

NY Forward Application, September 2023
Finger Lakes Regional Economic Development Council
Village of Webster, New York
Monroe County

Village of Webster

Downtown Revitalization Strategy



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Learn more at WebsterForward.com



Forward

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Like so many communities throughout the US, Webster is experiencing a renewed public interest in mixed-use traditional neighborhoods. The Village continues to attract quality investments that strengthen its identity as an emerging cultural and entertainment hub. Yet, there continues to be substantial opportunities for improvement as Webster seeks to find its niche and refine its identity.

Our community's Downtown Revitalization Approach is simple:

- 1. Funnel the community into the Village.*
- 2. Provide meaningful experiences for visitors.*
- 3. Fill gaps in the public realm to attract commerce and investment.*
- 4. Create flexible places and spaces for people.*

This can be accomplished through coordination, partnership and dedication from the entire community – leadership, local business, and citizens – working together in the spirit of cooperation to make Webster a premiere community in the Finger Lakes Region.

The Village and the Webster Economic Development Alliance are prepared, energized, and steadfast in their desire to bolster growth and guide future investment in downtown. Webster's NY Forward Program has been 9-years in the making, and we are ready to launch the next phase of our community's prosperous future with the support of the Finger Lakes Regional Economic Development Council.

*Matt Chatfield
Executive Director
Webster Economic Development Alliance*



NY Forward Boundary Area

The Village of Webster, New York is just 13 miles northeast of the City of Rochester, linked to center-city and beyond by the Route 104 expressway. The proposed NY Forward project boundary is largely coterminous with the Village's Business Improvement District, and includes the Main Street District and North End Business District. The Downtown area occupies the heart of the community and serves as the primary gateway into the Village from surrounding areas. The Village's NY Forward boundary is at the convergence of three major State highways, with the majority of visitors entering from the State Route 104 interchange at State Route 250, traveling east/west along State Route 404 (Main Street) and entering from the Town's of Webster and Penfield along State Route 250.

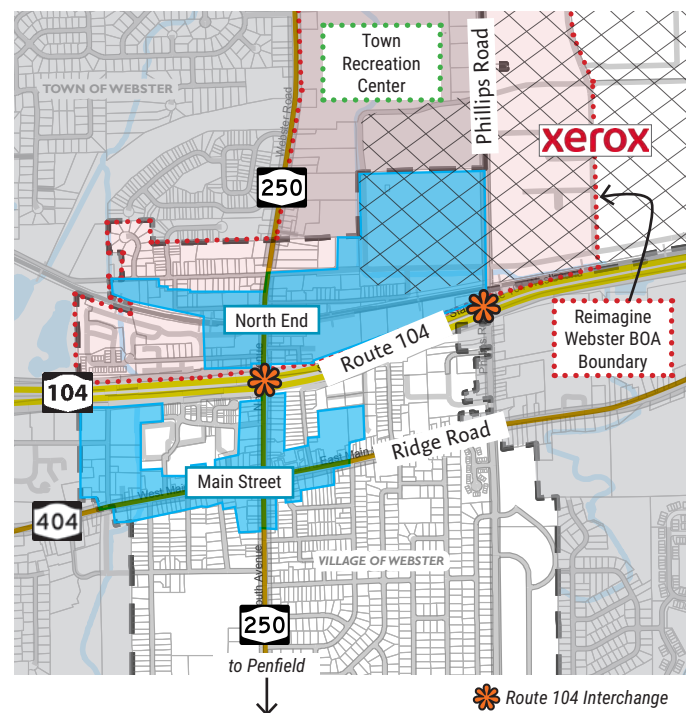
The Downtown revitalization area is the densest development pattern in the Village and represents the historic core of business, commerce and industrial development in the broader Webster community. Adjacent to several single- and multi-family neighborhoods, the Downtown area is within **a 15-minute walk of 4,000 residents, and a 5-minute drive of over 23,000.**

Throughout the year, the Webster Business Improvement District holds festivals, concerts, outdoor movies, and other events that draw thousands of visitors into the Village, supporting the identity of Downtown as a destination for entertainment in Webster.

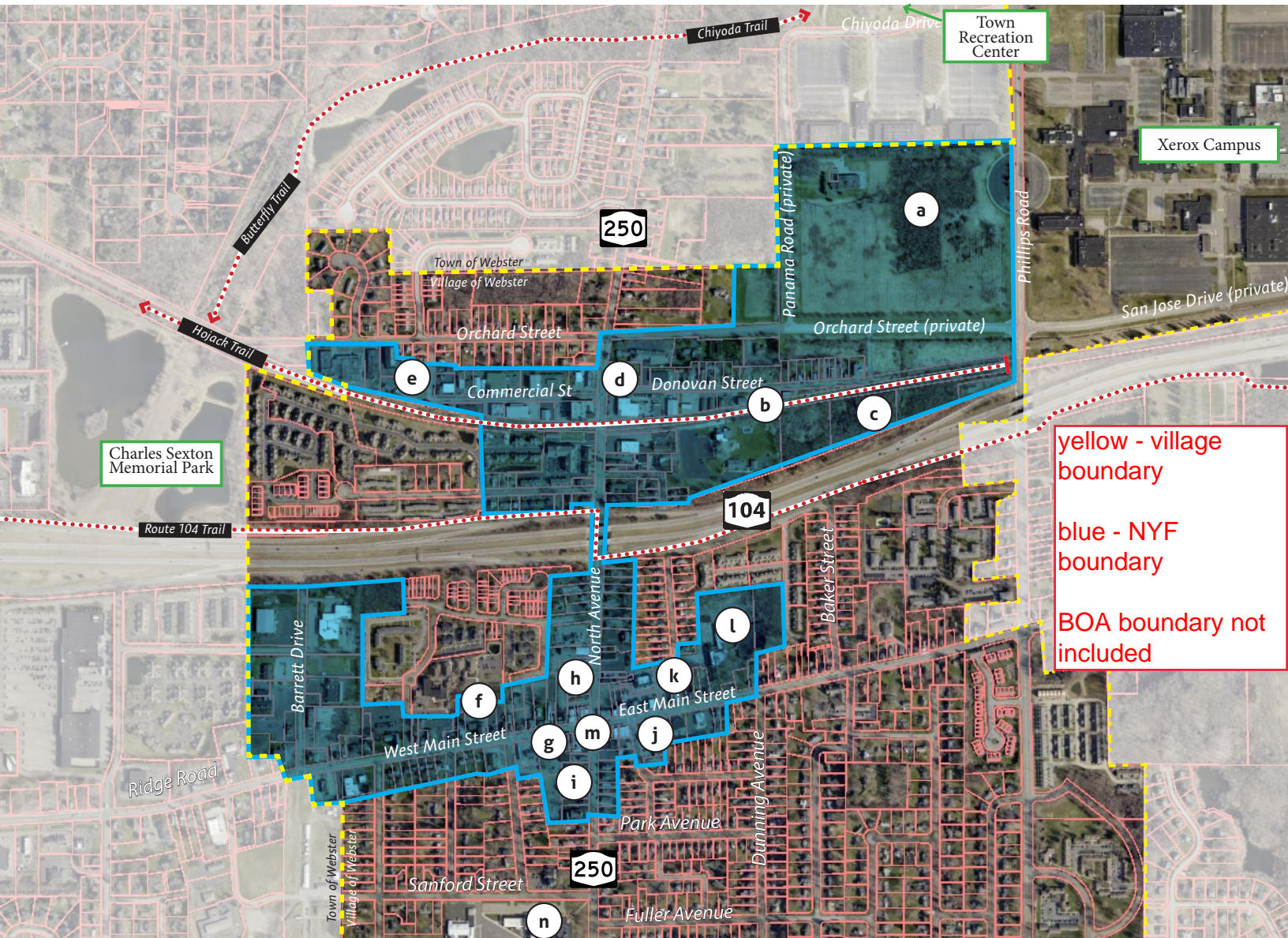
The Village has spent several years establishing public/private partnerships and completing planning initiatives that resulted in several successful investment projects. In 2023, the Village is set to finalize its Brownfield Opportunity Area revitalization plan, and is poised to undertake a broader revitalization endeavor within Downtown starting in 2024.

In partnership with the Webster Economic Development Alliance and the Webster Business Improvement District, the Village has laid the groundwork for a series of projects to improve the quality of life for residents and the experience for visitors.

Boundary Area Context Map



NY Forward Boundary



yellow - village boundary
 blue - NYF boundary
 BOA boundary not included

Boundary Description

The proposed NY Forward project area is largely coterminous with the Village of Webster Business Improvement District (BID). The Main Street District is centered on the Four Corners intersection of State Routes 404 (Main Street) and 250 and includes the entirety of the Village’s Central Business District. The boundary also includes the North End Business District, which stretches northward along Route 250 across the NY 104 interchange and includes a substantial portion of the Village’s Brownfield Opportunity Area. The BOA is centered on a mixed commercial/industrial node that includes areas favored for mixed-income development to expand housing opportunities.

Key Properties

- a. Mixed-Use Development Opportunity (Xerox)
- b. Hojack Trail
- c. Flex Commercial/Industrial Park (approved)
- d. Pub235
- e. 150 Orchard Street
- f. The Old Church Mall
- g. Village Hall
- h. Veteran’s Memorial Park
- i. Webster Fire Hall
- j. Webster Museum
- k. Harmony House
- l. True North Packaging
- m. 2 W Main Street
- n. Spry Middle School

Future Vision

Our Vision of Downtown Webster

The Village of Webster is the cultural and entertainment hub of the broader community. Main Street is a compact and walkable corridor that celebrates its storied history with comfortable and safe streets, lively businesses, engaging public spaces and flexible outdoor venues that foster a unique identity and a sense of arrival into the Village. The North End Business District is a center of employment, offering an expanding node of residential, commercial, and industrial uses. Main Street and the North End enrich our community's quality of life by promoting sustainable development while providing a broad variety of public, private, and not-for-profit destinations for all members of the Webster community to experience, enjoy, and appreciate.

The following table documents the **Village's Downtown Revitalization Strategy**. Informed by robust public engagement and guided by the above Vision Statement, this strategy aims to fulfill a single goal to:

Strengthen the status of the Village of Webster as the community's mixed-use cultural and entertainment center.

| | | |
|-------------------|---|---|
| Strategy A | Improve convenience, functionality and walkability for residents and visitors. | |
| Objective | 1 | Increase perception of available parking. |
| Objective | 2 | Improve pedestrian/bicycle connections to the business districts. |
| Objective | 3 | Provide functional, clean, and appealing amenities. |
| Objective | 4 | Increase pedestrian-friendliness of Main Street and North Avenue. |
| Strategy B | Provide a cohesive and appealing community experience. | |
| Objective | 1 | Beautify publicly accessible streets, parks, open spaces, and facilities. |
| Objective | 2 | Provide educational resources for property/business owners. |
| Objective | 3 | Encourage context-sensitive building improvements. |
| Strategy C | Provide venues and events that attract visitors from throughout the community. | |
| Objective | 1 | Develop multi-purpose facilities for flexible, year-round usage. |
| Objective | 2 | Organize, promote, and implement unique, high-quality events. |
| Objective | 3 | Create memorable destination spaces. |
| Strategy D | Make the Village a vibrant place to live and work for all members of the community. | |
| Objective | 1 | Provide a broad cross-section of mixed-income housing opportunities. |
| Objective | 2 | Offer events or activities for employees during the work-week. |
| Objective | 3 | Encourage the active use of outdoor spaces large and small. |
| Objective | 4 | Promote places and spaces for youth & teens that are safe, welcoming, and engaging. |
| Strategy E | Promote a sustainable development, energy efficiency, and the reduction of greenhouse gases. | |
| Objective | 1 | Reduce energy consumption for building heating and cooling throughout the year. |
| Objective | 2 | Promote the production and utilization of non-hydrocarbon energy resources. |
| Objective | 3 | Promote the adaptive reuse of existing structures over demolition where practical. |
| Objective | 4 | Provide infrastructure to support the expansion of Electrical Vehicle use. |

Plan First, then Implement

The Village of Webster has a history of implementing projects preceded by community-supported planning initiatives. The current Downtown revitalization initiative is an outgrowth of the 2015 Community Investment Strategy and the 2022 NY Forward Main Street Vision, both completed by the Webster Economic Development Alliance (Alliance).

Community Investment Strategy

Funded entirely with \$50,000 in private monies, the CIS was a community-wide effort spearheaded by the Alliance and informed by a robust public engagement process. **Key findings from this effort highlighted that local residents, both Village and Town, ranked Village Downtown revitalization as the top economic development priority** across Webster. To that end, the CIS identified streetscape enhancements along Main Street and a short-list of potential catalyst private projects to kick-start the effort.

Main Street Reborn. Utilizing the momentum of the 2015 CIS, the Village was awarded \$350,000 in 2017 ESD Restore NY funding towards the \$2.0+ million North 43 revitalization project of 15,500 sf of mostly vacant space across 7 buildings on East Main Street. The success of the North 43 East Main Street Project has spurred additional private sector investment, such as the recently completed \$1.5 million renovation of a historic cobblestone church on West Main, now The Cobblestone on Main restaurant.

Making Connections. From 2015 to 2020, \$4.5 million in Federal, State, Local and private funding was invested in the North Avenue Connector Project, including pavement, lighting, street trees, sidewalks and gateway enhancements along North Avenue from Main Street and extending into the North End Business District. **The Village's Downtown Revitalization initiative is a continuation of the North Avenue Connector effort to link the North End and Main Street districts.**

A Central Gathering Place. At the behest of the Business Improvement District (BID) and the Alliance, the Village commissioned Landscape Architects in 2018 to devise a Master Plan for Veteran's Memorial Park. Veteran's Memorial Park is the central open space within downtown, and is host to regularly scheduled concerts, movies and events throughout the year. Proposed investments here would improve infrastructure, seating and convenience elements of the park to expand utilization and support the downtown as the hub of arts and cultural events in our community.

Enhancements to Veteran's Memorial Park is a central feature of Webster's NY Forward investment program.

Reimagine Webster.

The Village's Reimagine Webster BOA Study is the culmination of over 10 years of methodical revitalization planning and extensive coordination with Xerox Corporation on the future of the industrial campus. **The Reimagine Webster BOA has identified several strategic sites to act as catalyst redevelopment opportunities within the NY Forward boundary area.** The signature site within the BOA is the 88-acre Xerox West Complex currently targeted for mixed-use/income housing to support job creation in the industrial zone. This site is located in the northeast corner of the NY Forward district and offers substantial opportunity for complementary retail, entertainment and services that will benefit both the North End Business District and broader community.

A Rebound on the Horizon

The Village of Webster has a compact downtown core that for decades benefited from the adjacent sprawling Xerox industrial zone boasting over 5 million square feet of space and 14,000 employees. However, the protracted decline of the industrial giant since 2000 has left the Village with now fewer than 2,500 jobs and vacancy in the millions of square feet for both industrial and Main Street real estate. Yet, a return of industrial activity has Webster poised for an economic rebound, with the promise of large-scale manufacturing activity returning to Webster with several recent high-profile announcements.

fairlife® Dairy Facility. In 2023, The Coca-Cola Company selected Webster as the site for a new \$650 million, 745,000sf state-of-the-art fairlife® dairy processing facility. The project is slated to begin construction in October 2023, creating 250 direct onsite jobs starting in 2025. Recent economic impact analysis by **Cornell University anticipates the fairlife® project to support 7,000 statewide construction jobs, and 2,260 jobs annually during operation, generating nearly \$2.0 billion per year in economic activity.** Less than 2 miles from the NY Forward boundary, the fairlife® project is anticipated to have dramatic locally-induced employment and spending impacts.

Plastics and Automation. In 2022, Xerox transferred 1.5 million square feet of vacant warehouse and manufacturing space to Tessy Plastics, a global contract manufacturer specializing in injection molding and custom automated assembly solutions for the medical and consumer products industries. **The acquisition by Tessy holds promise that these long vacant spaces will be reactivated as part of the company's projected rapid expansion.** Similar to the fairlife Project, the Tessy Project increases opportunities for employees to utilize services within the Village for daily/weekly needs.

Xerox into the Future. In 2022, the Village was awarded \$203,000 in NYS BOA funding for the formulation of a Master Plan for portions of the Xerox Campus. In cooperation with the Webster Economic Development Alliance, the Town of Webster and Xerox, the Village has begun the process of identifying the future of large tracts of vacant and underutilized land/buildings within a 600-acre zone that stretches across the Village/Town boundary and includes portions of the NY Forward boundary.

An Economic Analysis completed as part of the BOA Study has identified that the market is capable of absorbing an additional 1,000 housing units within the Study Area in the next 5 years, indicating robust demand for housing within the community. However, there are limited opportunities currently available within the Study Area to support even a fraction of this demand. Land use and zoning modifications will be sought as part of the BOA process to help facilitate meeting the market demand for housing.

The trending return to urban living and an affordable, high quality of life have spurred consistent population growth within the Village. The Village has experienced 7.3% population growth since 2010, and is now the fourth most populous village in Monroe County.

Quality of Life

Our Community's Gathering Place

The Village of Webster's Downtown currently functions as a destination for personal and professional services, including banking, insurance, legal, daycare and specialty retail. Radiating from the Four Corners intersection of Main Street and North Avenue, downtown is the center of the broader Webster community's arts, culture and entertainment activities, and is the location of festivals, concerts, parades, outdoor movies and theatre, with over 40,000 visitors annually. A collection of restaurants, eateries, bars and pubs also make downtown a destination for nightlife.

Throughout the year Main Street is periodically closed to traffic and becomes a venue for concerts, parades, festivals and family-oriented events. An abundant array of adjacent local eateries and convenient public parking bolster the periodic conversion of Main Street into a public gathering space. **With permanent investments in lighting, infrastructure, and pedestrian accommodations, Main Street is poised to become a premiere festival venue within Monroe County.**

Walkability and proximity to adjacent neighborhoods is a key attribute of what makes Downtown Webster an attractive community for a diverse population, from singles to families to seniors aging in place.

Downtown is within walking distance of greater than 50% of the Village population and is also within reach of many of the 1,500-2,000 Xerox Corporation employees at the nearby Webster Campus. Four Corners is also located less than ¼ mile from Spry Middle School, making downtown accessible via foot for the 1,350 students and faculty on campus.

Recent investments in the Village have added over 350 market-rate housing units within one mile of Four Corners, and a 2023 Market Analysis indicates support for an additional 1,000 housing units in the next 5 years. This follows a demographic/cultural shift and return to urban living, and bolsters the community's walkability.



The Village of Webster is a growing community of several distinct single-family, multi-family and mixed-use neighborhoods with an all-time high population of 5,758.

Key Attributes

There are several vacant and/or underutilized and properties located in the NY Forward boundary ready for investment. Throughout downtown, numerous properties suffer from disinvestment as the age of the structures - many over 100 years old - and extent of required improvements have precluded investment. Other properties are functionally obsolete or prime candidate for adaptive reuse.

The NY Forward project area includes several public and private properties that could further improve the quality of life for residents and visitors given support and investment via the NY Forward Program.

Veteran's Memorial Park, a central community open space that is the host to outdoor concerts, movies and festivals throughout the year, is the focal location for BID events throughout the year.

Village Hall Parking Lot, is the main parking area for the southwest quadrant of the Village. This lot offers an opportunity to be adapted for flexible use to support public gatherings, festivals and events without losing substantial parking capacity.

The Old Church Mall is an iconic Methodist Church constructed on West Main Street in 1860. The large, highly visible property is a prime candidate for conversion to a theater or other arts venue.

The Harmony House is a 12,000 square foot, 3-story building on the National Register of Historic Places. Located at the eastern gateway to downtown, the building currently functions, albeit poorly, as a performance hall for concerts, weddings and other arts events. The community has identified the revitalization and renovation of this structure to support expanded utilization as a priority investment project.

DID YOU KNOW?

Formed in 2000, the Webster Village Business Improvement District (BID) coordinates arts, cultural and entertainment events throughout the year to attract people into the Village downtown area. The Village of Webster is fortunate to have its own Business Improvement District to support the growth of business and quality of life in the community.



Organized and Ready to Go

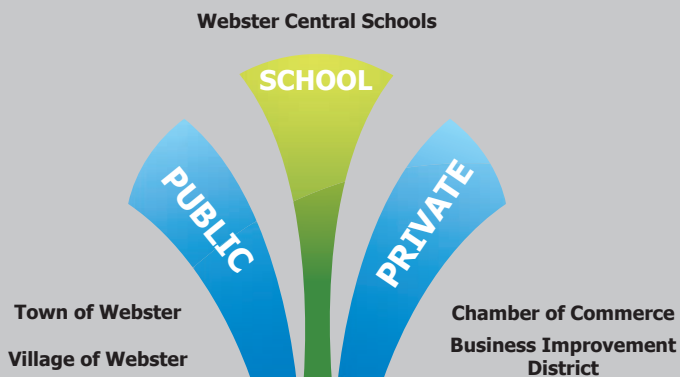
The Village of Webster in partnership with the Webster Economic Development Alliance (WEDA/Alliance) has conducted extensive planning initiatives since 2009 to prepare the community for appropriate growth and investment. The on-going revitalization of downtown is guided by the Village's Comprehensive Plan and the Alliance's Community Investment Strategy which established broad policies to promote walkability, community character and mixed-use development.

Connecting. Facilitating. Communicating. Coordinating.

The Webster Economic Development Alliance (Alliance) is the single entity in Webster, NY that links municipalities, schools and businesses together.

Formed in 2009 in recognition of several on-going and emergent economic development challenges facing the community, the Alliance is a unique public-private non-profit partnership comprised of the Town of Webster, Village of Webster, Webster Central School District, Village Business Improvement District, and the Webster Chamber of Commerce. The Alliance's Board is comprised of the chief officials of each partner organization, and is dedicated to support the smart and steady growth of the community at large through a focus on Retention, Recruitment, Relationships, and Resources.

The creation and annual funding of WEDA by its partner organizations is recognition by community leaders that economic development activities to promote Webster, retain existing businesses, and recruit new investment cannot be successful in a piecemeal approach.



Modernizing Local Laws

In tandem with the Village's 2011 Comprehensive Plan, **Design Guidelines were also established for the Central Business and Neighborhood Business zoning districts in the downtown area.** Initially functioning as a guidance document for the local Planning Board, many of these guidelines were later codified into the Village's zoning ordinance. In 2014, the Village's Circulation, Accessibility, and Parking Study was adopted to improve walkability and bikeability downtown and reduce gasoline consumption. Furthering the goals of the 2014 CAP Study, the Village adopted an Electric Vehicle Charging Station strategy in 2017. Early stage recommendations from both the CAP Study and EV Strategy were implemented in 2018. **The Village's NY Forward program seeks to implement further recommendations from these studies.**

In 2015, WEDA completed the Community Investment Strategy (CIS), which highlighted Village Downtown Revitalization as the top priority in Webster. Public outreach efforts conducted in support of the CIS overwhelmingly indicated the revitalization of the Village as the priority investment preference among Town and Village residents, business owners and the community's youth. This is a strong indication of broad local and community support and commitment to the revitalization of downtown.

The Webster Economic Development Alliance is the logical local lead for Webster's NY Forward Program and will oversee all planning/implementation projects.

Public Outreach

A Desire for Vibrancy & Authenticity

Webster residents desire a cohesive and enjoyable Village center. Priority issues identified during outreach include a lack of overall visual appeal and architectural character of the streetscape and development as compared to neighboring communities. To this point, an improved streetscape experience, enhanced lighting, revamped building facades and the creation of engaging public spaces ranked as the top priority for all residents, including those in the Town of Webster. Residents understand that the success of the Village of Webster is a barometer of the entire community.

Revitalization Planning Committee

Public engagement for Webster's NY Forward 2023 application was facilitated by the Webster Economic Development Alliance in conjunction with the ongoing BOA Study. **From April to September 2023, public outreach efforts and included a robust series of in-person and online engagement opportunities.**

A Revitalization Planning Committee (RPC) composed of 10-15 local municipal officials, business leaders and community champions met three times during the development of the application, first to conduct visioning exercises, and then to review the results of the Alliance's continued public outreach efforts. The RPC reviewed and approved the Vision Statement, along with the proposed Strategies and Objectives that will serve as the guideposts for the revitalization of Downtown and the investment of NY Forward funding.

Direct Engagement

In addition to meetings of the RPC, the Alliance met with area business and property owners, conducted brain storming sessions with Business Improvement District members, and met with local cultural and non-profit organizations. The Alliance established project booths at the April Community Arts Day event, the June 10 Summer Celebration, a June 13 Chamber Happy Hour, and distributed

information at the August 16/30 Farmers' Markets attended by hundreds of residents. Alliance staff also attended the final Family Games Night on August 11, sponsored by the BID and attended by nearly 100 families, to conduct in-person engagement for additional feedback on potential investment priorities. **The Alliance created a new Online Survey via Google Forms for community-wide distribution via social media and obtained 113 detailed survey responses during the 30-day period, which was a 20% increase in participation from a similar survey conducted in 2022.** A Call For Projects was also distributed electronically to all 145 BID members to solicit projects. Alliance leadership then met individually with Project proposers to vet, brainstorm and expand upon their ideas.

Public Open House

Finally, a culminating Public Open House was held on September 26 that displayed the findings from the public outreach and the draft identification of investment projects for inclusion in the application. The event was attended by approximately 40 residents, and affirmed the community's priorities for revitalization identified during the engagement process.

What Did We Learn?

Residents desire a revitalized village center that provides a high quality visitor experience and a diversity of unique shopping and dining destinations. In addition to improved walkability and enhancements to the general appearance of the Village, **residents were particularly interested in a new Farmers' Market Venue, expanded open spaces, and locations for entertainment events as top priorities for future spending and investment.**

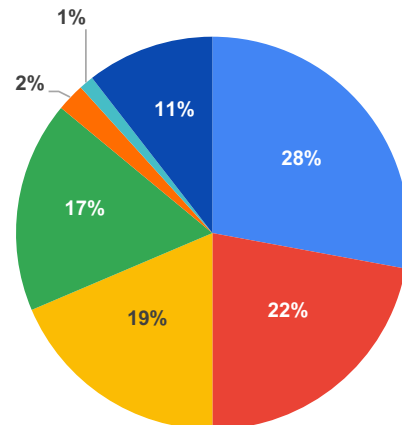
Webster's youth continued to desire a central location for arts, culture and entertainment. They also called for more locations to hangout and gather in a safe environment. There appear to be communications gaps, where the youth are generally unaware of what's taking place within the community or the community is not programming the types of activities that they would like to see.

Small business owners indicated that local government can help them by engaging in active community promotions, branding and identity development. Business owners desired for the Village, Alliance and BID to coordinate branding and establish a strong, fresh identity for Webster.



What do residents believe should be the top priority investment area in the Village?

- Revitalization of underutilized properties (28%)
- Streetscape beautification and walkability improvements (22%)
- Enhanced spaces for public gatherings & events (19%)
- Building facade renovations (17%)
- Veteran's Park improvements (2%)
- Parking (1%)
- Other (11%)



Transformative Opportunities

Creating an Authentic Sense of Place

Webster's NY Forward revitalization program will **enhance and expand opportunities for residents to enjoy the benefits of small-town living in a large metropolitan area.** Residents will appreciate the renewed energy of downtown. Visitors will discover that Webster is brimming with fun and memorable experiences. Investors will realize that our community's high quality of life is good for their employees and their bottom line.

Webster's downtown will provide an **authentic sense of place that is distinct within the region.** Yet, this is not a tourism strategy; it is a **quality of life strategy.** Webster will enhance its focus on the characteristics that differentiate it from the crowd, including a walkable village core and a high-quality public realm. The same aspects that make Webster a great place to visit will also make it a great place to live, and, by extension, raise a family or start a business.

The Village of Webster has formulated the following series of investment programs and recommended projects to facilitate a robust and focused set of actions that will leverage NY Forward funds with substantial private investment.

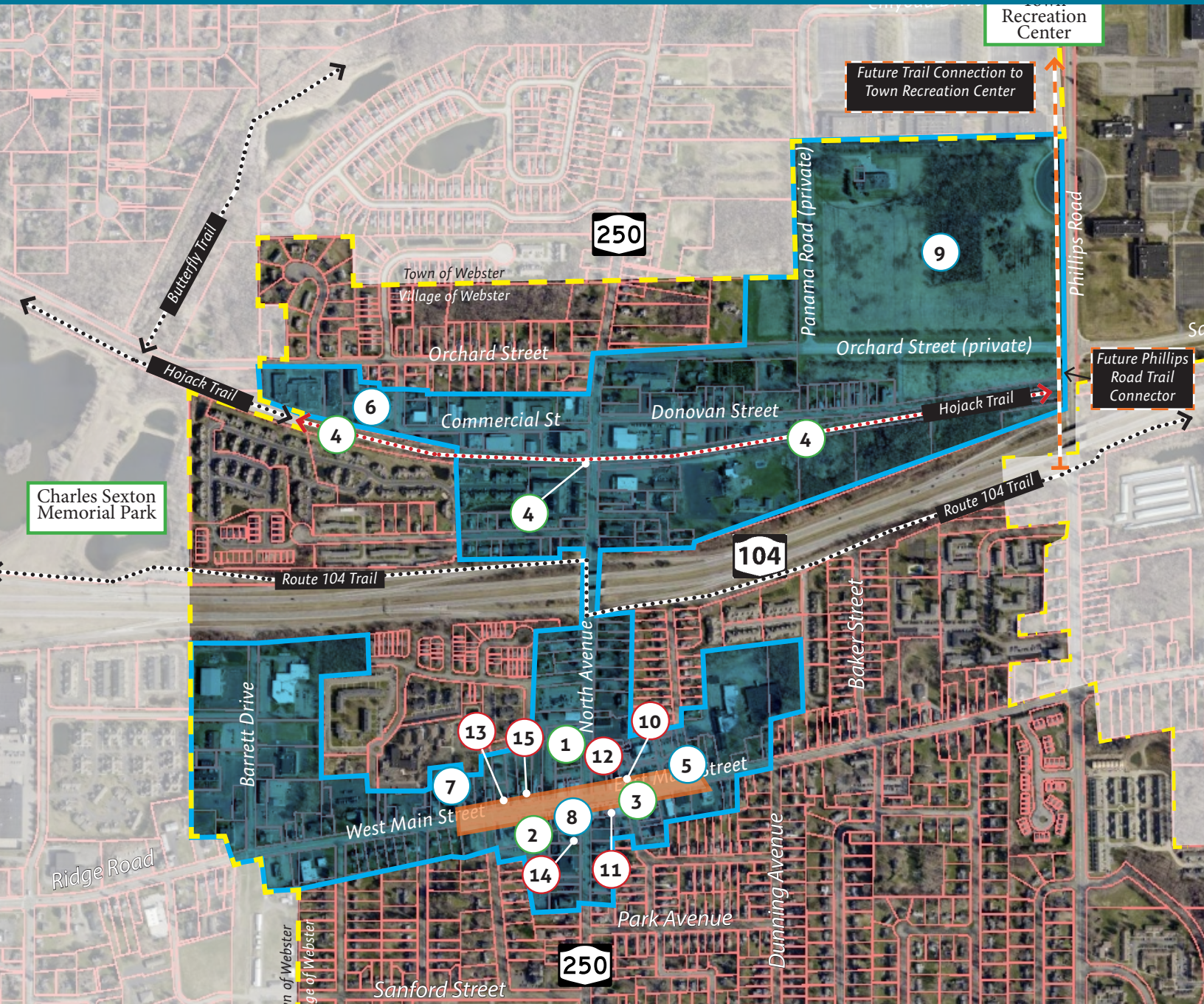
- 1. Public Realm Projects (4)**
- 2. Building Rehabilitation**
 - Proposed Projects (3)
 - Potential Projects (2)
- 3. Small Project Grant Program**
 - Proposed Projects (5)
 - Potential Projects (1)
- 4. Marketing & Branding Program**

Community Investment Strategies

The community spoke, and we listened. The following strategies flow from the Downtown Vision, and represent the revitalization priorities of residents, business owners, youth and local leadership. Local leaders will analyze proposed projects against these strategies to ensure funding is applied to those projects that further the Vision for Downtown.

- A. Improve convenience, functionality and walkability for residents and visitors.**
- B. Provide a cohesive and appealing community experience.**
- C. Provide venues and events that attract visitors from throughout the community.**
- D. Make the Village a vibrant place to live and work for all members of the community.**
- E. Promote a sustainable development, energy efficiency and the reduction of greenhouse gas generation.**

Village of Webster - NY Forward Application



Public Realm Projects

1. Veteran's Memorial Park
2. Village Market Square
3. Streetscape Enhancements
4. Hojack Trail Enhancements

Transformational Projects

5. Harmony House Rehabilitation
6. 150 Orchard Street
7. 75 West Main Street (potential)
8. 2 West Main Street
9. Xerox West Complex (potential)

Small Project Grants

10. 16-20 East Main Street
11. 9 East Main Street
12. 4 East Main Street
13. 47 West Main Street
14. 7 South Avenue
15. 33 West Main Street (potential)

Streetscape Enhancements

-  Streetscape & Lighting Enhancements

Project Summary Table

| ID | Name | Type | Sponsor | Public or Private? | Timeline (months) | Total Cost | Anticipated NY Forward Request | Potential Funding Sources |
|----|---------------------------------|----------------|---------|--------------------|-------------------|------------------------|--------------------------------|---|
| 1 | Veteran's Memorial Park | Public Realm | Village | Public | 12-24 | \$550k to \$750k | \$400,000 | Local, NY Forward, NY EPF (Parks) |
| 2 | Village Market Square | Public Realm | Village | Public | 12-24 | \$500k to \$750k | \$400,000 | Local, NY Forward, CFA |
| 3 | Main Street Streetscape | Public Realm | Village | Public | 24 | \$500k to \$750k | \$400,000 | Local, NY Forward, FHWA (TA) |
| 4 | Hojack Trail Enhancements | Public Realm | Village | Public | 12-24 | \$250k to \$350k | \$150,000 | Local, NY Forward, FHWA (Rec Trails) |
| 5 | Harmony House Rehabilitation | Building Rehab | Owner | Non-Profit | 24 | \$500,000 to \$750,000 | \$500,000 | Private, NY Forward, NY Restore, HTC |
| 6 | 150 Orchard Street | Building Rehab | Owner | Private | 12 | \$1.2m to \$1.6m | \$500,000 | Private, NY Forward, Restore |
| 7 | 75 West Main Street (potential) | Building Rehab | Owner | Private | unknown | \$2-\$3m | \$1,000,000 | NY Forward, NY Restore, Private |
| 8 | 2 West Main Street | Building Rehab | Owner | Private | 0-12 | \$250k to \$300k | \$150,000 | Private |
| 9 | Xerox West Complex (potential) | Building Rehab | Owner | Private | unknown | \$5m+ | \$1m+ | Private, NY Forward, LIHTC, HCR, Green Bank |
| 10 | 16-20 East Main Street | Small Project | Owner | Private | 0-12 | < \$250k | \$50,000 | NY Forward, Private |
| 11 | 9 East Main Street | Small Project | Owner | Private | 0-12 | < \$250k | \$50,000 | NY Forward, Private |
| 12 | 4 East Main Street | Small Project | Owner | Private | 0-12 | < \$250k | \$50,000 | NY Forward, Private |
| 13 | 47 West Main Street | Small Project | Owner | Private | 0-12 | < \$250k | \$50,000 | NY Forward, Private |
| 14 | 7 South Avenue | Small Project | Owner | Private | 0-12 | < \$200k | \$50,000 | NY Forward, Private |
| 15 | 33 West Main Street (potential) | Small Project | Owner | Private | unknown | < \$500k | \$50,000 | NY Forward, Private |

Transformational Investments

The Master Plan lists several transformational and public realm projects identified as potentially catalytic investments that collectively would not be possible absent NY Forward funding assistance due to their complexity, level of risk, or lack of financial resources available to the project sponsors. Each project will be described further in the narrative below.

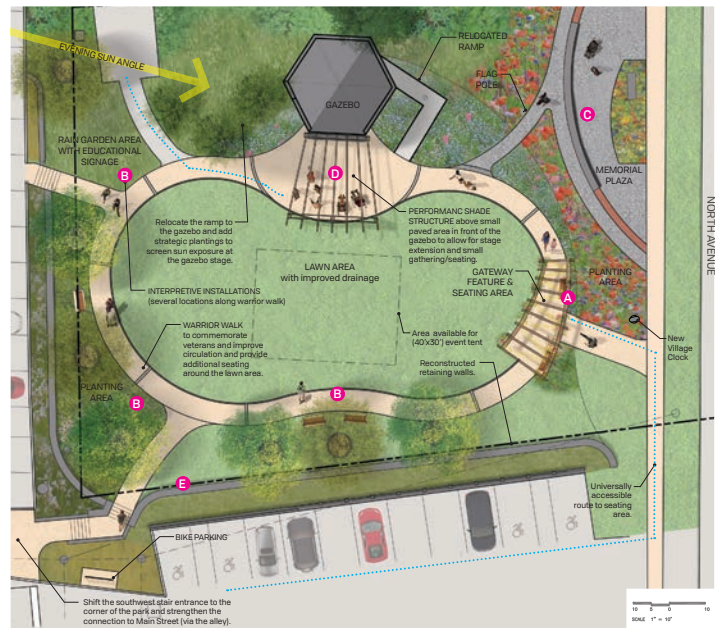
Public Realm Projects

1. Veteran's Memorial Park Improvements

Primary improvements to Veteran's Memorial Park (VMP) would focus on enhancing the site's ability to support large gatherings of residents, visitors and veterans. The Village BID organizes and coordinates several events throughout the year staged in VMP, including movies in the park, concerts in the park, music festivals, wine tastings, food trucks and more, often with several hundred people in attendance. Changes will include accessibility, comfort and convenience, and infrastructure improvements to enhance visitor experience. The Village is proposing to enhance/replace the existing Gazebo as the Village's signature performance structure with a larger stage area. The current configuration is insufficient for the needs of larger bands or theater performances. The final design for this element will be determined through outreach to the BID, local performers and the local Veteran community.

The proposed changes to the park also include and expansion and improvement of the existing Veteran's Memorial. The changes will provide a more respectful, contemplative site for visitation by local families, and will further celebrate the sacrifices made locally in support of our Nation's engagements throughout the world. Local veteran's groups have been consulted during the initial planning stages and have voiced general support for improvements to the park. Expanded outreach to the veteran community will continue during final design.

Anticipated Total Project Cost - \$550,000 to \$750,000



A GATEWAY FEATURE
Incorporating a gateway element to enhance the park entry and strengthen identity.
The entry feature will announce the entrance to the park and can be an opportunity for a seating area with movable seating or swinging benches. Incorporating lighting can further strengthen the park's identity in the evening.



2. Village Market Square

The current Village Hall entry drive and parking lot is the single largest public space in the Village yet is designed for and utilized exclusively by cars. The goal of this project is to expand the flexible use of this space to accommodate cars/parking and DPW use during the weekdays, yet to also permit the programmatic use by the public during evening/weekend events; such as Farmers' Market, Jazz Fest, Family Game Night, etc. The most noticeable change will be a redesign of the entry driveway to support flexible use for events, seating, dining and outdoor public gatherings. This may include conversion to one-way traffic to provide additional space for a new public plaza connected to the open area in front of Village Hall.

The project will provide electrical infrastructure and enhanced lighting in the front portion of the parking lot between the Fire Hall and Main Street to support events and vendors, with the goal of becoming a venue for the local Farmers' Market.

A signature Gateway entry treatment at Main Street may potentially include a commissioned piece of public art. New festival-style overhead lighting of the proposed Plaza will support a more intimate scale for BID events and potentially a communal outdoor dining space for use by local restaurants.

Anticipated Total Project Cost - \$500,000 to \$750,000



San Antonio's Market Square provides a similar vibe to that which is envisioned for Webster's Village Market Square.



Frenchman Art Square in New Orleans is representative of the Village's vision for a flexible public space for Market Square.

Transformative Opportunities

3. Streetscape Enhancements

The Village is proposing streetscape investments along limited portions of Main Street to improve the perception of downtown and enhance the visitor experience. The project includes modest paving, crosswalk, seating, and landscaping improvements along West and East Main Street from Corning Park to Kircher Park. Substantial lighting improvements are proposed in these areas to include new poles, fixtures and festival-style overhead lighting strung from pole to pole. Unique vertical tower elements are also proposed at Four Corners.

Additional utility infrastructure will be installed to support concerts and festivals when the roadway is periodically closed to vehicular traffic and the right-of-way is temporarily recaptured as a flexible public space. The Village is proposing to maintain the majority of improvements between the existing curb line and the building face, with curb modifications limited to crosswalks to shorten the crossing distance and improve pedestrian safety. The focus on short segments will heighten the sense of arrival into the Core of the Downtown at Four Corners.

Anticipated Total Project Cost - \$500,000 to \$750,000



Trade Street in historic Greer, South Carolina is well-known for its iconic overhead lighting. A similar treatment is proposed for Main Street in Webster to enhance the quality of the space for events.

4. Hojack Trail Enhancements

The NY Forward boundary area benefits from substantial trail connectivity, having both the Route 104 Trail and Hojack Trail link through the area. The Village, Town and Alliance are also coordinating with Monroe County on a new trail connection along Phillips Road from Route 104 to the Town's Recreation Center. The Village is proposing modest investments in trail surfacing to connect with this new trail and funnel users into the core of the North End Business District and onto the adjacent Charles Sexton Memorial Park.

The most extensive improvements are proposed at the trail crossing of State Route 250. The Village is proposing a signature design element be installed across the trail corridor in conjunction with an adjacent existing trailhead parking area on the west. A new high-visibility crossing of the roadway is also proposed to improve trail user safety while also promoting reduced vehicle speeds. The trail corridor is owned by RG&E, with a recreation easement to Monroe County. The Village will coordinate improvements with RG&E, Monroe County and NYSDOT.

Anticipated Total Project Cost - \$250,000 to \$300,000



Tonawandas Gateway Harbor boasts a distinctive gateway entry feature. A similar treatment utilizing cobblestones is proposed for the Hojack Trailhead along Route 250.

Proposed Building Rehabilitation Projects

5. Harmony House Rehabilitation

The Harmony House currently anchors the eastern gateway to downtown, yet remains an underutilized asset within the community. This rehabilitation project will create a destination within the community for flexible use by improving the experience, comfort and services available for gatherings of up to 100-150 people. The Harmony House is also a potential location for a Teen-Safe space within the Village. The 12,000 square foot structure has three stories of available space, some of which could be designed for safe, yet unstructured 'hang-out' space for teens. Universal Access Improvements, including elevator and accessible bathrooms are priority improvements, as is a new HVAC system to retire old boiler system, along with Insulation/air sealing to improve energy efficiency and comfort. Façade improvements and a lower-level kitchen modernization are also proposed.

Anticipated Total Project Cost - \$500,000 to \$750,000



Teen Central at the Boston City Library's main branch offers an example of a Teen free space to hang out in a safe environment.

6. 150 Orchard Street

The new owners of 150 Orchard Street have undertaken extensive renovations to the 3-story, 17,900sf former warehouse and manufacturing facility. Phase 1 improvements totaled \$400,000, converting the ground floor level to commercial/retail/office space. Ownership has plans to convert the 2nd and 3rd floors to 12 loft apartments, making this a true mixed-use building. The age of the structure, extensive renovations costs and current market rents make the project infeasible and unfinanceable absent substantial equity injections. The ownership is also developing plans for Phase 3, to include 10-15 new construction housing units, or approximately 15,000sf of modern flex industrial space.

Total Phase 2 Project Cost - \$1.2m to \$1.6m



The 17,900 sf masonry structure was formerly part of Webster Lumber, with numerous commercial, industrial and storage uses since 1940.

Potentially Transformative Opportunities

7. 75 West Main Street - Old Church Mall

The 2015 Community Investment Strategy identified this structure as a signature redevelopment project to anchor revitalization efforts in the downtown core and act as a catalyst for spin-off investment activity. This property has near landmark status within the community yet is plagued by the need for massive investment. The primary structure has been condemned by the Village for structural deficiencies. The building sits on one of the largest lots within the Village Main Street corridor. With potential renovations costs likely to exceed \$100 per square foot for the 10,400 sf building, the total project could range between \$2-3 million inclusive of acquisition and site development costs. Based on current market rates, this level of investment is unsustainable absent subsidies or public involvement.



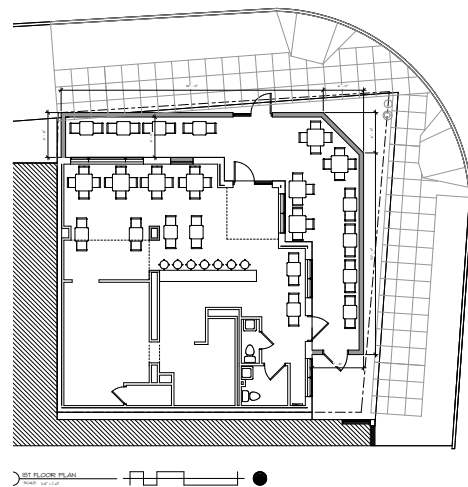
Anticipated Total Project Cost - \$2-\$3 million

8. 2 West Main Street

This vacant 1,300sf building sits at the Four Corners intersection and is highly visible within the community. The building suffers from a lack of available year-round seating, with a cramped interior that struggles to seat 35 patrons. The property owner is planning to improve the viability of the building via an expansion to include an additional 600sf of enclosed 3-season space around the perimeter of the building. The expansion will increase seating capacity by 30. However, the extensive cost of the improvements are not viable given rental rates within the Village and the overall scale of investment required.



Anticipated Total Project Cost - \$250,000 to \$300,000



9. Xerox West Complex Redevelopment

The 88-acre Xerox West Complex includes over 400,000sf of mostly vacant lab and office space, with parking for 1,500 cars and an additional 35 acres of fallow land available for new construction. The Village has identified this site as the key Strategic Site within its North End Business District BOA. The BOA Study has identified this site for the development of a new mixed-use, mixed-income neighborhood, to include a central community gathering space for large events that can utilize the abundant available parking and benefit from the adjacency of the Town's Recreation Center. Entertainment and ancillary retail and support services are envisioned as a central theme of the redevelopment, with substantial public support expressed for a 'Town Center' style development.

This site is also at the center of a cooperative effort of the Village and Town regarding multimodal transportation improvements. The Community Access Project seeks to convert currently private Xerox roadways to public corridors, while also improving bike and ped accessibility from adjacent uses and the trail network to the Rec Center and into the adjacent Xerox/Tessy industrial campus.

The Village anticipates a NY Forward request of \$1 million to support the construction of the large flex community space, which is envisioned to include facilities to support concerts, artificial turf surfacing for sports and other events, restrooms and other services..

Anticipated Total Project Cost - \$2m to \$3m



The Halcyon and Medley mixed-use developments the Atlanta, GA metro area (top left/right) depict the scale and mix of uses envisioned for the Xerox West Complex, including a central community 'Green' and flexible adjacent commercial spaces such as a Food Hall. The Revel complex (above) was a planned mixed-use development focused around a large central performance space, similar in concept to that envisioned for the West Complex site.

Proposed Small Project Grant Program

The Village of Webster is proposing to establish a Small Project Grant Program for eligible private and not-for-profit applicants to encourage and incentivize capital investment that furthers the Vision, Strategies and Objectives for Main Street Revitalization. The Program will be facilitated by the Webster Economic Development Alliance on behalf of the Village of Webster, and will award funds to projects that address the five Community Investment Strategies previously identified.

A particular emphasis of the Village's Main Street Revitalization Strategy is the activation of outdoor spaces for programmed and impromptu use by the public.

The Small Project Grant Program will prioritize projects that focus on façade, public space and universal accessibility improvements. Projects that score high in these areas will be awarded bonus funding for energy efficiency improvements, including building envelope and HVAC systems.

The Small Project Grant Program will award the lesser of \$50,000, or 50% of the project cost for eligible expenses. The Village is seeking to capitalize this locally-administered matching grant program with \$300,000 from the NY Forward Program.

The following section highlights proposed and potential Small Project Grant investments.

11. 16-20 East Main Street - Former Music Store

The property includes a vacant 3,000sf ground floor commercial space and three 2nd floor residential apartments. Owner intends to update the residential apartments to meet market demand. Owner also plans to invest in the interior of the ground floor commercial space, potentially converting back to two separate storefronts.

Anticipated Total Project Cost - < \$250,000



12. 9 East Main Street - Foley Insurance

Owner intends to rehabilitate vacant/undeveloped second floor space to facilitate expansion of the business and the hiring of additional staff. Necessary accessibility improvements to facilitate activation of 2nd floor include required foundation support additional structural loading. Universal accessibility improvements to the first-floor entry and roof-top solar are also proposed.

Anticipated Total Project Cost - < \$250,000





13. 4 East Main Street - Smith Insurance

High profile location at Four Corners. Owner proposes Façade improvements, including LED lighting, along North Avenue and East Main Street. Lower-level interior renovations of antiquated/vacant space will support the addition of 15-20 new employees. Rooftop Solar is proposed, along with a pocket park on East Main Street to include public art and landscaping.

Anticipated Total Project Cost - < \$250,000



14. 47 East Main Street - Koopman CPAs

Interior renovations & modernization to permit reactivation of this mostly vacant building, to include universal access, energy efficiency and façade improvements. Project may include a small Main Street office space for BID/WEDA for these organizations to have a public presence.

Anticipated Total Project Cost - < \$250,000



15. 4 South Avenue - Burke's Grill

Interior renovations & modernization of a long vacant storefront adjacent to the Four Corners intersection. The 1,000sf storefront (left-hand side) has not been occupied for over 25 years, yet occupies one of the most visible locations in the Village.

Anticipated Total Project Cost - < \$200,000



15. 33 West Main Street (potential)

The Village desires to see the reactivation of this long-vacant stately Victorian located across from Village Hall. The property suffered substantial water damage from interior flooding several years ago, and the owner ship has been unable to identify sufficient financing to renovate the building to a usable condition.

Anticipated Total Project Cost - < \$500,000

Additional Revitalization Program Support

Marketing and Branding Assistance

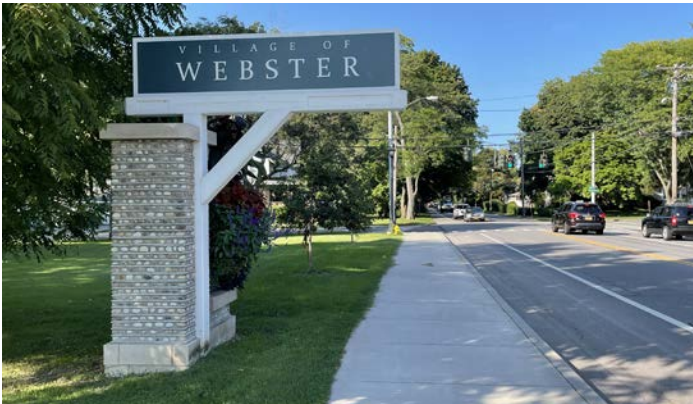
The local business community has long sought for a refreshed and consistent brand identity for the Village of Webster, to include unified signage and gateway elements.

The Village is proposing to install physical structures or elements that note a sense of arrival to downtown at the Main Street intersections at Corning Park, North/South Avenue, and Kircher Park. The western Gateway of the Village at Barrett Drive will receive a similar historically appropriate treatment as new existing cobblestone North Avenue Gateway near Orchard Street (pictured below).

Enhanced wayfinding signage directing visitors to local destinations and parking locations is also proposed, along with up to three commissioned public art pieces to be placed at Veteran's Memorial Park, Village Hall, and in front of the Village Community Meeting Room on South Avenue.

Village leaders are requesting NY Forward funding for marketing and branding assistance within the NY Forward downtown revitalization area.

Anticipated Total Project Cost - \$300,000



Administrative Capacity

The Village of Webster and the Webster Economic Development Alliance have jointly managed several successful federal and/or state funded projects, including a \$1.35m federally-funded streetscape project along North Avenue, and a recently completed \$350,000 ESD Restore NY project within the NY Forward boundary. The Webster Economic Development Alliance is a local development corporation created and funded by the Village and Town of Webster, the Webster School District, the Village Business Improvement District, and the Webster Chamber of Commerce.

These five entities created the Alliance in 2009 such that Webster could coordinate economic development activities and share resources for the betterment of the community.

The Alliance provides the Village with added staff capacity for the management of economic development activities. The Alliance Executive Director will oversee all planning/implementation projects or Webster's NY Forward Program, with support provided by the Village Clerk, Superintendent of Public Works, and internal administrative staff of the Village office.