

City of Rome Implementation Study (BOA)

Steering Committee Kick-Off Meeting | February 26, 2015

Meeting Attendees

Please see attached sign-in sheet.

Meeting Summary

Welcome and Introductions

Kimberly Baptiste (Bergmann Associates) opened the meeting at approximately 3:00 by welcoming attendees and thanking committee members for their interest and participation. Prior to starting the presentation, everyone in the room was asked to introduce themselves and describe their affiliation with the project. It was noted that only a handful (4-5) of committee members participated in the Step 2 Nomination Study.

Project Overview

Following introductions Kimberly began the presentation by introducing the project team, including additional team members not represented at the meeting. In addition to Bergmann Associates (prime consultant), several sub-consultants will be working on the project. Although they have not been identified at this time, sub-consulting services will include marketing and branding, economics, housing, legal and alternative energy. Other key project partners include the New York State Department of State (project lead, financial and technical assistance); New York State Department of Environmental Conservation (technical brownfield assistance); and the City of Rome Economic and Community Development Department.

Kimberly discussed the role of the project steering committee including attendance at committee meetings, sharing information with the project team, reviewing and providing feedback on project deliverables and assisting with community engagement.

BOA Program Overview

Kimberly provided a detailed overview of the BOA Program, noting it is a three-step process and its local community benefits. Kimberly also provided highlights of the Pre-Nomination Study, titled "from brown to green", which was completed in 2012. The main components of the Nomination Study were discussed including the 9 subarea plans and vision statements.



Community Engagement

Community engagement activities associated with the planning process were presented and discussed. Community engagement is proposed to include committee meetings; stakeholder and business leader meetings; developer forum; project newsletters and articles; public meetings; and a project website.

Committee members were also asked to identify important stakeholders whom are not currently represented on the committee. This list will serve as the basis for the identification of individuals for stakeholder or small group meetings.

Project Schedule

The project schedule was briefly reviewed, noting the entire planning process was anticipated to take approximately 16-months.

Implementation Strategy

Kimberly presented the components of the implementation strategy including:

- commercial building inventory
- housing analysis
- cost-benefit analysis
- relocation and reuse feasibility study
- adaptive reuse analyses and map
- land assembly strategies
- design alternatives for strategic sites
- bioremediation strategy and exploration of biomass
- future land uses
- design standards and guidelines; and
- land use incentives to encourage development

Marketing & Branding Strategy

Kimberly presented the various tools used for marketing and branding. This included a 3D-GIS video simulation which helps the public better visualize how the proposed designs would help transform community. Additional marketing material includes Developer RFP's and site profile forms. The marketing team will also work on developing logos, brochures and pamphlets to help communicate the City's revitalization efforts.

SEQRA

Kimberly provided a brief overview of the benefits of developing an Environmental Impact Statement for the study area to help streamline the process for developers. She explained the contents of the EIS and how this helps reduce the fiscal and time costs for a developer by eliminating a significant step in the environmental review process.

Discussion

Kimberly concluded the presentation by discussing the next steps which includes selecting subconsultants, holding the first public meeting, and creating the website for the steering committee so that they have direct access the updated documents.

Dave Macleod (DOS representative) closed the meeting by addressing the steering committee and their role in the process. He strongly encouraged them to review each document to make sure that it fits their vision.

The meeting adjourned at 4:45.

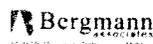
sign-in

City of Rome Brownfield Opportunity Area Step 3: Implementation Strategy

Steering Committee Meeting #1 | February 26, 2015

✓	NAME	AFFILIATION	EMAIL
	Jake DiBari	City of Rome	
	Frank Tallarino	City of Rome	
	Mark Domenico	City of Rome	
	Tim Benedict	City of Rome	
✓	Dan Carpenter	City of Rome	dcarpenter@romecity.gov.com
	Steve Huntzinger	City of Rome	
	Matt Andrews	City of Rome	
	Kim Rogers	Common Council	Kimrogers@meltascient.com
✓	Larry Daniello	Planning Board	larbe712@aol.com
	Kurt Parry	Zoning Board	
	Eric Hubbard	Community Member	
✓	Mike Keelan	Community Member	Gmk711@aol.com
	Chris Mercurio	Community Member	
	Randy Hubbard	Community Member	
✓	Matt Varughese	Community Member	MVARUGHESE@yahoo.com
	Art Simmons	Historical Society	arthsims@romehistoricalociety.org
	Frank Barrows	National Park Service	
✓	Dave MacLeod	NYSDOS	David.MacLeod@dos.ny.gov
✓	JOHN WIMBUSH	NYSDOS	John.Wimbush@dos.ny.gov

This document was prepared for the City of Rome and the New York State Department of State with state funds provided under Title 11 of the Environmental Protection Fund and the Brownfield Opportunity Area Program.



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✓	Sharon Heyboer Brian Hoffmann	NYS DOT	Brian.Hoffmann@dot.ny.gov
	Alina Sanchez	City of Rome	dsanchez@romecity.gov.com
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This document was prepared for the City of Rome and the New York State Department of State with state funds provided under Title 11 of the Environmental Protection Fund and the Brownfield Opportunity Area Program.



City of Rome Implementation Study (BOA)

Steering Committee Meeting #2- Design Workshop | August 10, 2015

Meeting Attendees

Dan Carpenter, City of Rome
Larry Daniello, Rome Planning Board
Mike Keelan, Community Member
Art Simmons, Rome Historical Society
Matt Andrews, City of Rome
Brian Hoffman, NYSDOT
Diana Samuels, City of Rome
Mike Dorsino, City of Rome
Brandon La Roy, City of Rome
Kimberly Baptiste, Bergmann Associates
Jane Nicholson-Dourdass, Bergmann Associates

Meeting Summary

Welcome and Introductions

Kimberly Baptiste (Bergmann Associates) opened the meeting at approximately 3:10 by welcoming attendees and thanking committee members for their continued interest and participation. Prior to starting the presentation, everyone in the room was asked to introduce themselves and describe their affiliation with the project.

Project Recap & Updates

Kimberly began the presentation by providing an update on current efforts relevant to the BOA study area:

- Bellamy Park - The City recently submitted an application for funding for Bellamy Park through the Consolidated Funding Application (CFA) process. Matt Andrews (City of Rome Planning) discussed how the funding would help improve park safety, ADA compliance, placemaking and the overall aesthetics of the waterfront. Funding awards are expected to be announced in November.

- Waterfront Village Developer RFP – Kimberly discussed the components of the RFP for the Waterfront Village Subarea Mixed-Use Development. Developer proposals are due to the city by August 28, 2015.
- Mohawk River Trail Map – The project team has been working with the city to develop an interpretive trail map for the Mohawk River Trail. The maps will be placed at the trailhead accompanied by tri-fold brochures to direct/inform trail users.
- Phase I updates –
 - 109 Canal Street (Rome Turney Site): A Phase I has been completed and the city is now moving forward with a Phase II ESA. The DEC has previously completed work at this site and will be coordinating efforts with the project team.
 - 301 Mill Street (Canterbury Press): A Phase I was completed on the site.
- Marketing & Branding – The marketing piece of the BOA project will consist of a website, videos, story maps, site marketing and promotion, and business attraction strategies. The BOA project website will be integrated into the city-wide website. Logos are being developed specific to the BOA project that will align with the Building Rome brand. The next Steering Committee meeting will focus on the marketing and branding elements of the project.

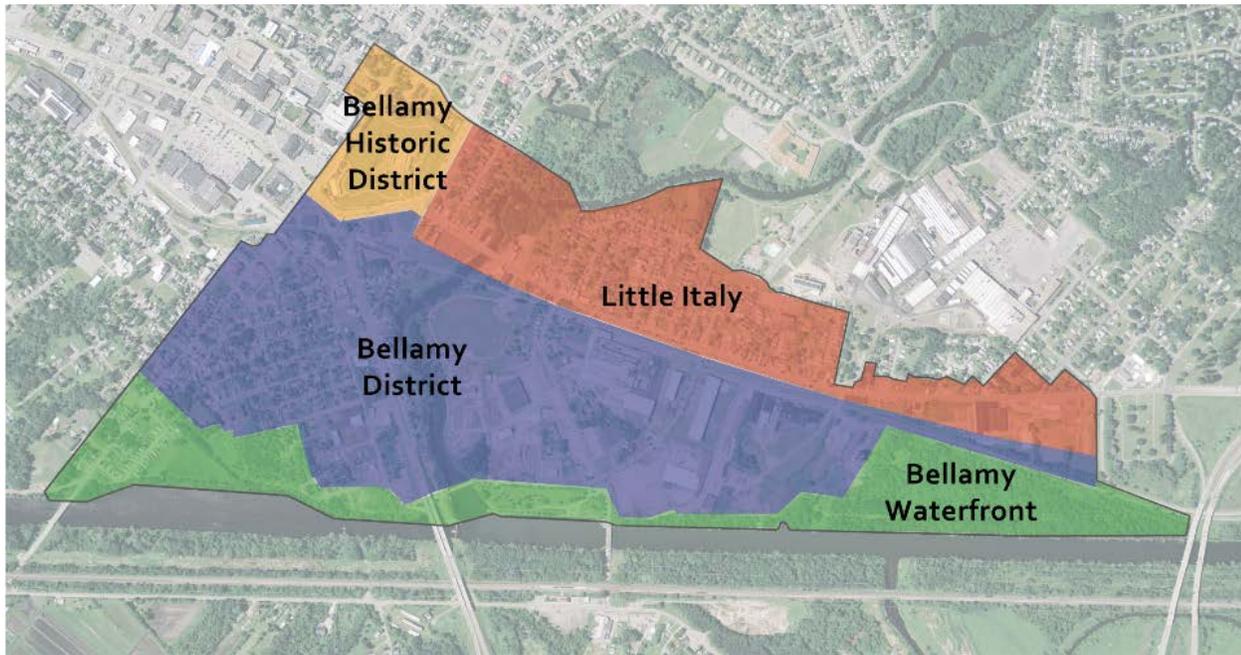
Subarea Planning

The next section of the presentation specifically focused on subarea planning and how it ties to the Master Plan. Kimberly discussed how the subareas were developed as “mini plans” in the Nomination Study. There were originally 8 subareas – Historic District, Little Italy, East Rome Residential, South Rome Residential, Waterfront Village, Erie Boulevard Gateway, Recreation Corridor, Employment District, and Waterfront Greenspace. When compiled, these districts made up the BOA Study Area.

Kimberly discussed how there have been changes in the study area since completion of the Nomination Study, and there is a need to revisit the subareas in order to align the Master Plan with the needs of the community and implementation activities, such as zoning updates and branding.

Kimberly presented a proposed subarea map that consolidates the districts from 8 to 4 and includes Bellamy Waterfront, Bellamy District, Little Italy and the Bellamy Historic District. The “Bellamy” name is meant to unify and capture the range of uses found in each district. The group agreed that it is better to reduce the number of districts, and that the Bellamy District should be geographically separated by east/west. Members of the Steering Committee agreed that Bellamy Waterfront works well, but Bellamy District and Bellamy Historic District may not be meaningful or represent the true

character of the districts. Other considerations for the “Bellamy District” suggested at the meeting include the Black River District or Mohawk River District.



Design Character Exercise

Kimberly introduced the Visual Preference Survey (VPS) as a design exercise intended to capture the desired aesthetic that would be used as a framework for moving from conceptual planning to design guidelines and code development. Kimberly explained how the VPS is a series of photographs that Steering Committee members will rank on a 5-point Likert scale in order to identify what design aesthetic is most desired in the BOA by proposed subarea. In total, 48 images were used that included a range of uses, streetscape designs, building materials and architectural character.

The following are the results showing the top three images that were perceived as most appropriate for each subarea:

LITTLE ITALY

Most Favorable



Least Favorable



BELLAMY DISTRICT – EAST

Most Favorable



Least Favorable



BELLAMY DISTRICT – WEST

Most Favorable



Least Favorable



BELLAMY WATERFRONT

Most Favorable



Least Favorable



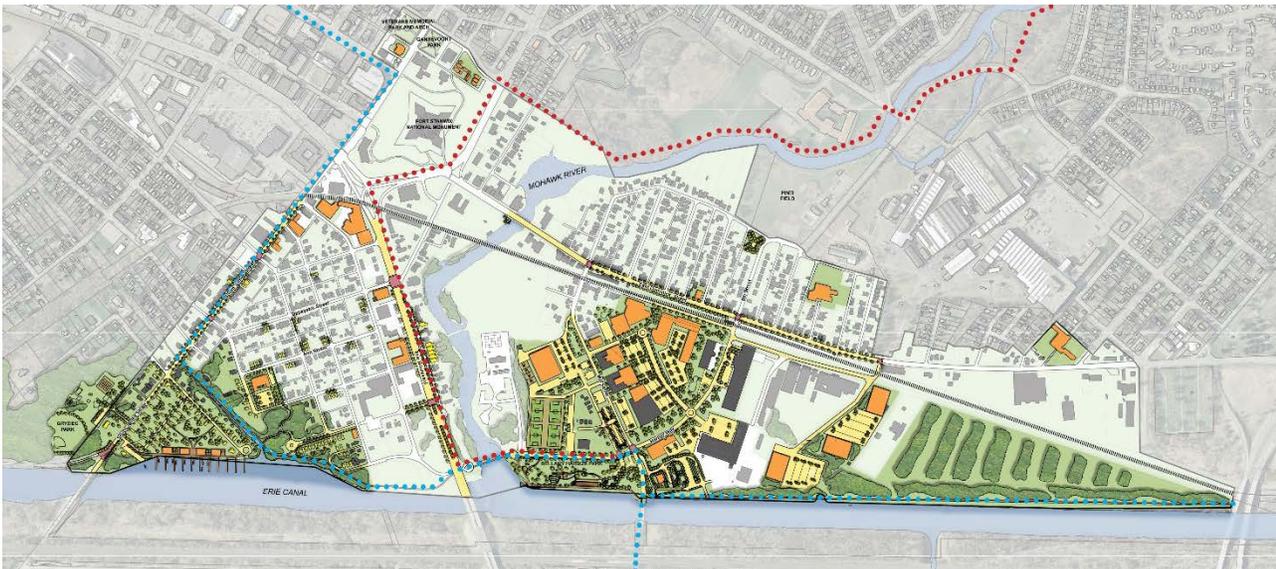
Group Exercise: Master Plan

Kimberly provided an overview of the design principles used to develop the draft Master Plan. These principles include creating useable public spaces, developing pedestrian amenities, enhancing streetscapes and connectivity, offering a range of uses, identifying opportunities for adaptive reuse, and retaining an appropriate scale and character to the district.

Kimberly presented the draft Master Plan for the BOA and asked the Steering Committee to work in two groups to discuss and identify the following:

- If the vision for specific sites and/or areas has changed;
- If there are new projects that need to be reflected on the plan;
- What priority sites should be a central focus of the Master Plan; and
- What activities need to be undertaken to advance redevelopment.

Each group provided revisions to the Master Plan that will be reflected on a modified plan. The revisions will be presented to the Steering Committee at the next meeting.



Next Steps

The next steps of the planning process include modifying the Master Plan, identify branding for the study area, developing draft design guidelines and form-based code development, and holding the first public meeting. It is anticipated that the next Steering Committee meeting will occur in October.

The meeting adjourned at 5: 00.

City of Rome Implementation Study (BOA)

Steering Committee Meeting #3 | September 30, 2015

Meeting Attendees

Jake Dibari, City of Rome
Dan Carpenter, City of Rome
Matt Andrews, City of Rome
Diana Samuels, City of Rome
Mike Dorsino, City of Rome
Brandon La Roy, City of Rome
Santino Emmanuele, City of Rome
Larry Daniello, Rome Planning Board
Mike Keelan, Community Member

Kim Rogers, Rome Common Council
Art Simmons, Rome Historical Society
Frank Barrows, National Parks Service
Brian Hoffman, NYSDOT
Kimberly Baptiste, Bergmann Associates
Eric Brady, Bergmann Associates
Jane Nicholson-Dourdas, Bergmann Associates
Julia Morrissey, Consultant
Mark Morrissey, Consultant

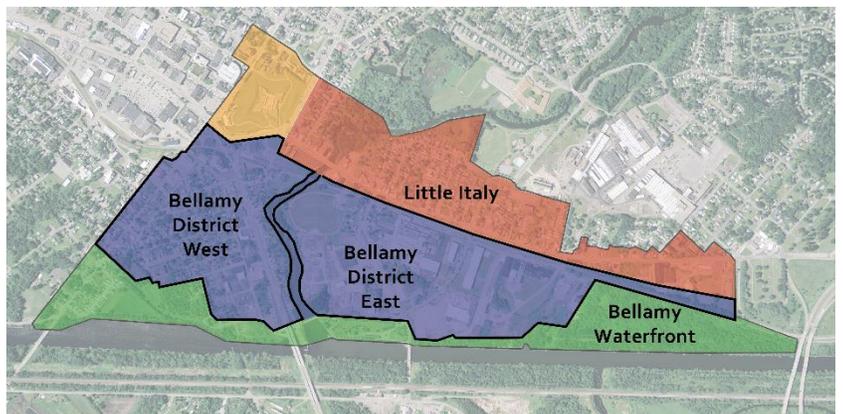
Meeting Summary

Welcome and Introductions

Kimberly Baptiste (Bergmann Associates) opened the meeting at approximately 3:40 by welcoming attendees and thanking committee members for their continued interest and participation. Kimberly provided an overview of the agenda which included a review of the Visual Preference Survey results, Master Plan update, 3D Visualization opportunities, and Brand Development.

Recap of Meeting #2

Kimberly began the presentation by providing the results from the Visual Preference Survey conducted at the previous meeting. The purpose of this exercise was to identify the preferred design characteristic for each of the subareas for consideration when drafting design guidelines and regulatory code updates.



Key findings from the VPS were presented to the committee as noted below:

LITTLE ITALY

The preferred attributes in the Little Italy corridor includes 2-2 ½ story buildings that are consistent with the existing character of the street, strong architectural features such as awnings, lighting and decorate facades, streetscape amenities such as outdoor seating and landscaping, and the ability for uses to spill onto public sidewalks (e.g. café seating).



BELLAMY DISTRICT – EAST

The Bellamy District – East includes uses associated with light industry, flex space and commercial mixed-use. The preferred attributes for this district ranged in size, from 2 to 5+ stories, and architectural character such as warehouse redevelopment and new, modern tech buildings.



BELLAMY DISTRICT – WEST

Preferred development styles in Bellamy District- West included single-family homes that ranged in size, character, color, and architectural detail – some houses were modern with clean lines, non-traditional colors, and a-symmetric windows (picture right), while others were designed as traditional New England capes and colonials. All styles were ranked high by participants. Notably, none of the multi-family housing styles ranked high.



BELLAMY WATERFRONT

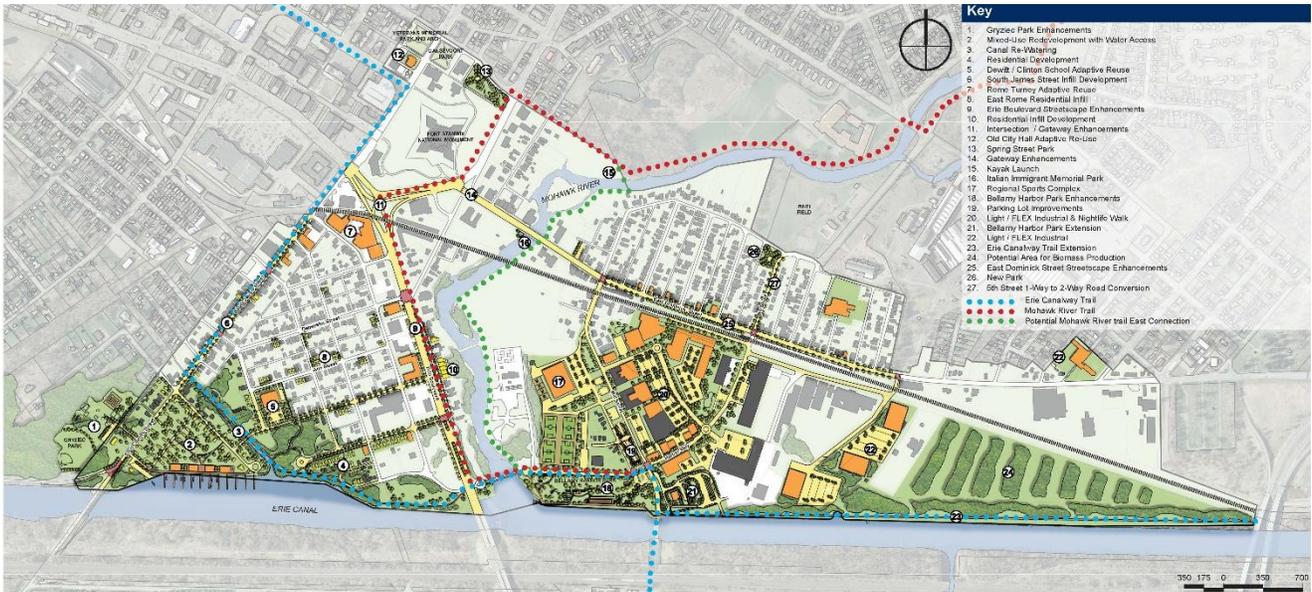
The preferred attributes in the waterfront district include developed public spaces. Images that ranked high include those that had public-private waterfronts that were welcoming and open to pedestrians, and spaces that engaged the waterfront (e.g. restaurants with waterfront seating). Spaces that had a “privatized” feel or were undeveloped in a natural state did not rank high.



2015 Master Plan

Kimberly presented the updated Master Plan for the BOA and provided an overview of the changes based on the committee's input. These changes include:

- Stronger roadway connections between Erie Boulevard and Waterfront Village;
- Potential trail connection along the Mohawk River; and
- Additional infill development on Harbor Way.



3D Visualization

Eric Brady (Bergmann Associates) discussed 3D visualization tools and how they can be used in the planning process. 3D capabilities include visualizing master plans, assessing zoning and design guidelines, build-out scenarios and the marketing and promotion of individual sites or areas. Eric demonstrated how various 3D visualization tools can be utilized in Rome, based on the level of detail desired by the community, in-house GIS capabilities, and the City's long-term goals and objectives.

Examples from the presentation include:

- City of Rochester Master Plan that shows proposed development with the scale and density the city hoped to achieve. This tool was used to help educate the public, allowing them to visualize future development potential. The tool was also used to support Site Plan Review.
- City of Cohoes used 3D tools to market and promote sites. The buildings were shown as an orange massing with limited amount of detail.
- City of Charlotte video analysis using CityEngine. The tool was used to highlight how 3D GIS can be used to assess implications identified in a City Zoning Ordinance.

- City of North Tonawanda video analysis, which included a full build-out analysis including traffic projections.
- Westchester County using ArcGIS Pro (ESRI). This example showed the impact development will have on parking and lot based on the density and size of the building. The buildings were color-coded based on the use types (e.g. residential, commercial) and the data was pulled from GIS.

Eric's presentation concluded with a group discussion of how the city would like to incorporate 3D GIS into the project.

- The committee agreed that this would be good for the zoning updates, specifically to visualize the waterfront district and form-based code.
- Members from the committee expressed interest in using this to help illustrate potential build-out scenarios for developers, as well as the need to show the public existing conditions and future potential.
- All agreed the City should be taking advantage of this expertise.

Brand Development

Mark Morrissey (Morrissey Consulting) opened the presentation with a discussion about name recognition and the components that go into developing a strong brand (awareness, understanding, and value). Mark explained how value is created based on real and perceived notions that stem from a name (Example: "House for Sale on Crooked Brook Lane" or "House for Sale on Flash Flood Drive" - same house, different name).

It was noted that BOA or Brownfield Opportunity Area is not a name that resonates with developers, residents and visitors. Mark introduced a "re-naming" of the BOA as *Bellamy Harbor*. Committee members agreed that the distinct subareas in the BOA needed to be consolidated from 9 to 4. Further discussion on this topic is noted below:

- All agreed a consistent message was important.
- Continuing to define areas that are already recognizable to people, such as Little Italy and the Historic District was considered important.
- Questions arose with regards to the Erie Boulevard BOA and how the name would transfer.

Branding and marketing collateral development will continue to be discussed at future meetings.

Next Steps

Next Steps in the planning process include updating the project website, developing the 3D Visualization Model, developing draft form-based code for the Waterfront area, and development of the Implementation Strategy. The meeting adjourned at 5:35 p.m.

City of Rome Implementation Study (BOA)

Steering Committee Meeting #4 | November 18, 2015

Meeting Attendees

Jake Dibari, City of Rome
Matt Andrews, City of Rome
Tim Benedict, City of Rome
Diana Samuels, City of Rome
Mike Dorsino, City of Rome
Gerard Feeney, City of Rome
Santino Emmanuele, City of Rome
Larry Daniello, Rome Planning Board
Mike Keelan, Community Member

Art Simmons, Rome Historical Society
Frank Barrows, National Parks Service
Chris Destito, The Savoy
David Benn, The Mill
Andy Morace, Vigneto Bar & Grill

Kimberly Baptiste, Bergmann Associates
Jane Nicholson-Dourdas, Bergmann Associates
Julia Morrissey, Morrissey/Branding
Mark Morrissey, Morrissey/Branding

Meeting Summary

Welcome and Introductions

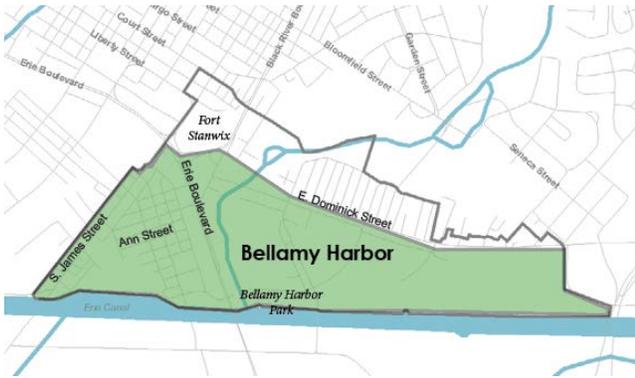
Kimberly Baptiste (Bergmann Associates) opened the meeting at approximately 3:15 p.m. by welcoming attendees and asking everyone to introduce themselves. Kimberly began the presentation by providing an overview of the BOA program and the steps involved in the planning and implementation process. Kimberly explained the process of obtaining the BOA grant, and the benefits of going through the BOA process to new committee members.

Kimberly reviewed the meeting agenda which included preliminary community survey results, implementation activities, overview of the 3D model, and next steps.

Preliminary Survey Results

The project team developed a survey to help identify priorities and strategies for future projects and to inform brand development. The survey was distributed to the Steering Committee list as well as several social media outlets. As of the meeting date, 132 responses were received. Kimberly asked the committee to continue to distribute the survey to various listservs and organizations. The survey will remain open for several more weeks in order to receive more input and increase the sample size.

Kimberly reviewed each of the questions and asked the committee what they thought the top responses were. It was noted that a map accompanied the questions that pertained to a specific geographic area.



Q6. Why do you visit Bellamy Harbor today?

- I don't visit B.H. (40)
- Access to the Mohawk River Trail (32)
- Bellamy Harbor Park (32)
- Access to the Erie Canal (24)
- Visit existing businesses (7)
- Work in the area (4)
- Live in the area (0)
- If you don't visit, explain:
 - No reason to visit / nothing to do / limited motivation (27)
 - No time (2)
 - There needs to be additional attractions – restaurants, activities (2)
 - Empty buildings that need to be removed; depressed area (2)
 - Only reason is for CanalFest (3)
 - Drive through only; look at ongoing progress
 - No connection to the history or modern use of the canal

Q7. If you visit Bellamy Harbor, how do you feel about the area?

- I like B.H. (47)
- Indifferent (20)
- Strongly dislike (13)
- Don't like (9)
- Really like (3)
- If you strongly dislike, please explain:
 - Could be used for more special events and more for families to do / restaurants / shops / amenities / develop as a tourism destination (13)
 - Wonderful as a start- strong infrastructure but needs to be more developed (6)
 - Need to relocate City Yard- it is prohibiting the waterfront district from developing (2)
 - Use for fishing access only
 - Disconnected uses
 - Needs more parking for existing businesses
 - Limited need / motivation to go there
 - Unfinished projects

Q8. What are the issues facing the Bellamy Harbor district?

- All of the above (64)
- Vacant buildings / land use (13)
- Lack of commercial (10)
- Limited recreation / entertainment (8)
- Limited jobs / industry (1)
- Other (4)
 - Lack of proper planning / not realistic (2)
 - Lack of commitment from the City
 - Need for 4-seasons activities

Q9. What are Bellamy Harbor's biggest assets?

- Erie Canal (65)
- Developable land (49)
- Mohawk River (42)
- Bellamy Harbor Park (30)
- Access to train (25)
- Access to downtown (25)
- Existing businesses / jobs (3)
- Other (12)
 - All of the above (2)
 - Trail, location (2)
 - No big asset (2)
 - Area has the potential to be a catalyst for growth (2)
 - The park

Q10. What one project would change your perception of Bellamy Harbor?

- New mixed-use (25)
- New uses in available buildings (21)
- Redevelopment of large parcels (16)
- Improvements to canal-front (15)
- Other (10)
 - All of the above (3)
 - Nothing (2)
 - Relocate DPW
 - Utilize the General Cable Tower
 - Workable, beneficial ideas for improvement
 - Remove old vacant buildings
 - Complete bathrooms, retail space, restaurants, shop

Q11. What improvements would make you want to spend more time in Bellamy Harbor?

- Commercial uses (46)

- Lack of funds by private businesses
- It's designation (name "Little Italy")

Q16. What are Little Italy's biggest assets?

- Restaurants (33)
- Community character (21)
- Residential neighborhoods (16)
- Existing jobs / businesses (12)
- Diverse retail (3)
- Other (8)
 - Good anchor restaurants / walking distance to culture & recreation / nice mix of businesses (3)
 - Proximity to Bellamy Harbor (2)
 - Mazzaferro's
 - Gualteri Market
 - All of the above

Q17. What improvements would make you want to spend more time in Little Italy?

- Redevelopment of existing buildings (56)
- New Commercial uses (37)
- Housing options (16)
- Other (18)
 - No improvements (5)
 - Removal of low income housing / need more living options (3)
 - More diversity (2)
 - Aesthetic improvements – facades, properties, cleanliness (2)
 - The people
 - Development of the Erie Canal
 - More places to eat and shop
 - Redevelopment of existing buildings
 - Larger stores
 - All of the above

Implementation Activities

Following the survey, Kimberly reviewed the Master Plan, as well as specific capital and non-capital projects that were identified in the Nomination Study planning process. Some of these projects have been completed, moved into new phases of development, or are no longer in consideration. The following 16 projects were reviewed and discussed:

1. Gryzic Park enhancements
2. Create a new mixed-use waterfront destination
3. Dewitt Clinton School
4. South James Street
5. Rome Turney Redevelopment
6. Owner/Renter Occupied Housing
7. Erie Boulevard improvements
8. Fort Stanwix
9. City Yard



10. Bellamy Harbor Park
11. Trail Linkages (canalway)
12. Industrial Site redevelopment
13. Biomass opportunities
14. East Dominick Street enhancements
15. Columbus Avenue school and grounds
16. Marketing & Branding of entire BOA

Committee members were given a ranking sheet and asked to rank their top 5 priority projects that they would like to see move forward (1 indicated a top priority). The following projects ranked the highest:

1. **Create a new mixed-use waterfront destination (average 1.9)**
2. **Industrial site redevelopment (average 2.0)**
3. **Erie Boulevard improvements (average 2.3)**
4. **Bellamy Harbor Park (average 2.6)**
5. **Marketing & Branding (average 3.4)**

6. **South James Street (average 3.7)**
7. **East Dominick Street enhancements (average 4.0)**
Rome Turney redevelopment (average 4.0)
8. **Fort Stanwix (average 4.3)**
9. **City Yard (average 4.5)**
10. **Trail linkages (average 4.7)**

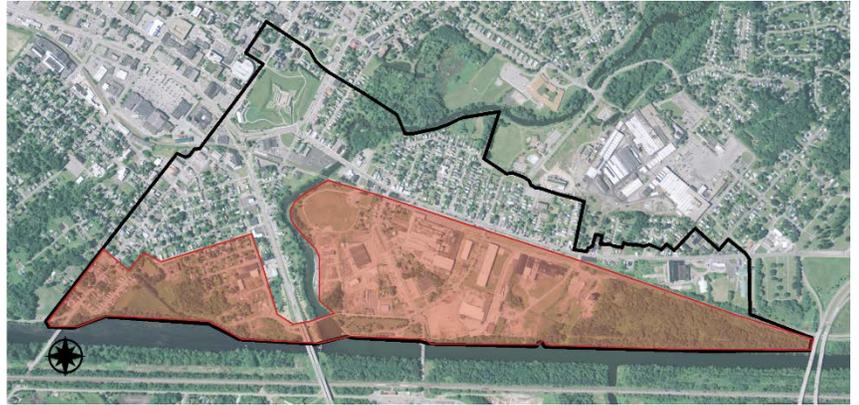
11. Gryzniec Park enhancements (0 votes)
12. Dewitt Clinton School (0 votes)
13. Owner/Renter Occupied Housing (0 votes)
14. Biomass opportunities (0 votes)
15. Columbus Avenue School and grounds (0 votes)

After reviewing each project, committee members had the opportunity to discuss the projects in more detail. Questions and comments included the following:

- **How does industry interact with other non-industrial uses? Does industry deter people?**
Kimberly explained that industry today is not what it used to be or what people think of (traditional heavy manufacturing / smoke stacks). Industry today also consists of research & development and clean technology. Form Base Code (FBC) will explore and facilitate relationships between the industry uses and its surroundings, as well as, identify the transitional areas of the City.
- **How do we prioritize projects? How do we know what can / cannot be developed?**
Kimberly noted that we do not know everything about each project. The economic feasibility, environmental status, reuse potential, etc. may require further analysis. The purpose of this process is to identify the top projects, complete further studies, and identify how we can leverage grant resources so that they can move forward. Consultants/experts will be brought in to further study and advance priority initiatives.
- **How do we plan for private property?**
We engage private property owners early in the process and keep them engaged. If they want to be involved, the grant process can help with preliminary planning, such as environmental assessments or preparation of a GEIS. Kimberly explained that property owners can participate in the Brownfield Cleanup Program for cleanup activities, which provides tax credits after projects are completed. While the Form Based Code cannot change existing attributes of private property, it will ensure that future development within the City continues to progress in a way that is in line with the FBC.

Overview of the Zoning Update

Kimberly provided a brief overview of the city-wide zoning update and how the BOA fits into the process. She showed a map of the general area to be included in the new waterfront district. The map will be tweaked as the code is further developed.



Kimberly reviewed the types of codes used to regulate development including Euclidean zoning, Form Based Codes, and design guidelines. Euclidean zoning is the traditional structure used to regulate land uses within districts. Form Based Codes (FBC) are an approach to zoning which regulates the form of development rather than the use itself. FBC are design focused and help promote a particular type of development.

FBC is one type of code that can be used to help obtain the desired look and feel of the waterfront. The elements of a FBC generally include a regulating plan, building forms and standards, such as building transparency and outdoor seating areas, site standards, and public space/street standards. Bergmann Associates will be working with the City and Camoin to prepare a FBC for consideration.

3D Model

Kimberly presented the preliminary 3D model to show the basics of how it works and operates. She showed the model with the existing conditions and future redevelopment opportunities presented in the Master Plan. The model allows you to move throughout the Study Area to get a feel for future changes. The model will be further developed and presented at a future meeting, and will also be distributed electronically to committee members.

Next Steps

The next steps in the process are:

- Committee Meeting #5
- Public Meeting (Spring)
- Advanced 3D Model
- Draft Form Based Code
- Branding advancement
- Step 3 Implementation Strategy document
- Economic Analyses of priority projects

The meeting adjourned at 4:45 p.m.

City of Rome Implementation Study (BOA)

Steering Committee Meeting #5 | March 23, 2016

Meeting Attendees

Jacqueline Izzo, Mayor, City of Rome

Matt Andrews, City of Rome

Larry Daniello, Rome Planning Board

Art Simmons, Rome Historical Society

Frank Barrows, National Parks Service

Fred Arcuri, MVEDGE

Justin Gulatieri, The Grand

Jason Gulla, Gullas Graphics

Mike Brown, Rome Main Streets

Kimberly Baptiste, Bergmann Associates

Jane Nicholson-Dourdas, Bergmann Associates

Allie Balling, Allieway Marketing

Michael N'dolo, Camoin Associates

Daniel Stevens, Camoin Associates

Meeting Summary

Welcome and Introductions

Kimberly Baptiste (Bergmann Associates) opened the meeting at approximately 3:15 by welcoming attendees and thanking committee members for their interest and participation in the project. Kimberly provided an overview of the agenda which included a review of project progress, on-going implementation activities, priority initiatives, and marketing and branding.

Project Overview

Kimberly began the presentation by providing the committee with an overview of the BOA project. She introduced members of the project team and the expertise each subconsultant brings to the process.

Master Plan

Kimberly presented an overview of the Study Area which encompasses 991 parcels and 513 acres. She noted that the residuals from the BOA program extend beyond the BOA boundary, and can have a positive impact on redevelopment efforts throughout the City. The project team and Steering Committee have been working together to update the projects outlined from the Step 2 Nomination Study and Master Plan.

Previously identified priorities include:

Mixed-Use Waterfront Development

A mixed-use waterfront development has been a top priority throughout the planning process. The project team has developed a Developer RFP for the current mobile home park site. Matt Andrews (City of Rome) commented that the City has \$800,000 from the Department of State that could be used for pre-development work on this site. He posed the question of how much BOA funding should be committed to this site when the City has secured additional DOS funding. Michael N'dolo (Camoin Associates) commented that there is a housing demand in Rome; that this project would provide a catalyst for attracting additional investment and a new type of housing that is not currently available in the City.

Rod Mill Site / Indoor Market

The Rod Mill site has had considerable cleanup and investment. Kimberly opened the discussion to the Committee and asked what could be done to enhance the site, attract business owners, and if there are opportunities to enhance the water tower as an icon. Committee members commented that this is a good central hub to focus on, but questioned what type of use do you attract – business or entertainment and how does it build from there. Michael emphasized the need to streamline the development process, permitting, and planning that will push development into the City. Without a streamlined process, developers will leapfrog to areas that are easier to work with – private funding follows public investment. He recommends starting with housing and creating a place where people want to live. Accessory uses – bars, restaurants, entertainment, arts & cultural uses will follow. The new navigation center is an important piece in continuing implementation and developing the waterfront as a destination.

Erie Boulevard Improvements

Erie Boulevard is a key gateway into the City with opportunities for wayfinding and enhancing the streetscape, making it more attractive for private investment.

Bellamy Harbor Park

Bellamy Harbor Park has continued to be a top priority through the process.

Tourism Strategy

A larger tourism strategy is an important part of the BOA process and is currently being implemented through the marketing and branding strategy. As the marketing and branding piece is developed, we will have a better idea of the types of collateral needed to move the tourism strategy forward. The marketing strategy will be done in collaboration with citywide efforts.

Other Initiatives

Mill Street Connection

There are opportunities to continue building on the Mill Street connection to East Dominick Street and the waterfront through the parking lot funding with additional placemaking and wayfinding strategies. The committee discussed this as a top priority site that could serve catalyst to spur other development opportunities.

East Dominick Street

Efforts on East Dominick Street include building on the momentum by identifying ways to attract businesses, commercial building inventory updates, and developing collateral for implementation. A Main Street business group could help identify redevelopment opportunities and spur growth.

Rome Turney

The 1.4 acre Rome Turney site is at an important location for redevelopment. A Phase 1 & 2 Environmental Site Assessment (ESA) has been completed on the site, as well as a Remediation Strategy. Future efforts could include a market analysis, structural analysis, demolition cost estimates, site marketing, and a developer RFP. The Committee agreed that the site is critical in the redevelopment of the BOA, but the building/structure may not be salvageable for adaptive reuse. This continues to be a priority site.

City Yard / DPW

Relocating DPW has been a priority in the past and the City has completed a DPW Relocation Analysis. A recreational end use was identified, and implementation efforts could include a recreation needs assessment, building reuse assessment, environmental assessment, site design work, and funding strategy to determine if this project is still viable. Committee members commented that this is a critical site between the waterfront and East Dominick Street corridor. Sports continues to be a key issue in the City, but does this effort preclude housing (on E. James Street)? The City wants to attract the younger demographic that is close to amenities, but how do you pick which is a priority. This site will need more consideration to determine the highest and best use for the property.

Marketing and Branding

Community Survey

Jane Nicholson-Dourdas (Bergmann) provided an overview of the community-wide survey that was developed in early November 2015. The survey was one of the first steps in the marketing and branding process that was developed to gauge how residents and business owners feel about the Study Area and start to identify priorities. The survey focused on quality of life, tourism, business, Bellamy Harbor and Little Italy and will be used to inform various parts of the planning process. Each committee member

received a copy of the survey which had 145 responses as of the date of the meeting. Jane reviewed a question from each of the categories which revealed that residents and business owners like certain aspects of the Study Area, but would like to see improvements. It also revealed that large manufacturing may be suited for other areas of the City rather than the BOA, and more focused around housing, mixed-use, and smaller commercial.

Marketing & Branding Strategy

Jane turned the discussion over to Allie Balling (Allieway Marketing) to introduce the process for developing a brand, logo and collateral for the BOA. As of the date of the meeting, Allie completed 4 interviews with members of the Steering Committee to gain insight into the BOA. Each member of the Steering Committee will have the opportunity to inform the marketing & branding process. The final marketing and branding strategy will complement the citywide marketing strategy being developed by MPW to ensure there is consistency between both efforts.

Allie had Steering Committee members participate in a word scramble game to get them thinking about key words and phrases that have come up in the marketing process. Key phrases include waterfront recreation, kindhearted, Little Italy, family focused, and manufacturing. These ideas will be reflected in the design and message of the overall brand.

The marketing and branding process is a 5-step process that includes research and development, developing key messages, and creating a strong visual identity. The last step of the process is marketing the brand. Steering Committee members will have the opportunity to review the drafts of the brand and logo, and provide input on the chosen design.

It is anticipated that the name and tagline will be finalized by the end of April, with the final logo and marketing plan being finalized around the end of May.

Next Steps

Next Steps in the planning process include:

- Name and tagline branding,
- Website development,
- Market & economic analysis scope,
- 3D visualization interactive tools,
- Form based code integrated into the overall zoning code, and
- Community engagement.

The meeting adjourned at 4:45 p.m.

City of Rome Implementation Study (BOA)

Steering Committee Meeting #6 | June 13, 2016

Meeting Attendees

Jaqueline Izzo, Mayor, City of Rome

Matt Andrews, City of Rome

Kiva Vandergeest, City of Rome

Larry Daniello, Rome Planning Board

Art Simmons, Rome Historical Society

Frank Barrows, National Park Service

Fred Arcuri, MVEEDGE

Mike Keelan, Community Member

Frank Carzo, American Alloy

Mike Brown, Rome Main Streets

Fred Arcuri, MVEEdge

Christian Mercurio, MVEEdge

Tim Giarrusso, HT

Jim Binzz, Main Streets

Michelle Moran, Teddy's

Kimberly Baptiste, Bergmann Associates

Jane Nicholson-Dourdas, Bergmann Associates

Allie Balling, Allieway Marketing

Michael N'dolo, Camoin Associates

Daniel Stevens, Camoin Associates

Meeting Summary

Welcome and Introductions

Kimberly Baptiste (Bergmann Associates) opened the meeting at approximately 3:10 by welcoming and introducing attendees, and thanking committee members for their participation in the project. Kimberly provided an overview of the agenda which included a review of on-going implementation activities, marketing and branding update, market analysis, and next steps in the process.

On-Going Implementation Activities

Kimberly started the presentation with an update on the planning and on-going implementation projects.

Form Based Code: Waterfront District

Bergmann is working with Camiros to update the City's zoning ordinance, with a specific focus on the waterfront district. Kimberly explained that unlike a traditional (Euclidean) based code, the waterfront district will be form-based which focuses more on character rather than use. Kimberly noted that the waterfront district will include a prohibited use list, such as adult uses, to ensure the character of the waterfront develops in a manner consistent with the community's vision. The waterfront district will

also include provisions for outdoor amenity areas, landscaping, bicycle amenities, lighting, signs and nuisances. There will be three (3) subareas within the district that have been defined and will include specific regulations to that subarea, such as building heights and setbacks. The next Steering Committee meeting will include a 3D model of the proposed regulations.

Rome Turney – EPA Grant

The City of Rome was awarded a competitive EPA Grant for the Rome Turney site. The \$200,000 will be used for remediation and cleanup of the site.

Downtown Revitalization Initiative (DRI)

The City of Rome submitted an application for the Governor’s Downtown Revitalization Initiative (DRI). Kimberly explained that each region is competing for \$10 million, including \$300,000 of planning funds, for project implementation. The awards will be announced in July.

Project Website

The domain name for both the downtown and Erie Boulevard BOA’s has been secured – www.RomeRises.com. Kimberly explained that the origins of the name will be discussed in further detail with Allie. Once the name, logo and colors are chosen, the website will be finalized.

Mohawk River Trail Logo

Allie Marketing and a subconsultant completed a trail logo for the Mohawk River Trail. The logo can be used to further market and promote the trail through signage, wayfinding, and placemaking.

Rod Mill Renaming

Kimberly explained that the purpose of renaming Rod Mill is to help create a strong identity and positive recognition of the site. With the development of the new navigation center, a new name will help build momentum for future opportunities and make the connection between the waterfront, Mill Street and beyond. The team developed a series of names for the City to comment on.

Marketing and Branding

Marketing & Branding Strategy

Kimberly turned the discussion over to Allie Balling (Allie Marketing) to introduce the process and present the names and taglines developed for the BOA project. Allie provided an overview of the process, which includes five steps to develop the marketing and communication plan. As of the date of the

meeting, Allieway has completed focus group creative sessions and met with City staff to review preliminary concepts. The City chose the name *Rome Rises* which will be synonymous with the BOA project and support future collateral. Allie presented 5 options for names, taglines, and subarea branding. The committee had the opportunity to comment on each option and provided general feedback on the name. The general consensus among the Committee was that Cooper City needs to be included as copper distinguishes Rome nationally. The Committee agreed that *Copper City. Rome Rises.* would resonate better than just *Rome Rises*. The consultants asked the committee to think about the name in the context of attracting developers, outside funding sources, and how it would be applied to different projects and phases. The name and tagline chosen will also be associated with the project, not to be confused with a city-wide branding effort.

The next step in the process is to revisit the brand and incorporate the comments from the Committee. The goal is to have the name and tagline finalized by the end of June, followed by logo development and the final marketing plan.

Market Analysis

Allie introduced Dan Stevens (Camoin Associates) to present the market analysis. Camoin Associates completed a city-wide market analysis for the BOA to identify trends and new opportunities for development. Dan explained that the analysis was completed for four categories including residential, retail, office, and industrial/flex space. The geography of the data includes the greater Rome market and building related data was collected using CoStar. Dan presented the findings from each of the four categories.

Residential Market Analysis

The residential market analysis revealed that there is a significant need for replacement housing in Rome due to an aging housing stock and low home values. The population of Rome is projected to decline; however, the County's population is project to increase. With the development of the nanotechnology plant in Marcy, the region is attracting young professionals that want to live close to their work. With rising rents and falling vacancy rates, there is the potential demand for new multi-family opportunities. A summary of the residential opportunities includes:

- Mixed-use residential multi-family – young professionals and empty nesters / retirees (changing preferences) and opportunities for ground floor amenities; and
- Independent living facilities (age 55+ housing)

Retail Market Analysis

Retail is not a significant driver of growth in the City. With little to no retail construction in Rome, the retail market remains flat but balanced. Dan explained that a retail gap analysis was performed to identify those niches that could help develop the retail market. The retail gap analysis is the difference between the expected amount spent by consumers at retail establishments (located anywhere) and the amount spent at stores in the city. A positive gap means that the dollars are leaving the City and reflects an opportunity to recapture the market. The gap analysis revealed that the highest opportunities in Rome are for full service restaurants. A summary of the retail market analysis includes:

- The retail market is generally stable but a few opportunities exist;
- Restaurants have a greater potential;
- Interviewees expressed interest in entertainment options and banquet facilities;
- Future housing development would induce retail demand.

Office Market Analysis

The office market analysis focused on vacancy rates and future demand. The analysis revealed that the quality of office space in Rome is not on par with the region. With improving vacancy rates and growth in the health care industry, there remains a potential demand for new medical offices. Overall, the market outlook for office development is weak, but some potential might exist for higher quality spaces.

Industrial and Flex Market Analysis

The last category includes industrial and flex space. Industrial space is typically more modular, while flex space includes an office component. Manufacturing in Rome accounts for nearly 50% of all industrial space in Rome with low absorption rates and medium-high vacancies. There remains little demand for flex space with a limited number of people moving into the City. The analysis revealed that Griffiss Park is likely to absorb most industrial demand in the short-term. As park space becomes limited, there may be market potential for industrial space.

Overall Findings

Overall, the market analysis identified opportunities including:

- Mixed-use residential;
- Independent living options (age 55+ housing);
- New and/or improved housing stock;
- Restaurants and other select retail categories;
- Medical office; and
- Industrial in the long term.

Where do we go from here?

In light of the market analysis, opportunities were identified that could be advanced using BOA funding including:

- Targeted industry analysis (may be site specific);
- Medical office opportunity analysis;
- Site specific reuse proformas;
- Developer RFP's; and
- Marketing collateral / recruitment materials

Kimberly recommended that next steps include a Consolidated Funding Application (CFA) for Bellamy Harbor Park; demolition, cleanup, and developer RFP for the Rome Turney site; and project advancement at the Rod Mill and Mill Street sites. Recommendations for these sites including a site-specific feasibility analysis, BCP incentives analysis, gateway/streetscape enhancements, conceptual designs, and a developer RFP.

Next Steps

Next Steps in the planning process include:

- Complete logo / colors
- Finalize website
- Commercial space database
- Housing stabilization
- Site specific design illustrations (marketing collateral)
- 3D model
- Form Based Code
- Development of the GEIS

The meeting adjourned at 5:00 p.m.

Meeting Attendees

Matt Andrews, City of Rome
Kiva Vandergeest, City of Rome
Ed Seelig, City of Rome
Brandon LaRoy, City of Rome
Larry Daniello, Rome Planning Board
Fred Arcuri, MVEDGE

Christian Mercurio, MVEdge
Kimberly Baptiste, Bergmann Associates
Jane Nicholson-Dourdas, Bergmann Associates
Michael N'dolo, Camoin Associates
Daniel Stevens, Camoin Associates

Meeting Summary

Welcome & Introductions

Kimberly Baptiste (Bergmann Associates) opened the meeting at approximately 3:10 by welcoming and introducing attendees, and thanking committee members for their participation in the project. Kimberly provided an overview of the agenda, which included a kick-off discussion of the Erie Boulevard BOA, website, and marketing strategies for both BOA's, as well as the following on-going implementation activities:

- Waterfront Zoning;
- Housing Analysis;
- Wayfinding Strategy; and
- Strategic Site Financial Feasibility

Erie Boulevard BOA

Kimberly started the presentation with an overview of the Erie Boulevard BOA. The Project Team consists of Bergmann Associates, Camoin Associates, Allieway Marketing, and Walker Parking, and will be working with the Steering Committee and greater community to complete the following project tasks:

- Vision, Goals & Objectives
- Updated Inventory & Analysis
- Economic and Market Analysis
- Conceptual Master Plan
- Strategic Site Advancement
- Implementation Strategy

The Project Team met with the Department of State to review the project scope and refine the boundary. The boundary encompasses parcels along the Erie Canal, east to South James Street, and north to the arts & cultural district along W. Dominick Street. The planning process will include developing a tailored vision for the Study Area that will build on previous efforts.

In addition to a comprehensive inventory and analysis, Camoin Associates will develop an economic and market analysis that examines the socio-economic and real estate trends in the BOA, as well as strategies for redevelopment of targeted brownfield and underutilized sites. Kimberly explained how this information is a key element in the development of the BOA Master Plan and implementation strategy.

A unique aspect of the Erie Boulevard BOA is the analysis of the George Street parking garage. Walker Parking will develop a parking study that evaluates the current condition of the garage, and future opportunities for redevelopment.

Downtown BOA

Kimberly provided an update of the on-going implementation activities associated with the Downtown BOA.

Waterfront Zoning

Bergmann has been working with the City to develop a form based code for the waterfront that focus on land uses, rather than the use itself. Kimberly explained that by focusing on the performance of the site, rather than a particular use, the community will be able to achieve a desired type of character and development. The draft code is organized into four sections including:

- [1] Introduction and Overview
- [2] Regulations applicable to all districts
- [3] Subarea Regulations
- [4] Nuisances / Administration

The waterfront district consists of three subareas including the Mill Street, Canal, and Industrial subareas. Each subarea contains regulations specific to building placement, such as setbacks, building height, façade requirements, and setback encroachments. Additional regulations were developed for parking, landscaping and screening, lighting, and signs.

Housing Analysis

Jane Nicholson-Dourdas presented the findings from the housing analysis which was developed to describe the existing housing supply in the BOA, as well as identify opportunities and strategies to meet the needs of the City's current and future residents.

Jane provided an overview of the methods used to conduct the study which included analyzing parcel data, ESRI data, previous studies, as well as a windshield survey which is an assessment of exterior conditions. The study was organized into 5 key sections including:

- [1] Land Use Classifications
- [2] Ownership Patterns
- [3] Housing Characteristics
- [4] Housing Conditions
- [5] Recommendations

The results from the analysis indicate that there is a high proportion of renter-occupied units and cost burdened households, which is defined as 30% of household income being allocated towards housing costs. The study further revealed that vacant property provides an opportunity for land assemblage, as well as alternative uses. Future housing demands will require new units to support multi-family housing for the 55+ cohort, and young professionals.

This document was prepared for the City of Rome and the New York State Department of State with funds provided under the Brownfield Opportunity Area Program.

The analysis provides key recommendations to help the City meet future housing needs including HOME investment partnerships, small-scale residential infill redevelopment, strategic land acquisition, as well as leveraging the City's RFP process.

Wayfinding Strategy

The City will be undertaking an update of the 2006 Wayfinding Plan in order to improve navigation, enhance the overall aesthetic of the streetscape, and create a dynamic and vibrant downtown and waterfront. Kimberly explained that the contents will include an existing conditions analysis, as well as specific recommendations for sign design and messaging, a wayfinding Master Plan, and cost estimates. The Wayfinding Plan is being developed in lieu of the biomass study or commercial inventory.

Strategic Site Financial Feasibility

Dan Stevens and Michael N'Dolo, Camoin Associates, presented key findings from the financial feasibility analysis for selected sites in the Downtown BOA. Dan explained the methods for developing the analysis, and the factors that determine if a project will be feasible including debt service coverage ratio and the internal rate of return.

Camoin Associates looked at a various development options for the Rome Turney and Rod Mill sites to determine what redevelopment scenarios would be feasible. Development scenarios for the Rome Turney site included new mixed-use residential, new commercial, new industrial/flex space, and adaptive reuse. The results from the analysis indicate that new build mixed-use and adaptive reuse are the most feasible options for the Rome Turney site, while development is unlikely for new commercial or industrial/flex space due to the substantial funding gap required to fill.

The Rod Mill site is strategically located along the Erie Canal and provides opportunities for new waterfront amenities. An analysis was conducted for the Rod Mill site to determine if a brewery and restaurant would be feasible at this location. The analysis assumed the brewery would be approximately 14,000 SF with a restaurant. The results of the analysis indicate that with developer incentives, the project would pass with a pilot.

Combined Initiatives

Kimberly presented the tasks that are associated with both BOA's including the development of the website and marketing & branding initiatives. Kimberly explained that although they are separate projects, integrating specific tasks will help reduce redundancies and create one identity for the BOA projects.

Website Development: <http://www.romerises.com>

Kimberly presented the contents of the Rome Rises website which includes separate pages for project-related tasks, such as upcoming meetings and events, as well as opportunities for the public to share their ideas about the project or City of Rome.

Marketing Strategy

Alliway Marketing developed a marketing strategy for the BOA projects that integrated the Rome Rising message developed as part of the city-wide initiative. The purpose of developing the strategy was to position the city to attract a range of businesses, targeted demographics, and promote the city as a tourist destination.

The branding includes a new logo (right), as well as subarea logos specific to the various geographies located throughout the city, such as the waterfront, Little Italy, and Griffiss Park.



WATERFRONT

The marketing strategy targets three markets including residential, business, and tourism. Market research identified three demographics to target for residential opportunities in Rome including young professionals, empty nesters, and seniors. Tactics identified include developing a segmented marketing piece, monthly magazine, and relocation guide that will serve as individualized marketing plans for each demographic.

Market research developed by Camoin indicate opportunities to grow large and small-scale businesses including medical offices, industrial opportunities to fill Griffiss Business Park, as well as opportunities within the BOA Study Areas and amenities needed to support tourism. Marketing tactics to attract and retain these businesses include segmented marketing pieces, sell sheets for strategic sites, small business events, as well as tradeshow and business events.

The marketing strategy identifies specific tactics to promote the city's tourism assets that are already in place, such as the canal, Bellamy Harbor, and the Mohawk River Trail. Tactics include special events at key sites, developing a visitor's guide, and segmented marketing pieces.

The final piece of the marketing strategy includes steps to develop a city-wide marketing plan. The city-wide marketing plan would apply to all facets of the city, and should include branding, key messaging, advertising campaigns, as well as a digital marketing strategy.

Targeted Industries

Dan and Michael presented the findings from two key studies that were developed for the city including the Marcy Nanocenter Spinoff potential and downtown medical office building potential.

The analysis identified spinoff businesses and development activity that could be captured by the BOA through the Marcy Nanocenter, a 450-acre site being developed for semiconductor manufacturing facilities. It was determined through the analysis that the biggest impact will be the demand for high-end apartments to support young professionals and researchers. Additional opportunities include development of facilities and amenities of health care, retail and entertainment, as well as short-term office space.

The second study focused on the demand for medical office given the trends in construction, absorption, and vacancy rates. Key findings from the study indicate that the market for medical office space is strong and the health care industry is expected to grow. Michael explained that there is a need for more physicians, including mental health specialists and dermatologists, although these specialists can be hard to attract. The city also has a lack of high quality space that can be used for these offices, and that neighboring cities are likely to outcompete for major medical. With the Marcy Nanocenter

This document was prepared for the City of Rome and the New York State Department of State with funds provided under the Brownfield Opportunity Area Program.

project, this need is projected to increase. The highest potential for medical office is smaller-scale, multi-tenant businesses.

Next Steps

Kimberly presented the next steps in the process for both BOA projects

Erie Boulevard

- Confirm vision
- Strategic Site Confirmation
- Update Inventory & Analysis
- Master Plan

Downtown BOA

- Wayfinding Study
- Finalize Waterfront Zoning
- 3D GIS Model
- Economic Analysis
- Step 3 Implementation Strategy and DGEIS

The meeting adjourned at 5:15 p.m.