping, dining, visiting, or doing business in the SBD.

To address these issues, the key improvements listed below will be implemented under this project. These improvements are meant to improve access to and circulation within the SBD for all Kingston residents, as well as employees and visitors to the SBD. They include the following:

- › Reverse the street directions along Wall and Fair Streets between North Front Street and Greenkill Avenue (Route 32), including the installation of 6 actuated coordinated signals.
- › Reverse the street directions along John Street between Green Street and Clinton Avenue, and along Main Street between Washington and Clinton Avenues.
- › Implement intersection alterations at Albany Avenue and Clinton Avenue, including:
 - Provide a signalized pedestrian crossing across Albany Avenue between the Governor Clinton building and the Kingston Hospital Dialysis Center that includes bulb outs on both sides, a raised pedestrian refuge in the middle and post mounted signs with a signal in the pedestrian refuge.
 - Install an actuated traffic signal system.
 - Relocate Governor Clinton building driveway to enable the realignment of the pedestrian crosswalk on Albany Avenue, on the east side of Clinton Avenue, and install curb extensions.
- › Install an actuated traffic signal system with pedestrian signals and push buttons at the intersection of Clinton Avenue and Westbrook Lane.
- › Install and/or replace sidewalks on John Street from Green Street to Clinton Avenue and on Crown Street from North Front Street to Green Street.

This project will support and build on recent or ongoing infrastructure investments in and around the SBD, including New York State Department of Transportation's \$5,000,000 construction of a roundabout at the I-587 intersection, planned for 2019, and Kingston's \$640,000 investment in other intersections within the SBD, including the Washington Avenue/North Front Street intersection. In addition, by funding these projects, it will allow the City to implement other elements of the Uptown Transportation Plan in the future.

Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Follow a complete streets strategy and uniform street improvements for the SBD transportation network. › Improve connections between the Stockade Historic District and Kingston Plaza. › Maintain or upgrade infrastructure and buildings to support additional growth. 	<ul style="list-style-type: none"> › Support the revitalization of our urban centers as engines of regional prosperity. › Improve key regional infrastructure to make the region more business-ready.

Public Support

The two studies upon which this project is based involved extensive public engagement and feedback, including a two-day workshop and several additional public meetings as well as an online public survey. Public feedback has been incorporated into the recommendations pursued as part of this project.

The lack of connectivity within and between Kingston’s three commercial districts, including the SBD, was an issue of high concern for business owners at the Business Community Focus Group meeting. Business owners emphasized that enhanced pedestrian, transit, and vehicular connectivity in Kingston would help their businesses. This project was also well-received during the public meetings throughout the DRI process.

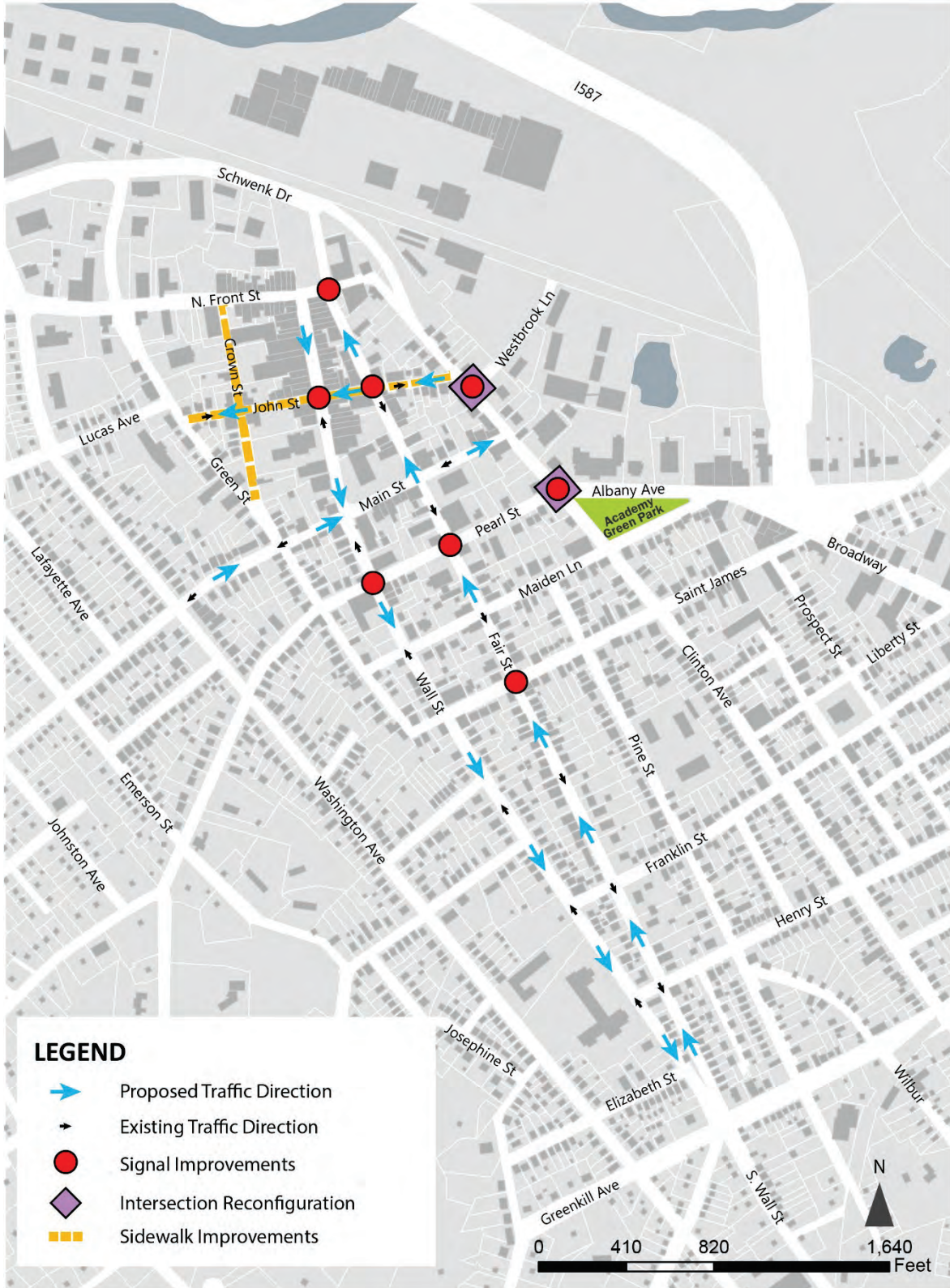
DRI public engagement participants were asked what would be the most impactful change to the transportation system in the SBD. Frequent responses included:

- ❖ *Reverse street directions to improve safety and provide direct access to the Kingston Plaza from Wall Street*
 - ❖ *A coordinated traffic signal system with pedestrian push buttons*
 - ❖ *A comprehensive parking strategy for the area*
-

Project Ownership

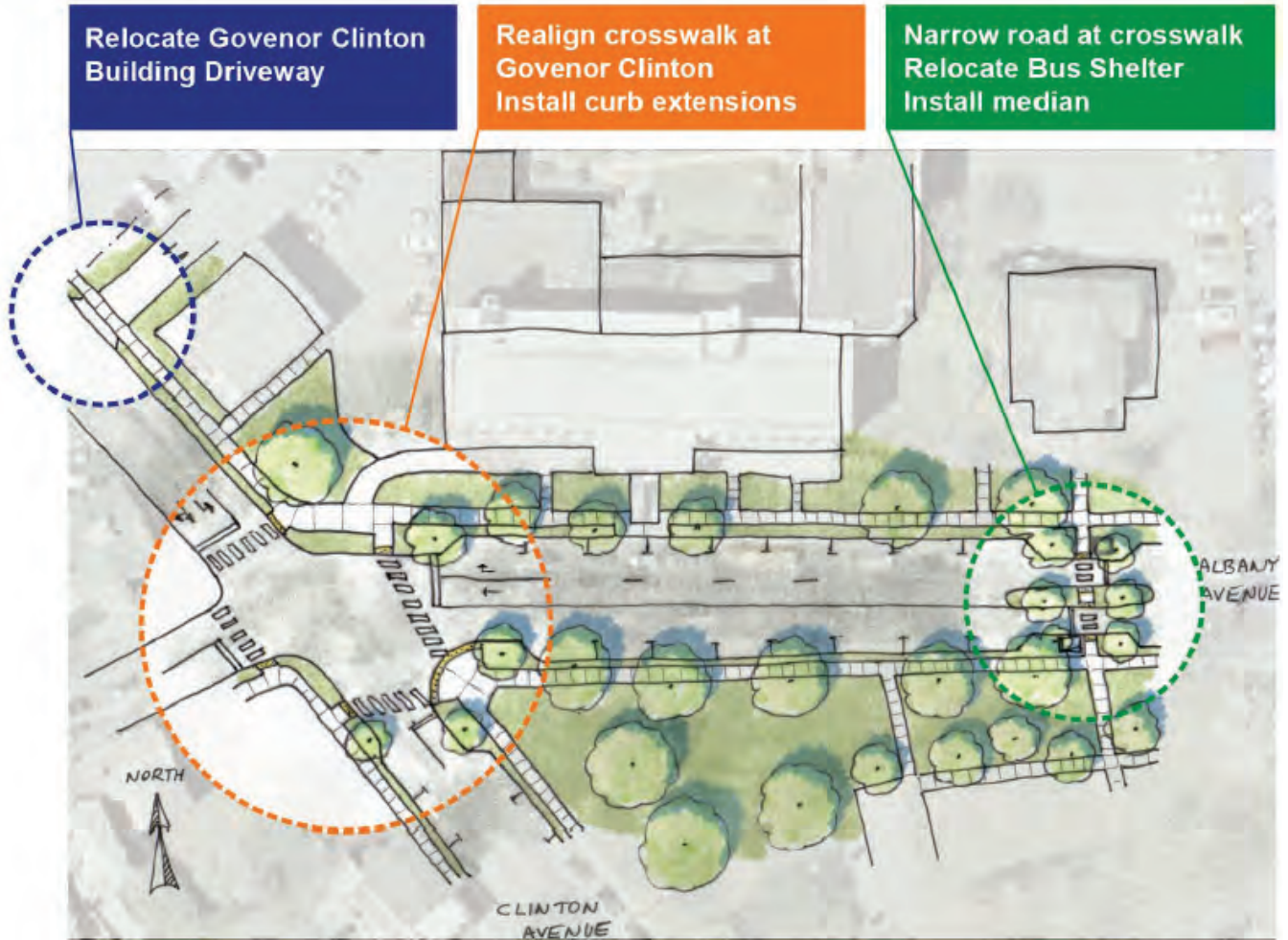
This project would be implemented within the publicly owned rights-of-way. The City owns all existing street fixtures and lights and will procure private third-party design consultants and contractors to implement the work. The City will maintain the improvements. Sidewalks are under the legal jurisdiction of the City of Kingston.

Uptown Stockade Area Proposed Transportation Improvements



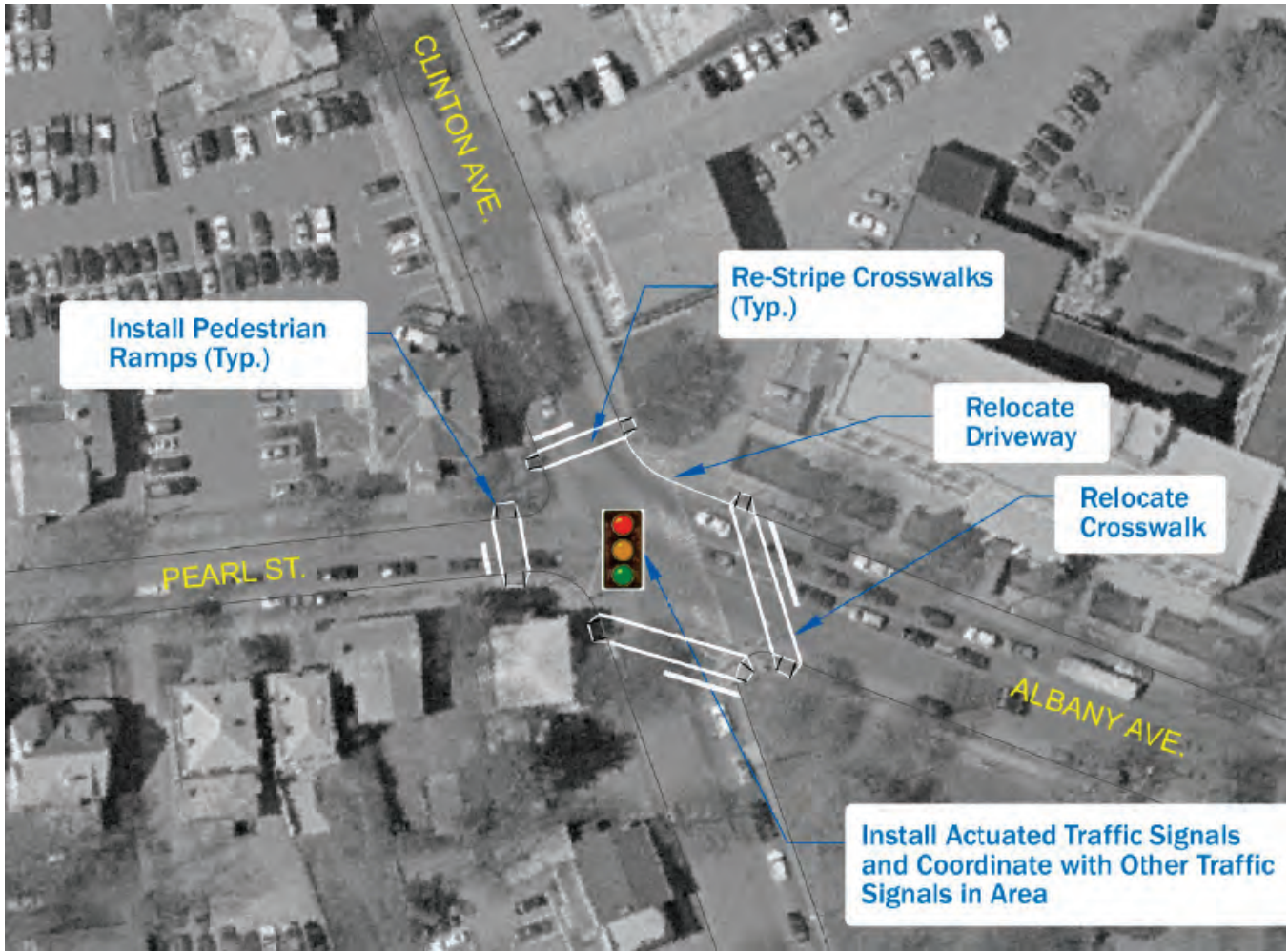
Source: VHB; based on City of Kingston Uptown Stockade Area Transportation Plan

Albany Avenue Improvements Conceptual Rendering



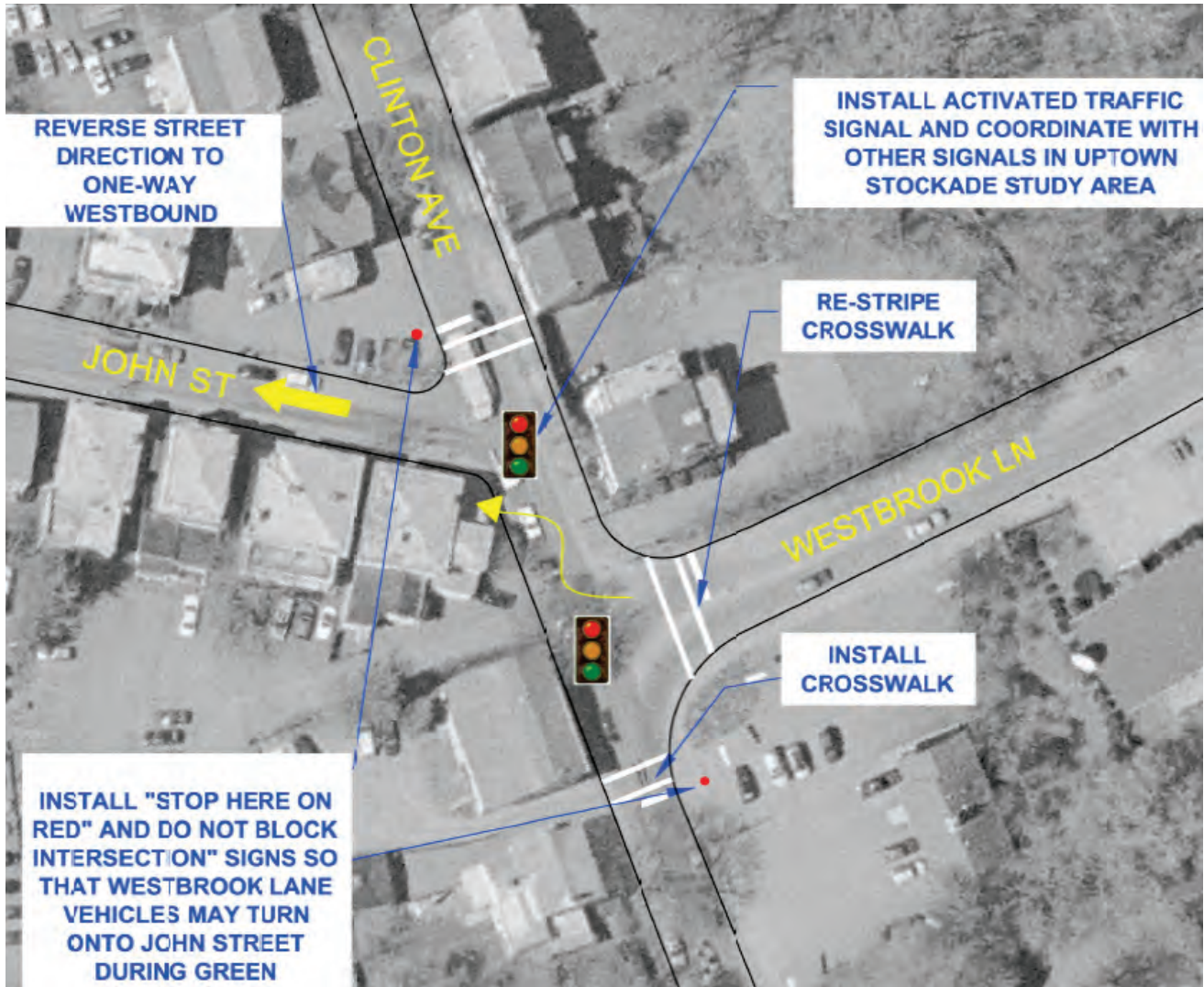
Source: City of Kingston I-587/Albany/Broadway Intersection Study Conceptual Design Report, February 2011, Fitzgerald & Halliday, Inc.

Clinton/Albany Avenue Intersection Proposed Improvements



Source: City of Kingston Uptown Stockade Area Transportation Plan, Figure 14: Proposed Improvements at Clinton Avenue and Albany Avenue / Pearl Street, January 2009, The RBA Group

Clinton Avenue/Westbrook Lane Intersection Proposed Improvements



Source: City of Kingston Uptown Stockade Area Transportation Plan, Figure 11: Proposed Improvements at Clinton Avenue and John Street / Westbrook Lane, January 2009, The RBA Group

Project Partners

- › City of Kingston
- › Ulster County Transportation Council

Capacity

The City of Kingston has the capacity to undertake this project. The City is currently implementing similar projects in other parts of Kingston and the Kingston Department of Public Works both works and manages contractors who have worked in the SBD and has overseen similar projects.

Project Budget and Funding Sources

Project Activity	Budget
Intersection Alterations and Signal Installations:	
Albany Avenue/Clinton Avenue Intersection Alterations and Traffic Signal Installation	\$ 700,000
Clinton Avenue and Westbrook Lane Traffic Signal Installation	\$ 220,000
Install/Replace Sidewalks:	
John Street from Green Street to Clinton Avenue	\$ 562,760
Crown Street from North Front to Green Streets	\$ 365,200
Reverse Street directions along Wall and Fair Streets (includes new actuated coordinated signals and pedestrian improvements for 6 intersections)	\$ 1,990,000
Reverse Street directions along John and Main Streets	\$ 60,000
TOTAL COST	\$ 3,897,960
Design and Engineering (10%)	\$ 389,796
Contingency Costs (30%)	\$ 1,169,388
TOTAL PROJECT COSTS	\$ 5,457,144
DRI FUNDING REQUEST	\$ 5,457,144

The cost estimates provided assume no substantial right-of-way, landscaping, utility or drainage modifications. Street reversals are assumed to include traffic signage and striping modifications. Signal installation is assumed to include hard-wired underground fiber-optic signal coordination under the existing sidewalk, commencing at North Front Street and following down both Fair Street and Wall Street to the southernmost traffic signal. If wireless coordination were proposed instead of hard-wiring, there would be some cost savings.

Funding Sources

- › DRI Funding: \$5,457,144 request
- › The City of Kingston applied for a US Department of Transportation TIGER (Transportation Investment Generating Economic Recovery) grant for approximately \$18 million to be put towards implementation of the outstanding recommendations outlined in the Kingston Uptown Transportation Plan and I-587 at Albany Avenue/Broadway Intersection Study

Feasibility and Cost Justification

This project will improve access to and circulation within the SBD for residents, employees and visitors, enhancing the economic vitality of the area. The transportation infrastructure of

the SBD is essential to all of its other functions and operations, in addition to the successful outcome of many of the other projects pursued as part of the DRI.

This project will improve vehicular mobility, pedestrian and bicycle safety, and provide valuable streetscape improvements on major roadways within the SBD. This project will also provide benefits for the access roads immediately outside the SBD, including a problematic five-way intersection where Route 32 meets Fair Street, to the south of the SBD.

Strengthening the transportation infrastructure will provide a vital foundation for all future economic development efforts in the SBD and greater Kingston area.

Regulatory Requirements

- › City of Kingston: Sidewalk Permit
- › Highway Work Permit NYSDOT
- › SEQR (City of Kingston City Council)

Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP process and design consultant selection	3 months
Construction and Design Drawings / Public Hearings / Approval Documents and Permit Procedures	14 months
Construction	12 months
TOTAL TIMEFRAME	29 months

Project Reporting

This project should be monitored for progress and adherence to the proposed timeline and budget outlined above. Performance and impact can be measured by the following metrics starting with pre-construction levels:

- › The number of pedestrians using the streets and crosswalks
- › Improved intersection levels of service

Repair the Volunteer Firemen’s Hall and Museum

This project will involve the restoration of the historic Wiltwyck Fire House, which is home to the Volunteer Fireman’s Hall and Museum and is in need of repair. The Wiltwyck Fire house is a contributing building to the Kingston Stockade Historic District and is located in the heart of the SBD. It is a small but important historic and cultural institution in Kingston.

DRI Funding Request

\$560,000

Project Location

The Volunteer Firemen’s Hall and Museum is located in the Wiltwyck Fire House building at 265 Fair Street, on a 2,700-square foot lot.



Project Description

Prompted by visible damage to portions of the interior and exterior of the building, the Kingston Professional Firefighters Association hired Kaaterskill Associates to conduct a walk-through evaluation of the building. Based on the inspection, conducted on June 26, 2015, Kaaterskill Associates made the following recommendations:

- › As per New York State Industrial Code Rule 56-5.1 Survey Requirements for Building/Structural Demolitions, Remodeling and Repair (ICR56) and OSHA Code of Federal Regulations, 40 CFR Ch. 1 (7-1-03 Edition) S763.86, prior to any repairs, the roof coating along with the roof cement and any interior finishes such as plaster, gypsum board, compound, textured paint or surfacing material that maybe disturbed during any repairs needs to be sampled by a NYS Certified Asbestos Inspector and tested by a NYS Certified laboratory.
- › The skylight and other penetrations should have the flashings re-coated with proper aluminized compound.
- › The skylight components should be disassembled, cleaned, painted and re-assembled with new gasket materials.
- › The scuppers should be removed and new properly sized pieces fabricated that will collect and contain the runoff from the four roof drainage areas without overflowing while channeling the flow into the leader system.



Volunteer Firemen's Hall and Museum

- › Once exposed by removing the scuppers, any damaged roof sheathing should be replaced with pressure treated plywood pieces of the same thickness as the existing wood sheathing.
- › If possible, the existing interior leader drain pipes should be replaced with exterior mounted leaders that connect to a storm sewer.
- › Dismantle and remove the remnants of the chimney at the South gable wall in the attic, which have been straining the gable wall.
- › Sister new members to the lower end of the Southeast valley rafter and fabricate a support connection to the exterior walls at the corner.
- › The exterior walls should be repointed, mostly at the upper corners where the moisture damage

has occurred. The interior of the upper corners (accessible from the attic) should be repointed as well.

- › After the drainage related repairs are complete, the interior finishes throughout can be repaired as necessary.

Funding these recommended repairs will reinforce the City of Kingston’s commitment to historic preservation and will help maintain a very important asset in the community, providing for the long-term sustainability of the Volunteer Fireman’s Hall and Museum. While all of the repairs listed are needed at the Fireman’s Hall, the DRI funding will specifically focus on the roof repairs, masonry restoration and window replacements. This work will help shore up the building against the outside elements as well as make the building more structurally secure.

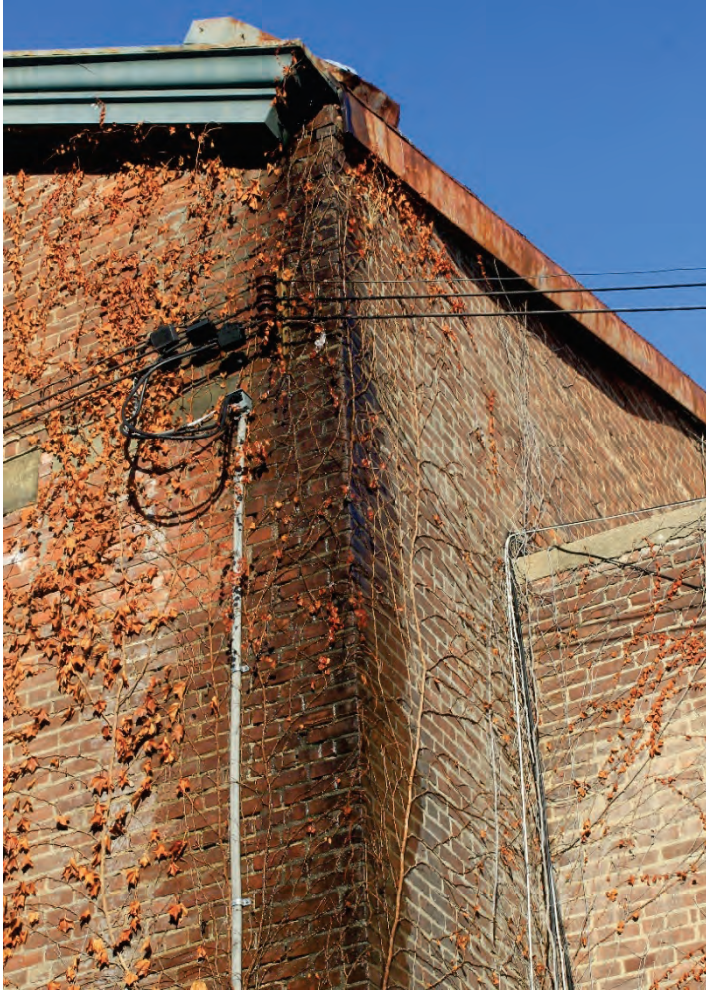
Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Support future job creation through continued growth of small- to mid-sized businesses in identified local industry clusters, including: media, film and production; technology; local food and beverage; tourism, hospitality and entertainment; boutique manufacturing; and education, medical facilities, and government. › Ensure that public investment respects the historic character of the area and encourage adaptive reuse of historic structures. 	<ul style="list-style-type: none"> › Support the revitalization of our urban centers as engines of regional prosperity. › Promote the Mid-Hudson as a tourist destination.



Source: City of Kingston

Volunteer Fireman's Hall Existing Building Conditions



Interior and exterior building damage

Anticipated Revitalization Benefits

As highlighted in the Downtown Profile and Assessment one of Kingston's most significant assets is its concentration of historic resources, including the Wiltwyck Fire House. Named for the original settlement in Kingston, the building was constructed in 1857 and occupied by the Washington Hose Company and Eagle Hook and Ladder Company the next year. It was designated a Historic Site by the Kingston Historic Landmarks Preservation Commission and listed on the National Register of Historic Places as part of the Stockade Historic District. In 1978, the Wiltwyck Fire House closed, and in 1982, the Volunteer Fireman's Hall and Museum opened to the public.

Museum exhibits include a working fire alarm system, an 1845 piano hand pumper, two parade hose carriages, a 1934 Sanford Cub Fire Engine, and 1956 American LaFrance Fire Engine, as well as a collection of firefighting artifacts and photos. In 2016, the museum received approximately 7,400 visitors. The museum's major fundraiser is an annual Fire Engine Muster, attended by nearly 2,000 people in 2016, where antique, vintage, and new fire apparatus and emergency vehicles are on display. The members of the museum participate in many other City events, including parades and festivals.

Undertaking the necessary repairs to the Wiltwyck Fire House will provide for long-term maintenance of the historic building, help to preserve the firefighting history in Kingston and allow for the continued operation of the Volunteer Fireman's Hall and Museum.

Future use of structure

The property will be maintained for use by the Volunteer Fireman's Hall and Museum.

Public Support

The Volunteer Fireman's Hall and Museum and the Kingston Professional Firefighters Association have enthusiastically supported this project at all public engagement events throughout the DRI process, and were crucially involved with its development. This project was also generally supported by community members at the public meetings and LPC committee hearings.

Jobs Created

No direct jobs would be created through this project.

Ownership of Property

The City of Kingston currently owns the Wiltwyck Fire House property.

Project Budget

Project Activity	Budget
<i>DRI Funding Components</i>	
Replace Metal Roof and Skylight	\$ 290,000
Masonry Restoration	\$ 197,000
Replace Window	\$ 73,000
<i>Future Phases</i>	
Replace Building Heating System	\$ 264,000
Electrical System Upgrades	\$ 150,000
Plumbing Fixture Replacement	\$ 8,000
Front and Bay Door Restoration	\$ 15,000
Asbestos and Hazardous Material Abatement	\$ 50,000
Site Improvements	\$ 20,000
Repair Interior Finishes	\$ 25,000
Remove Masonry Chimney and Infill	\$ 12,000
TOTAL COST	\$ 1,104,000
DRI FUNDING REQUEST	\$ 560,000

Costs include design and engineering

Feasibility and Cost Justification

A major goal of the City of Kingston and the DRI project is to revitalize the SBD by leveraging historic assets and respecting the existing historic character of the area. This project helps toward achieving that goal, preserving a historic building as well as a local tourist attraction and cultural institution. In addition, the Wiltwyck Fire House is currently a city-owned property, and delaying necessary repairs to the building could lead to greater costs in the future. Kingston has the capability to undertake repairs to the building but requires the necessary funds.

Regulatory Requirements

- › City of Kingston: Issuance of an RFP, building permit, possible Kingston Historic Landmarks Preservation Commission approval
- › New York State Historic Preservation Office: project consultation and approval

Rendering of Completed Project

The intention of this project is to undertake rehabilitation and repairs that are sensitive to the architecture of the building. The appearance of the historic structure would not be modified from its current condition.

Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP Process: Kingston drafts and issues RFP for engineering assessment and design and construction drawings Kingston circulates RFP and selects contractor with historic preservation experience	3 months
Restoration Drawings	4 months
Building Restoration	6 months
TOTAL TIMEFRAME	13 months

Project Reporting

This project should be monitored for progress and adherence to the proposed timeline and budget outlined above. Performance can be measured by the expected life of the building before and after repairs are made.

Incorporate Public Improvements into the Kingstonian Uptown Revitalization Project

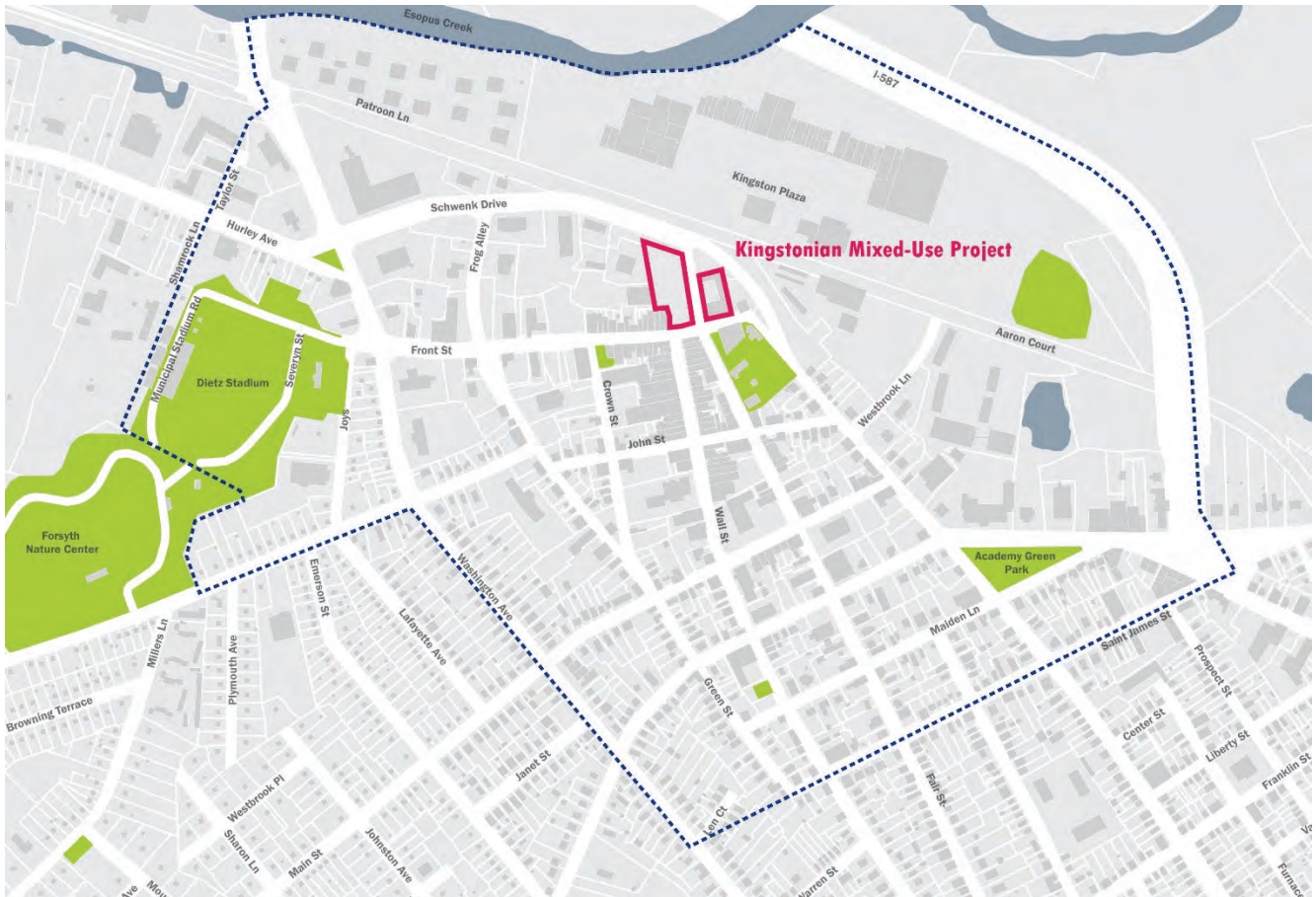
This project involves a public-private partnership to incorporate public improvements and amenities into the proposed mixed-use Kingstonian Uptown Revitalization Project, located at the corner of North Front and Fair Streets.

DRI Funding Request

\$3,800,000 dollars for public improvements related to the project.

Project Location

17 North Front Street. The two parcels together are approximately 2.5-acres.

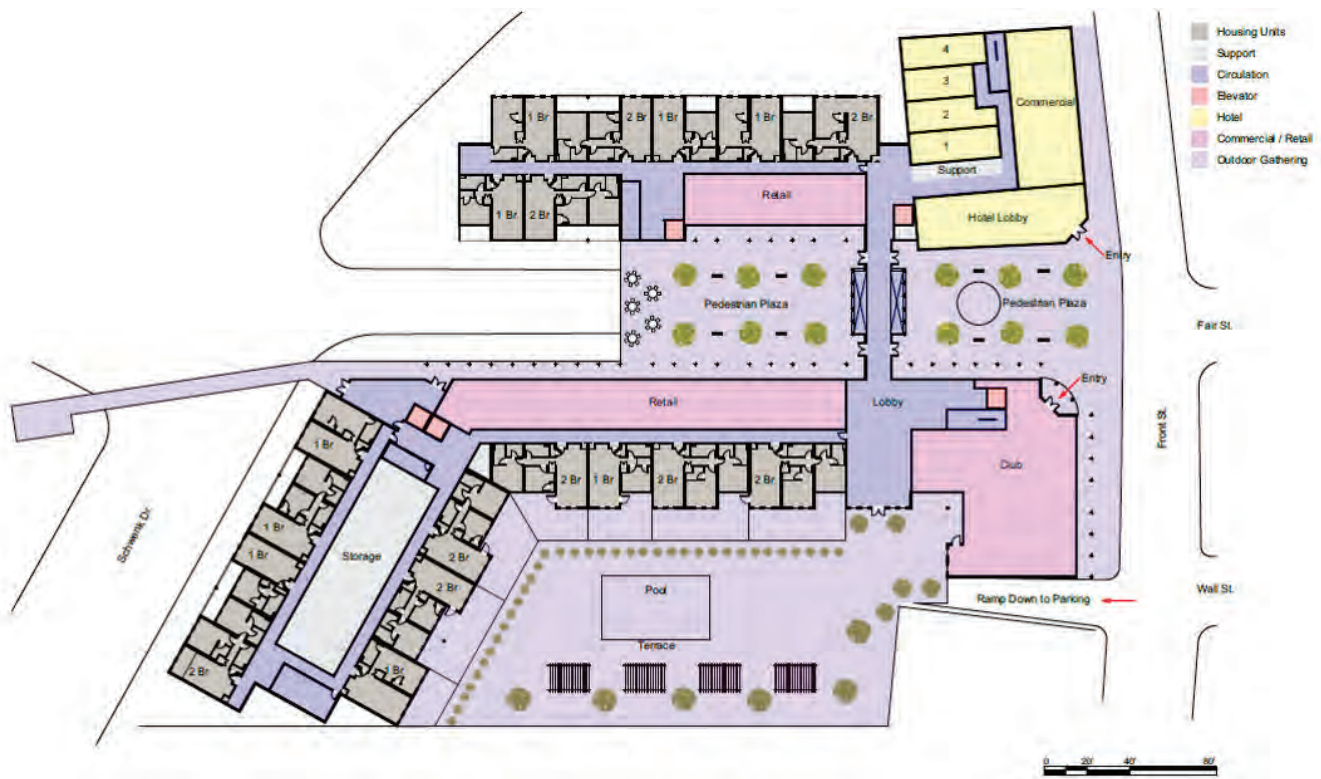


Project Description

JM Development Group, LLC, in partnership with the Kingston-based Herzog Supply Co., will undertake the mixed-use development, which will include 132 residential units, 8,500 square feet of commercial space expected to include a mix of restaurants and retail shops, a 34-room hotel, a proposed pedestrian plaza with a walking bridge extending to Kingston Plaza and a 420-space parking garage, with 250 spaces dedicated for public use. The site comprises two parcels separated by Fair Street: a City-owned, 140-space surface parking lot on the west side of Fair Street that is currently over capacity, and a mostly-vacant warehouse, formerly occupied by the Herzog Supply Co., on the east side of Fair Street. Herzog Supply Co. has since moved its primary operations to Kingston Plaza. The project site was once home to the Kingstonian Hotel; the original hotel building will be rebuilt and incorporated into the development to maintain some of the historic character of the site.

The 132 residential units will include a mix of one-, two- and three-bedroom units. There are expected to be at least five restaurants and retail shops developed along Front Street and along either side of the new pedestrian plaza. There is potential for a portion of Fair Street from North Front Street midway to Schwenk Drive to be closed to allow for the development of the pedestrian plaza in that location.

Preliminary Concept Plan



Project Renderings



Bird's eye view from Schwenk Drive



View from North Front Street

Source: Mackenzie Architects P.C. and JM Development Group LLC

This project will ensure that the proposed Kingstonian development is leveraged for public benefit. The total project costs (for both the public and private components) will be approximately \$48 million. Approximately \$3.8 million in public improvements are proposed as part of this project, including the proposed pedestrian plaza (\$850,000) and ADA-compliant walking bridge to Kingston Plaza (\$1,100,000). The parcel to the west of Fair Street was once the site of a three-story parking garage that the City knocked down in 2008 due to structural issues related to the soil quality. Some of the original structures of the garage remain in place underground, and will be removed as part of site preparation for this project (\$1.5 Million). In addition, some of the existing utilities along Fair Street and the existing parking lot would need to be relocated to support the project (\$350,000).

This project will transform a largely underutilized site at a prominent intersection in the SBD while also strengthening the market demand for other businesses nearby. The project has already gained support through New York State’s ESD Grants program, including a \$2,000,000 grant award and a \$1,000,000 Restore New York grant.

Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Leverage recent and potential private investment to encourage and continue the vibrant mixed-use land use patterns in the SBD, including active uses on the ground floor. › Support redevelopment of underutilized properties and vacant land. › Ensure that public investment respects the historic character of the area and encourage adaptive reuse of historic structures. › Increase availability of parking for employees and patrons of the SBD through the development of additional parking and/or a parking management plan. › Improve connections between the Stockade Historic District and Kingston Plaza. 	<ul style="list-style-type: none"> › Foster housing investment to attract jobs to the region, create construction jobs, and support the overall health of the regional economy through a vibrant housing market. › Support the revitalization of our urban centers as engines of regional prosperity. › Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.

Project Site Conditions



Aerial view of the Project Site



City-owned surface parking lot



Mostly-vacant warehouse, formerly occupied by the Herzog Supply Co.

Public Support

During the public engagement process, community members noted this project for its contribution which would increase the parking supply for businesses, tenants and residents. There was support from the public on redeveloping the site and support for the public amenities being proposed such as the pedestrian plaza and walking bridge. This project was very well received at the third public meeting for the DRI and was identified as a much-needed residential project. At the Business Community Focus Group meeting, business owners noted that parking in the SBD was not sufficient or appropriately located to facilitate access to businesses and this project was identified as helping to alleviate the parking supply situation in the SBD.

Jobs Created

This project is expected to generate 63 direct full-time equivalent jobs, including 13 new jobs to operate the apartment complex and maintain the property, and 50 new tenant jobs including retail management positions and retail and/or restaurant staff positions.

Ownership of Property

This project would involve a public-private partnership between the City of Kingston, JM Development Group LLC, and Herzog Supply Co. The private partners on this project have proven track records of successful development projects, as well as a demonstrated commitment to the City of Kingston. JM Development Group partners, Michael and Joseph Bonura of the Bonura Hospitality Group, have developed in the Hudson Valley for three decades, including several projects in the City of Poughkeepsie, and the Herzog Supply Co. has been a member of the Kingston community for over 100 years.

Anticipated Revitalization Benefits

This project will activate two underutilized parcels in a prominent location within the SBD, at the intersection of two main commercial streets and adjacent to Kingston Plaza. The project will bring new residents, employees, customers and visitors to the site, creating new market demand for the SBD and increasing tax revenues for Kingston. The project will also create new full-time jobs in the SBD, including five to ten management-level positions with salaries estimated at approximately \$50,000, as well as hourly staff with an hourly pay range of \$12 to \$15.

The public infrastructure improvements and amenities will ensure that the proposed project leverages private investment for public benefit. The project will add to the supply of public parking in the SBD, an issue of high concern to Kingston residents and visitors to the area, as identified by local officials and through the public outreach initiated as part of the DRI process. The proposed pedestrian plaza and other enhanced open spaces will provide valuable meeting space, contributing to the vitality of the area. In addition, the project will enhance a key strategy of the DRI, to improve connections between the SBD and Kingston Plaza through the construction of the walking bridge.

Future use of structure

Future uses of the proposed building will include commercial and retail, hotel, residential and public open space. Retail tenants are anticipated to include a mix of restaurants and retail shops. The residential units will likely attract young professionals and empty nesters.

Project Budget and Funding Sources

Project Activity	Budget	Funding Source
Property Acquisition	\$ 1,250,000	Private Funding
Infrastructure/Site Work	\$ 400,000	Private Funding
Architectural/Engineering/Soft Costs	\$ 2,920,000	Private Funding
Construction/Renovation	\$ 37,458,217	Developer Cash Equity ESD Grant Funding (\$2,000,000) Restore NY Grant (\$1,000,000) Private Funding
Equipment and Machinery	\$ 2,500,000	Private Funding
Public Improvements		
› Pedestrian Plaza	\$ 850,000	DRI Funding
› Walking Bridge (ADA compliant)	\$ 1,100,000	
› Demolition of Underground Structures	\$ 1,500,000	
› Utility Relocation	\$ 350,000	
TOTAL COST	\$ 48,328,217	
DRI FUNDING REQUEST	\$ 3,800,000	

Costs include design and engineering

Feasibility and Cost Justification

The Kingstonian Uptown Revitalization Project could have a significant impact on the economic health of the SBD, activating an underutilized site, creating jobs, providing new public amenities and increasing property taxes. DRI funds would be matched by other public funding and over \$40,000,000 of private investment at a key intersection in the SBD. In keeping with the historic character of the SBD and key strategies outlined as part of the DRI process, the project will revitalize and repurpose the historic Kingstonian building, once again to be used as a hotel, in addition to providing new high-quality housing stock, retail space, and public gathering space, attracting new residents and visitors to the SBD.

Regulatory Requirements

- › City of Kingston: Site plan approval (Planning Board), Building permits (Building Safety Department), SEQRA review (Planning Board)

Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
Project Design and Submission for Approvals	6 months
Final Approvals	3 months
Construction	12 months
TOTAL TIMEFRAME	21 months

Timeframe estimates provided by JM Development Group LLC

Project Reporting

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

- › Increases in sales and lodging taxes at full build-out
- › Occupancy of the residential units and retail spaces
- › Use of the public open spaces
- › Parking utilization and revenue

Implement the Kingston Wayfinding Plan

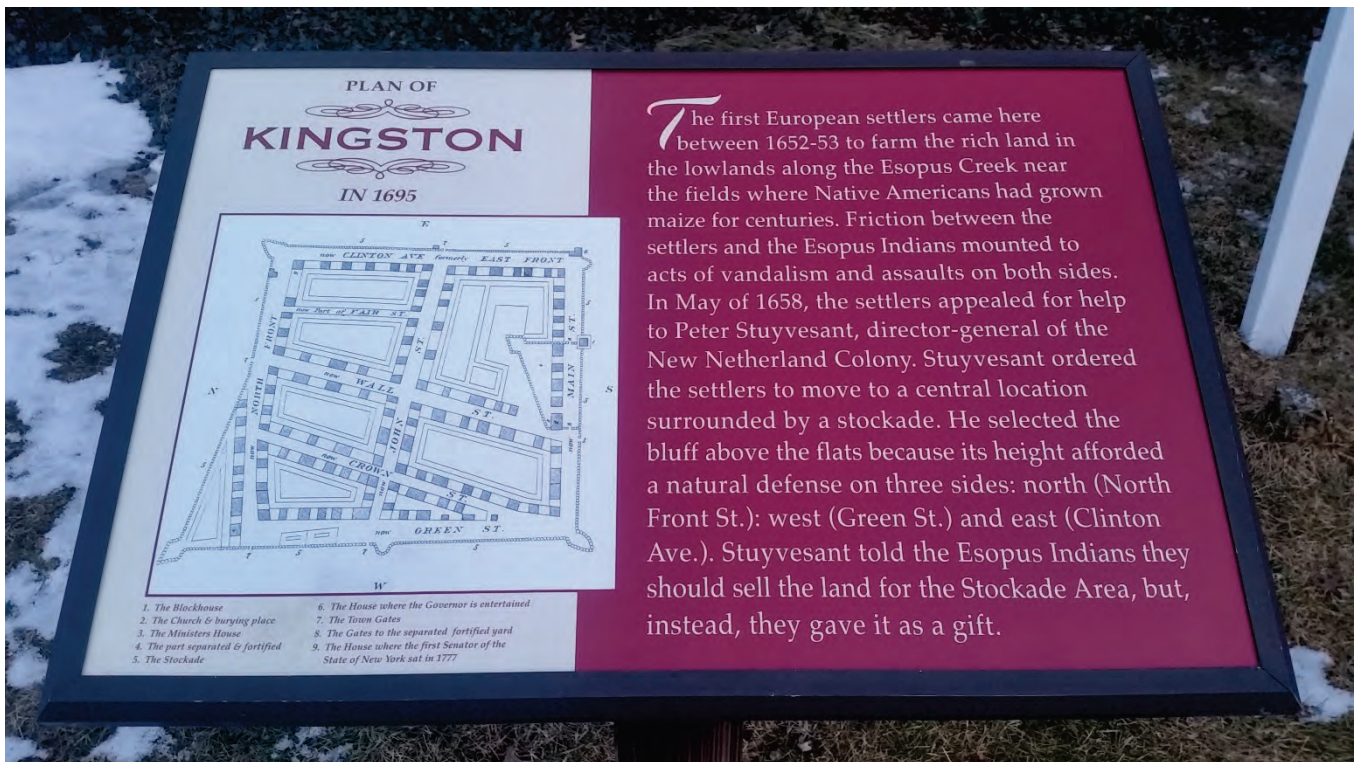
This project would involve implementation of the Kingston Wayfinding Plan, currently in the planning phase, to achieve three goals: enable visitors and residents to navigate safely, efficiently and easily through Kingston and the SBD; create a unifying visual identity for the City and its distinct districts; and encourage and support economic vitality by helping to increase motor vehicle, bicycle and foot traffic to local businesses.

DRI Funding Request

\$403,500

Project Location

Wayfinding kiosks and signage would be installed throughout the SBD. Locations would be determined by the Kingston Wayfinding Plan, which is currently in the planning phase and is set to be finalized by March 2019.



Existing wayfinding signs

Project Description

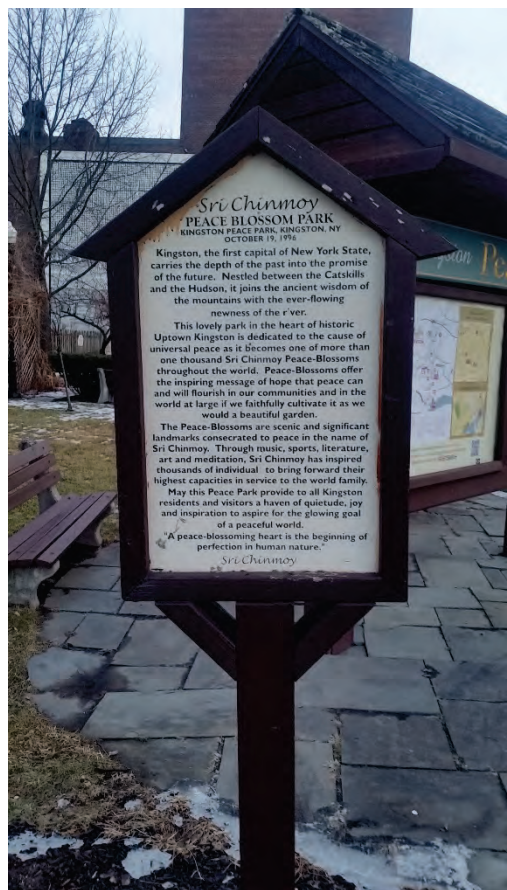
The Ulster County Transportation Council selected to fund the development of a Kingston Wayfinding Plan as part of its 2017 Unified Planning Work Program. The Wayfinding Plan would serve multiple modes of transportation and will include design standards and conceptual drawings of proposed gateway, directional and interpretive signage for automobile users, pedestrians and bicyclists. The primary objectives of this project are to enhance mobility by enabling visitors and residents to navigate safely, easily, and efficiently; create a unifying visual identity for the City and the SBD; and to encourage and support economic vitality by facilitating motor vehicle, bicycle, and foot traffic to the SBD and its museums, parks, and other key community destinations.

Ulster County issued an RFP for consulting services to aid in the planning and development of the Wayfinding Plan, and ultimately selected MERJE, a Pennsylvania-based design company as the design consultant for the plan. The Wayfinding Plan is expected to be finalized by March 2019. It will be an implementable plan, to include the types and locations of all suggested signage, orientation maps and kiosks; unifying signage graphics and standards; a full implementation strategy with suggested phases, cost estimates, and partnerships for implementation; and a Signage Standards Manual with technical specifications for future additions to wayfinding in the City. Signage types will likely include kiosks, gateways, wayside informational signs, directional and parking signs, and banners.

Signage will be designed in a way that reflects the history, character, culture, linguistic makeup and natural environment of Kingston. It will also integrate with NYSDOT and Ulster County wayfinding systems to facilitate visitors looking to explore all that Kingston has to offer. This project will also support many of the other projects submitted for funding as part of the DRI process, including wayfinding signage to major attractions such as Dietz Stadium and informational signage for local landmarks, including Frog Alley.

This project will fund the implementation phase of the Kingston Wayfinding Plan, following the implementation strategy as outlined by the design consultants. Funding will be used to hire a third-party contractor to develop construction drawings, aid in procurement, and installation to fully implement the Wayfinding Plan.

Kingston Wayfinding and Informational Signage



Examples of existing wayfinding signs

Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Support tourism promotion and a marketing program that highlights the living economy and creative culture of the SBD. › Increase availability of parking for employees and patrons of the SBD through the development of additional parking and/or a parking management plan. › Develop wayfinding signage unique to the SBD 	<ul style="list-style-type: none"> › Support the revitalization of our urban centers as engines of regional prosperity. › Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region. › Promote the Mid-Hudson as a tourist destination. › Build on the unique location of the Hudson Valley (situated between the majestic Hudson River, the Delaware River, and Long Island Sound) and promote waterfront development in order to enhance tourism, recreation, and trade.

Public Support

Planning and development of the Kingston Wayfinding Plan will include several public outreach events and online surveys, including at least two public workshops and one workshop devoted strictly to Uptown Kingston. As a result, the Wayfinding Plan will be able to reflect the wishes and priorities of all Kingston residents as well as SBD business owners and other stakeholders. This project received consistent support during the DRI public meetings and committee hearings.

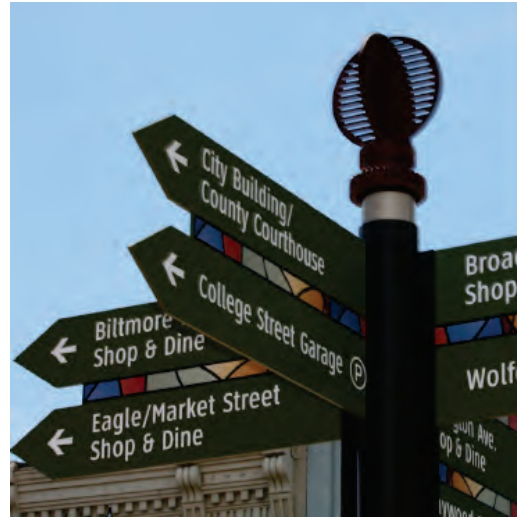
When asked what kind of wayfinding signage was most needed in the SBD, DRI public engagement participants responded:

- ❖ *Signage promoting walking tours of Kingston*
 - ❖ *Parking signage*
 - ❖ *Improved directional signage*
-

Wayfinding Signage and Kiosk Examples



Directional Signage, Annapolis, MD



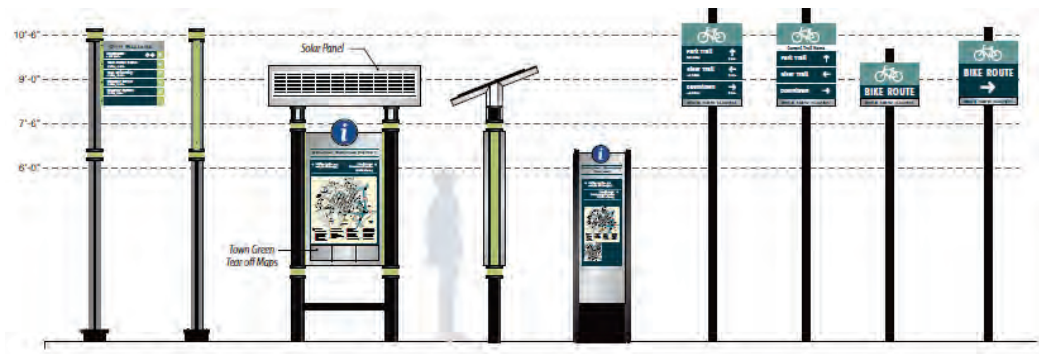
Directional Signage, Black Mountain, NC



Information Kiosk/Orientation Map, Frederick, MD



Welcome Signage, Parker, CO



Example Signage Types and Specifications, New Haven, CT

Source: MERJE

Project Ownership

This project would be implemented primarily within the publicly owned rights-of-way. The City owns all existing street fixtures and lights and will procure private third-party consultants and contractors to implement and install the new signage. The City will maintain the improvements.

Project Partners and Capacity

This project will be led by the City of Kingston, in partnership with the Ulster County Transportation Council. The City has the capacity to oversee this project and provide long term maintenance for the wayfinding signage and kiosks. The Wayfinding Plan is being developed by MERJE, a Pennsylvania-based design company, who have implemented community wayfinding projects across the United States as well as internationally.

Project Budget

Project Activity	Budget
Construction Drawings	\$ 36,000
Wayfinding Signage Procurement and Installation:	
› Kiosks	\$ 75,000
› Gateways	\$ 20,000
› 12x24 Waysides	\$ 70,000
› 24x35 Waysides	\$ 55,000
› Directionals	\$ 75,000
› Banners	\$ 36,250
› Parking	\$ 36,250
TOTAL COST	\$ 403,500
DRI FUNDING REQUEST	\$ 403,500

Funding Sources

- › DRI Funding: \$403,500 request
- › RUPCO: \$6,250 towards implementation of the Wayfinding Plan in Midtown through a Pride in Place NeighborWorks America grant. Though this funding will not be used toward implementation in the SBD, it will help the City of Kingston to implement the full extent of the Wayfinding Plan, creating a unified identity that will also benefit all of the districts.

Feasibility and Cost Justification

This project is expected to enhance community character and quality of life in the SBD. The City of Kingston currently does not have a functional wayfinding system with signs that have a consistent look and feel. In addition, Kingston can be a challenging place to navigate for newcomers with its various neighborhoods, business districts, and confusing one-way streets, meaning visitors cannot easily find key destinations and parking. Much of the community conflict around parking revolves around the lack of appropriate signage and wayfinding to and from parking lots.

Given the vital opportunity presented by the DRI funding, it is the perfect time to advance this project so that all of the projects may benefit from a more efficient and unified wayfinding plan. In that way, this project will be integral to local revitalization; it will enhance and support Kingston’s branding with unifying signage that interconnects with many of the other DRI projects.

Ultimately, it will support tourism and economic development throughout the city.

Regulatory Requirements

- › City of Kingston: Issuance of RFP for construction drawings
- › Ulster County/City of Kingston DPW: Work permits

Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
Construction Drawings	4 months
Construction and Installation	6 months
TOTAL TIMEFRAME	10 months

Project Reporting

Performance and impact can be measured by the following metrics:

- › Number and type of signage installed
- › Parking lot utilization before and after installation of the signage
- › Average monthly visitors to various community destinations
- › Number of traffic incidents on SBD roadways
- › Pedestrian and bicycle counts along pathways where signage has been placed
- › Number of pedestrian visits to kiosks and orientation maps

Launch an Uptown Print and Digital Media Marketing Campaign

This project will involve the implementation of a marketing campaign to improve the vitality of the SBD, advertise local businesses to current and prospective customers, attract new businesses, and promote the SBD as an architecturally unique and diverse tourist destination along the Hudson River.

DRI Funding Request

\$250,000

Project Target Area

The project will target the SBD. However, a key facet of the marketing campaign will be to convey the connections between the SBD and Kingston's two other commercial districts.



Project Description

The marketing campaign seeks to improve the vitality of the SBD and all of Kingston more broadly by (1) advertising local businesses to current and prospective customers (2) attracting new businesses to the SBD (3) promoting the SBD as an architecturally unique and diverse tourist destination along the Hudson River and (4) encouraging a diversity of people to live in the SBD by distributing information about rental properties, homeownership opportunities, rehabilitation programs, and other housing support services.

The achievement of these initiatives will help advance the DRI and REDC goals that relate to the preservation of local businesses, stimulating tourism, encouraging housing investments, and supporting social equity and preserving diversity.

The project will be transformative because the City of Kingston is currently unable to promote its unique assets on account of insufficient funds. Ulster County's Economic Development Alliance currently supervises a marketing and advertising program but this program does not focus upon the unique assets and needs of the SBD. The core challenge in marketing the city is the absence of sufficient funds to develop a coherent branding strategy and meet the advertising costs in print media publications.

The project requires the City of Kingston to (1) prepare a detailed scope of work outlining its specific print and digital marketing needs (2) conduct a competitive solicitation process aimed at securing a media firm to undertake the scope of work (3) monitor the implementation of the campaigning program and evaluate its effectiveness in supporting businesses, tourists, and residents. In alignment with a carefully developed and consistent branding strategy, the consultant will be required to undertake the following tasks:

- › Prepare a print and electronic version map of Kingston's current businesses and cultural attractions as well as clear directions on how to reach Kingston and travel between its three commercial districts.
- › Distribute map broadly in English and Spanish through stationary kiosks, printed brochures, the city website, and social media.
- › Redesign the City of Kingston's Tourism webpage to provide a much more user-friendly interface that promotes the city's diverse attractions.
- › Redesign the City of Kingston's Economic Development webpage to provide prospective business owners with the unique advantages, incentives, and market opportunities available in its commercial districts.
- › Sponsor new business outreach events throughout the Hudson Valley and New York City that help increase the business community's awareness of the commercial spaces available in Kingston and the unique appeal of the city to workers, residents, and visitors.
- › Promote the city's various business development programs (façade improvement loans, revolving loan fund) to existing and prospective businesses through targeted outreach to key industries.
- › Develop a trained group of business "emissaries", essentially owners of existing businesses who help promote patronage at other businesses by providing information and resources about the SBD and its connections to other commercial districts.

- › Design print media advertisements for publication in key lifestyle magazines (like Chronogram) that encourage increased visitation to Kingston.

This project will also complement the wayfinding project since both projects are aimed at enhancing the legibility of the business district and increasing public awareness of its diverse retail and cultural offerings.

Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Continue and increase programs that help current businesses thrive and remain within the SBD › Support tourism promotion and a marketing program that highlights the living economy and creative culture of the SBD › Continue to provide and foster incubator businesses and cooperative enterprises such as the Kingston Food Exchange. 	<ul style="list-style-type: none"> › Undertake initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, food and beverage, and health care. high-tech manufacturing, and information technology with a “clustering” strategy. › Build on the unique location of the Hudson Valley (situated between the majestic Hudson River, the Delaware River, and Long Island Sound) and promote waterfront development in order to enhance tourism, recreation, and trade. › Foster housing investment to attract jobs to the region, create construction jobs, and support the overall health of the regional economy through a vibrant housing market.

Public Support

The marketing and promotion of Kingston as a place to live, work, and play was consistently championed at public meetings. Support for the city to undertake a more aggressive marketing strategy the SBD as well as the entire city was also expressed through the City’s Business Needs Survey and Business Community Focus Group meeting.

Legal Jurisdiction

This project will be managed by the City of Kingston’s Office of Economic and Community Development.

Project Partners

This project will be carefully coordinated with the Kingston Uptown Business Association. The City will consult the association on the scope of work, branding options, solicitation approach, design strategies, publication and promotional outlets, and evaluation of project.

Capacity

The City of Kingston's Office of Economic and Community Development has the capacity to oversee this project but requires the contributions of a media firm to execute the scope of work.

Anticipated Revitalization Benefits

Short term benefits of the project include the retention of the City's vibrant locally owned business community, increased visitation by tourists, and the rehabilitation of deteriorated housing stock. Medium term benefits include the attraction of new businesses, hospitality venues, and housing units that increase the economic productivity of the SBD and maximize the fiscal productivity of the area's land use. Longer term benefits include collateral benefits to surrounding areas including increased jobs, housing, and retail amenities in other parts of Kingston including its Midtown commercial area.

In addition to economic benefits, the project also will have environmental benefits because the area being promoted is a walkable district served by local and regional transit. As such, increased population growth and business activity can be absorbed with a lower environmental impact than would occur in a lower density auto-dependent environment.

Project Budget

The total budget for this project would be \$250,000. The entirety of this amount would be allocated to the engagement of a media firm with extensive experience in print and digital marketing, plus an intimate knowledge of Kingston and the surrounding areas. It is possible that a portion of the costs could be offset by contributions from local businesses. However, it is not known at this time what amount of money could realistically be collected from the local business community.

Feasibility and Cost Justification

Ulster County's Economic Development Alliance recently completed an Industry Targeting Analysis. Additionally, the DRI project team prepared a comprehensive market analysis that analyzed the demand for residential and commercial land use development in the City of Kingston and specifically the SBD. The findings from these studies suggest that promoting the SBD would better help this area capture the market demand for residential and commercial land use development.

Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
Prepare Work Scope	3 Months
Undertake Solicitation Process	3 Months
Implement Marketing Campaign	12 Months
TOTAL TIMEFRAME	18 months

Project Reporting

The City of Kingston will monitor the effect of the project annually on several key metrics starting with the current year and will include:

- › Residential and commercial vacancies
- › Lease and sale values
- › Tourism volumes
- › Building performance (i.e. code compliance)

The evaluation will occur 6 months into the 12-month campaign and again at its conclusion.

Provide Financial Assistance to Homeowners and Businesses

This project involves the expansion of the City of Kingston’s Office of Economic and Community Development (OECD) existing residential rehabilitation program and initiation of a new fund to support façade improvements for both residential and commercial buildings in the SBD. DRI funds would also be used to further capitalize the Micro Enterprise Lending program currently managed by the Kingston Local Development Corporation (KLDC). The City would ensure that implementation of all three programs would fully comply with the administrative plan requirements for revolving loan and grant programs funded with DRI monies.

DRI Funding Request

\$600,000

Project Location

This project would be implemented throughout the SBD.



Project Description

OECD: Residential Rehabilitation and Façade Improvement

The OECD has been administering the residential rehabilitation program with federal funding since at least 1988. For 2018, the OECD's operating budget is \$549,362. Administrative staff includes 4 full-time employees and two part-time staff members. The departmental head of the OECD is appointed by the Mayor of Kingston.

Over the last three years, with the aid of Community Development Block Grant monies, the City's OECD has made an annual allocation of \$250,000 to its housing rehabilitation program. The purpose of the funds is to help residential building owners undertake minor to substantial repairs, resolve building code violations, and make necessary structural improvements.

Under the program guidelines, financial assistance is available to low and moderate income households making less than 80% of area median income. A maximum of \$20,000 is available to each homeowner. OECD does not cover the full cost of the rehabilitation. The building owner must absorb 25% of the total costs of the rehabilitation project through cash investment, in-kind contributions, or sweat equity. Recipients receive financial support as grants so long as they stay in the building for ten years. A lien is placed on the building for the amount of the grant for the period of compliance. If the recipient sells or vacates the building before ten years, the City is authorized to recapture a portion of the funds that were allocated. So far, however, only a handful of program beneficiaries have vacated their homes before the ten year period. In each case, the City has recaptured a portion of its grant monies. Once, the period expires or payback occurs, a satisfaction of mortgage is issued.

With DRI monies, the City can build upon the existing administrative infrastructure for its current residential rehabilitation program and expand its available capital by \$225,000. This additional capital could then be used to finance the rehabilitation of 10 – 15 homes within the SBD. The terms of these grants would be identical to those in place with the existing program.

The OECD does not currently offer a financial assistance program designated for commercial façade improvements. As mentioned, there is a façade improvement program overseen by the KLDC but this program is not targeted for the Stockade Business Improvement District. With \$300,000 in DRI monies, the OECD would award grants of as much as \$20,000 to each applying building owner. Under this budget allocation, at least 15 commercial facades could be funded as part of a commercial business owner's broader exterior renovation project. Like the residential rehabilitation program, applicants would need to contribute a minimum of 25% of the total cost of their exterior renovation project in order to be eligible for support from the OECD.

KLDC: Micro Enterprise Loan Program

The KLDC was incorporated in 1994 and has since managed various kinds of micro enterprise loan programs. KLDC is managed by 11 board members including: Steven T. Noble, Mayor; B.A. Feeney; Bradley Jordan; Albert Teetsel; Andi Turco-Levin; Glenn Fitzgerald; Richard B. Mathews; Hayes Clement; Patrice Courtney-Strong; and Miles Crettien. Staff includes

Amanda Bruck-Little, Executive Director, and Brenna L. Robinson, Portfolio Manager. Governed by its own bylaws, the board holds complete discretion over the financial awards it makes to Kingston businesses.

KLDC manages \$1.275 million in revolving loan programs that include funds for micro-entrepreneurship, façade improvement, and gap financing. Currently, KLDC makes an annual allocation of \$75,000 for its micro-entrepreneurship program. The purpose of the program is to provide seed capital for small businesses that cannot ordinarily access financing through traditional financial institutions or meet credit scoring models worth of consideration.

Each applicant may receive a maximum loan of \$7,500. The monies may be used for a variety of purposes including working capital as well as the purchase of fixed assets including equipment and real estate. KLDC does not require applicants to provide any matching equity for the project for which they are seeking the loan. Loans can be collateralized with land and building; machinery and equipment; furniture and fixtures; and personal residence. However, KLDC reserves the right to forego requiring collateral from the applicant. Over the last three years, there have been no defaults of KLDC’s microloans.

With DRI monies, KLDC can capitalize the micro-enterprise loan program with \$50,000 aimed at providing loans to SBD businesses seeking to improve the places of their business. These funds would be used for interior renovations, machinery/equipment, working capital, rent subsidies, soft costs and signage. With loans capped at \$7,500, as is done with the existing program, the program could help support at least six business owners.

Local and Regional Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> › Maintain or upgrade infrastructure and buildings to support additional growth. › Promote homeownership for low- and moderate-income households through programs such as revolving loan funds, private activity bonds, land banks, and community land trusts. › Continue to provide and foster incubator businesses and cooperative enterprises such as the Kingston Food Exchange. 	<ul style="list-style-type: none"> › Promote entrepreneurship, start-ups, and small businesses through a variety of measures that will make it easier to access public- and private-sector resources for access to capital, workforce training, and business and technical consulting. › Foster housing investment to attract jobs to the region, create construction jobs, and support the overall health › Support the revitalization of our urban centers as engines of regional prosperity.

Public Support

A recurring concern voiced during the public engagement process has been the affordability of housing as well as commercial space. Currently, residents seeking financial assistance for the rehabilitation of their homes can access the City of Kingston’s two housing grant-based support programs, the Residential Rehabilitation Program (RRP) and the Emergency Repair Program (ERP). From the KLDC, businesses may see support in the form of loans for gap financing, micro-enterprise development, and façade improvement. However, none of these programs are funded at levels that can meet the rehabilitation needs of all the city’s property owners. As such, there is wide support for programs that help offset the costs of rehabilitation so that current property owners may remain in place.

Anticipated Revitalization Benefits

The short-term benefit of this project is that distressed property conditions in the SBD could be ameliorated through the provision of financial assistance to property owners. The mid-term benefit of the project is that the restoration of buildings helps to increase their productivity and value, thereby improving the overall economic performance of the area while also providing a better experience for residents, consumer, and visitors. The long-term impact is that the physical restoration of buildings helps to attract increased development activity, thereby enabling underutilized or vacant areas to be redeveloped and improving the overall social and economic fabric of the area.

Timeframe for Implementation and Project Readiness

The table below presents the general timeline for the administration of the project funds. Prior to the commencement of the project timeline, the City must formalize an administrative plan for governing the three programs in accordance with DRI guidelines.

Project Stage	Timeframe
Administratively expand the funds to include new sources	1 months
Allocate funds to residential and business owners	3 months
Supervise rehabilitation efforts	8 months
TOTAL TIMEFRAME	12 months

Project Budget

The majority of the \$600,000 in requested funds would be used for direct financial support. However, 10% of the requested amount would be allocated to marketing the initiatives to prospective business owners and businesses. The administrative burden for managing these funds would continue to fall upon the City of Kingston’s Office of Economic and Community Development and the Kingston Local Development Corporation. Since these entities already exist and are fully operational, a considerable increase in soft administrative costs is not expected with this program.

Program Type	Amount to Fund	Office to Fund
Residential Rehabilitation Program	\$ 225,000	OECD
Façade Improvements Grants	\$ 300,000	OECD
Microenterprise Loans	\$ 50,000	KLDC
Marketing for Above Programs	\$ 25,000	OECD
DRI FUNDING REQUEST	\$ 600,000	

Organizational Structure/Responsible Parties

As noted above, the entity in charge of the residential rehabilitation and façade improvement programs will be OECD. The entity in charge of the micro-enterprise loan funds will be the KLDC. No changes in staffing or hiring of outside consultants will be required to administer the programs.

The City is reviewing the terms outlined in the Administrative Plan Template and will ensure that the organizational structure of the City and KLDC is well positioned to shoulder the responsibilities outlined for the areas of Program Development, Project Development, Construction Management, and Financial Management. No barriers to achieving the requirements of the administrative plan have so far been identified.

Project Reporting

The City of Kingston will monitor the effectiveness of both programs by evaluating their impact on building performance, especially with regard to code compliance. Evaluation will occur in the form of direct site visits to ensure that work has been done in accordance with the terms of the grant and loan. However, OECD and KLDC will also assess the adherence of program implementation to DRI guidelines and project goals. Specifically, the City’s agencies will evaluate the number of buildings that have been improved as a result of the project monies and the degree to which these improvements have realized the DRI goals as well as REDC strategies. This evaluation will occur at the project’s midpoint (six months after project launch), at the project’s conclusion (twelve months after project launch) and also again six months after the project’s conclusion.

Already, the OECD and KLDC carefully monitor the performance of their existing programs. Recipients of housing rehabilitation monies are required to submit status reports at least twice throughout the program year, once half-way and once at close-out, unless otherwise stipulated at the time of contract execution. If the recipient is new to the program, OECD requests more frequent, usually quarterly, reporting to ensure progress is moving along as planned and contracted. OECD typically visits each site at least once during the year and more often if they are new to the program or if they have had any issues or difficulties in a past year. When recipients submit reimbursement requests, OECD typically inquires about the project status. Additionally, Kingston is required under federal grant requirements to perform annual audits that include review of all grant funds for financial and programmatic compliance.

KLDC staff and its finance committee carefully review the expenditures associated with each loan and meet monthly to review the status of all loans and the performance the borrowers. In addition, they will perform site visits, require loan recipients to document project milestones, and prepare semi-annual status reports.

5.4 Other Projects for Future Consideration

During the DRI process, other projects were identified for the SBD that were either not fundable under the terms of the DRI program or not ready to move forward within the timeframes of the program. While these projects are not being submitted as part of the DRI funding request, they remain a need and a priority with in the SBD and the City.

Kingston Community Land Trust

The Kingston Land Trust will begin in February 2018 to launch a subsidiary Community Land Trust (CLT) program to provide permanently affordable housing in Kingston. Funds have been allocated to work with a CLT consultant to prepare for launch by the end of 2018. The initial steps will be to lay out an operations and work plan to establish a community land trust entity that is uniquely suited to Kingston's needs. Regional consultants and community groups may also be brought on to provide professional insight or local context.

In addition to working with the consultant, the CLT will form a public Community Land Trust Working Group that will coordinate an information-gathering process. The CLT Working Group will be led by the Kingston Land Trust Executive Director and appointed board member(s). They will ultimately be tasked with identifying potential community board members and staff for the launch of the CLT. The future CLT community board (which will include members of the Kingston Land Trust board and will be overseen by the Kingston Land Trust Executive Director) will then establish the initial model and structure of the CLT, based on research and recommendations from the CLT Working Group.

Kingston Intermodal Facility

In 2009, a Kingston Intermodal Facility Site Location and Conceptual Design Analysis was completed to examine potential sites for an intermodal facility in the City. Based on the analysis completed, a single site and preferred plan were recommended for a facility that would serve regional and local transit operators, including Kingston CitiBus, Ulster County Area Transit, and Adirondack-Pine Hill Trailways. The report outlines facility requirements to increase public transit usage, access, and capacity, including features such as more bus slips, additional parking, a taxi waiting area and dedicated bicycle and zip car parking. The site selected for preferred development is the existing Adirondack Trailways terminal and adjacent properties. To create the intermodal facility, this project would require acquisition of adjacent properties when they are available as well as upgrades to the existing terminal. This project would address some of the difficulties facing the public transportation system in Ulster County, particularly the complexity that arises from multiple providers over the large geographic service area.

Kingston City Land Bank

The City of Kingston is in the process of creating the Kingston City Land Bank (KCLB), formed for the purpose of acquiring title to city-owned and other distressed properties in the City of Kingston, removing barriers to redevelopment, and returning these properties to the tax rolls in viable condition under sound management and ownership. The KCLB's priorities are to ensure that the reuse of its properties provides opportunities for homeownership for those who might not otherwise be afforded such opportunity; to maintain a range of affordability in the City's housing stock; and to guide the redevelopment of properties to enhance neighborhoods and suit the needs of the residents of those neighborhoods. Through this effort, the KCLB hopes to ensure a demonstrable decrease in the number of zombie properties in the City and improve overall conditions of a significant number of housing units.

WiFi

The City is interested in a Public WiFi system in the SBD to allow business owners, residents and tourists alike to benefit from on-demand access to information. The City is in the process of upgrading light poles to LED, and has researched a variety of Smart technologies which would allow the City either during their light pole replacement to create a network of public WiFi access points in the district or to develop public WiFi access points within the SBD through other mechanisms or programs.

Affordable Housing and Community Development

RUPCO, Inc., originally named the Rural Ulster Preservation Company, was formed in 1981. Over the years, RUPCO has grown to become the region's leading provider of, and advocate for, quality, affordable housing and community development programs aimed to provide opportunity and revitalize communities. A 501-c-3 nonprofit agency with headquarters located within the Kingston SBD DRI area for 36 years, RUPCO has led the region in creating and maintaining quality, sustainable housing and rental opportunities, inspiring understanding and acceptance of affordable housing initiatives, fostering community development and revitalization, and providing opportunity to people to improve their living standards. RUPCO is led by a dedicated and diverse volunteer board of directors and advisory council who, in combination with a team of sixty committed, long-standing employees and works as a partner with city leadership.

Within the City of Kingston, RUPCO currently has two projects underway in the Midtown district that complement the DRI goals identified for the SBD. The first is Energy Square, located at 20 Cedar Street, which would include 57 units of affordable apartments with 10,000 square feet of civic space for the Center for Creative Education. The second is the Metro, located at 2 South Prospect Avenue. This project seeks to take a vacant office building and adaptively reuse the building through historic preservation to provide creating/manufacturing opportunities. The site will also convert underutilized factory space into two TV/film sound stages, post-production studio and film industry job training center, and seven "Maker's Spaces" for light industrial/artistic endeavors. It is anticipated to create

57 jobs during construction, 10-12 permanent jobs upon opening, and 581 indirect permanent positions.

5.5 Projects Proposed for DRI Funding - Summary Table

	Project	Project Description	Responsible Party or Parties	Estimated Project Costs	Funding Sources	Proposed Start Date / Anticipated Completion Date ¹
1	Reconfigure Schwenk Drive into a Complete Street	This project would reconfigure Schwenk Drive between Washington Avenue and Fair Street into a complete street, which would allow for future linkage into the Kingston Greenline system by allowing for further connections at Westbrook Lane and Washington or Hurley Avenues. This complete street enhancement would temporarily bypass the missing greenway link that currently exists along the Ulster and Delaware Scenic Rail right-of-way between Westbrook Lane and Washington Avenue.	City of Kingston	Total Project Costs: \$987,102 DRI Funding Request: \$987,102	DRI Funding	Q4 2018 / Q2 2020
2	Improve Access to Academy Green Park	This project would improve the Academy Green Park's connection to the neighborhood, making it more accessible and more frequently used as a gathering and event space. Improvements would include new park furnishings and landscaping, sidewalk retrofits, and enhanced water and electrical connections.	City of Kingston	Total Project Costs: \$560,000 DRI Funding Request: \$560,000	DRI Funding	Q4 2018 / Q1 2020
3	Upgrade Dietz Stadium and Andretta Pool	Dietz Stadium, a 2,500-seat venue, is a major organized sports facility adjacent to Forsyth Park, the Adirondack Trailways station and the Andretta Pool. The 2013 Parks and Recreation Master Plan recommends upgrades, including benches, water fountains, fencing, lighting, shade tree planting, bike racks, new lockers rooms and bathrooms, and a more modern food vending facility. DRI funding would be used to support the necessary upgrades. Needed upgrades to the Andretta Pool are also being considered as part of this project.	City of Kingston	Total Project Costs: \$2,880,000 DRI Funding Request: \$2,500,000	DRI Funding City of Kingston Match: \$250,000	Q4 2018 / Q4 2020
4	Conduct a structural investigation and updated mapping procedure for the Kingston Uptown Levee	This project involves undertaking structural investigations and mapping procedures in coordination with FEMA. The proposed procedures will provide relief to property owners in and around Kingston Plaza that have been impacted by the recategorization of the Kingston Uptown Levee as a non-accredited levee. Additional work includes the accreditation of Interstate 587.	City of Kingston	Total Project Costs: \$300,000 DRI Funding Request: \$130,000	DRI Funding Match of other sources: \$170,000	Q1 2019 / Q2 2020
5	Upgrade Frog Alley Park	This project entails stabilizing the remnants of the historic Louw-Bogardus House and creating a public open space along Frog Alley next to the ruins by adding interpretive signage, lighting and park amenities.	Friends of Historic Kingston (FOHK) and RUPCO, Inc.	Total Project Costs: \$658,375 DRI Funding Request: \$472,500	DRI Funding FOHK: \$100,000 RUPCO in-kind services: \$85,875	Q3 2018 / Q4 2019
6	Implement Key Recommendations of the Uptown Stockade Transportation Plan	This project involves the implementation of key recommendations of two documents: the 2009 Kingston Uptown Stockade Area Transportation Plan, first commissioned by the Ulster County Transportation Council to address poor access to and circulation within the SBD; and the 2011 I-587 at Albany Avenue/Broadway Intersection Study, which proposes intersection improvements for the Albany/Canton Avenue intersection within the SBD.	City of Kingston and the Ulster County Transportation Council	Total Project Costs: \$5,457,144 DRI Funding Request: \$5,457,144	DRI Funding	Q4 2018 / Q2 2021
7	Repair the Volunteer Firemen's Hall and Museum	This project will involve the restoration of the historic Wiltwyck Fire House, which is home to the Volunteer Fireman's Hall and Museum and is in need of repair. DRI funding will seek to restore and repair the exterior components of the building.	City of Kingston	Total Project Costs: \$1,104,000 DRI Funding Request: \$560,000	DRI Funding Future grant funding	Q4 2018 / Q4 2019

8	Incorporate Public Improvements into the Kingstonian Uptown Revitalization Project	At the junction of North Front and Wall Street is a city-owned, flat parking lot and a vacant warehouse. The City is working with a local developer and architect to design a mixed-use development which will include 132 residential units, 8,500 square feet of commercial space expected to include a mix of restaurants and retail shops, a 34-room hotel, a proposed pedestrian plaza with a walking bridge extending to Kingston Plaza, and a 420-space parking garage with 250 spaces dedicated for public use. DRI funding would be used to incorporate several public improvements into the development, including the pedestrian bridge and plaza.	City of Kingston and JM Development Group LLC	Total Project Costs: \$3,800,000 DRI Funding Request: \$3,800,000	DRI Funding	Q3 2018 / Q2 2020
9	Implement the Kingston Wayfinding Plan	This project would involve implementation of the Kingston Wayfinding Plan, currently in the planning phase, to achieve three goals: enable visitors and residents to navigate safely, efficiently and easily through Kingston and the SBD; create a unifying visual identity for the City and its distinct districts; and encourage and support economic vitality by aiding the growth of motor vehicle, bicycle and foot traffic to local businesses.	City of Kingston and the Ulster County Transportation Council	Total Project Costs: \$403,500 DRI Funding Request: \$403,500	DRI Funding	Q3 2019 / Q2 2020
10	Launch an Uptown Print and Digital Media Marketing Campaign	This project would fund the development of a marketing campaign that seeks to improve the vitality of the SBD and all of Kingston more broadly by (1) advertising local businesses to current and prospective customers (2) attracting new businesses (3) promoting the SBD as an architecturally unique and diverse tourist destination along the Hudson River and (4) encouraging a diversity of people to live in the Uptown neighborhood by distributing information about rental properties, homeownership opportunities, rehabilitation programs, and other housing support services.	City of Kingston	Total Project Costs: \$250,000 DRI Funding Request: \$250,000	DRI Funding	Q1 2019 / Q3 2020
11	Provide Financial Assistance to Homeowners and Businesses	This project involves the expansion of two existing building improvement programs in the City of Kingston: the Residential Rehabilitation Program and the business gap financing and commercial façade improvement programs maintained through the Kingston Revolving Loan Fund. The City is also considering launching its own loan or grant program as well.	City of Kingston	Total Project Costs: \$600,000 DRI Funding Request: \$600,000	DRI Funding	Q3 2018 / Q3 2019

¹ Anticipated start and completion dates are dependent on a variety of factors, including contracting, permitting, and funding levels, among others, and therefore are subject to change.