

NEW YORK STATE



DEPARTMENT OF STATE

**STRENGTHENING DOWNTOWNS
THROUGH LOCAL
WATERFRONT REVITALIZATION
PROGRAMS**

MARCH 2010

Waterfronts and downtowns play a vital role in the lives of New Yorkers. Ninety percent of the State's population and a wide variety of economic activities are concentrated in the communities along its waterfronts, and in many communities, the downtown area is located on or nearby the waterfront. To protect the economic vitality of these areas, the Department of State has taken the lead in providing professional expertise and financial assistance to municipalities to develop and implement community revitalization plans through the Local Waterfront Revitalization Program (LWRP). Local governments across the state, from Buffalo to the East End of Long Island, are developing and systematically implementing these programs with funding and professional assistance from the Department of State.

Local Waterfront Revitalization Programs - In 1982, the Department of State developed an integrated, comprehensive approach to waterfront planning and community revitalization - the Local Waterfront Revitalization Program. More than **300** communities are actively working in partnership with the Department through this program.

Funding - Together, the Department and its municipal partners have invested over **\$320 million** through the Environmental Protection Fund Local Waterfront Revitalization Program (EPF LWRP), to prepare and implement LWRPs. As a direct result of this investment, revitalization is happening all across New York's waterways.

Technical Assistance - The Department of State takes an active role in providing readily available, responsive, hands-on assistance, working with communities to develop and implement waterfront and downtown projects. To further assist communities, the Department has developed two guidebooks for achieving community revitalization. ***Making the Most of Your Waterfront: Enhancing Waterfronts to Revitalize Communities Guidebook*** outlines our step-by-step process for community revitalization through the Local Waterfront Revitalization Program. The ***Opportunities Waiting to Happen: Redeveloping Abandoned Buildings and Sites to Revitalize Communities Guidebook*** is designed to assist in redeveloping abandoned buildings. These guidebooks are available on our website www.nyswaterfronts.com.

Training - The Department provides ongoing training to local governments on community revitalization and successfully preparing and implementing LWRPs. To date, the Department has conducted **nine** training sessions.

MOVING FORWARD IN 2010

New LWRP Efforts - The Department will engage more communities along more waterways and promote the flexibility of the Local Waterfront Revitalization Program which is tailored to local priorities. With funding from the 2009-2010 EPF LWRP, two additional communities will begin the LWRP planning process and four local governments will amend and update their existing LWRP.

Expand LWRP Focus - The Department will expand the comprehensiveness of the Local Waterfront Revitalization Program, by expanding the policies contained within the document to incorporate the emerging issues of:

- Climate change adaptation
- Smart Growth
- Ecosystem-based Management

Building Intermunicipal Coordination - The Department will continue to reach out to counties, and neighboring communities to join forces and strengthen their intermunicipal partnerships for greater coordination in community revitalization planning and implementation efforts. By working together with adjacent communities, more can be accomplished.

Targeting Distressed Communities - The Department will continue to target underserved and distressed urban waterfront areas for revitalization efforts through the EPF LWRP.

Interagency Collaboration - The Department will spearhead a new inter-agency initiative to coordinate, prioritize, and align resources to better support community revitalization projects in the Rochester and Syracuse metropolitan areas.

Assessing Success - The Department, through a new monitoring program, will assess the success of communities in implementing their LWRP. The goal of the process, is to strengthen, if necessary, the abilities and capacities of the local government in managing the responsibilities associated with their LWRPs.

Training and Outreach - The Department will meet with municipalities not currently participating in the Local Waterfront Revitalization Program, to discuss the benefits of waterfront planning and implementation and how the professional expertise of the Department of State and funding from the EPF LWRP can assist them in revitalizing their waterfront and downtown areas. The Department will also conduct training workshops to assist local governments in preparing and implementing an LWRP, with a focus on strengthening the capacity of the community to foster and sustain results.

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OVERVIEW

Department of State's Mission: To make communities - both human and natural - better places.

Waterfronts as a catalyst to community revitalization

Since 1982, with the Department of State's assistance, more and more people are recognizing that their waterfronts are a major economic asset and a catalyst to bring new life and energy to their downtown. This report focuses on the Department of State's critical role in providing the technical and financial resources to over 300 local governments to make the most of their waterfront assets and, as a result, ***strengthen their local economy*** through the preparation of a clear vision and plan, broad public involvement, creative partnerships, patience, persistence, and a step-by-step strategy.

What is the Local Waterfront Revitalization Program?

A Local Waterfront Revitalization Program (LWRP) is both a land and water use plan prepared by a community, and a strategy for its implementation. The LWRP may address all issues that affect a community's entire waterfront, or it may address only the most critical issues facing a significant portion of its waterfront. For example it may be focused on public access, downtown revitalization, or climate adaptation. The scope can also be narrowed to a particular targeted area, such as a neighborhood or hamlet.

Ultimately, the Local Waterfront Revitalization Program is more than just a planning document, it establishes a ***long-term partnership with the Department of State*** and a ***blueprint for achieving success***. The Department provides communities with technical assistance and resources, including:

- ***assignment of a professional staff liaison*** who offers step-by-step guidance through the planning and implementation process;
- ***local capacity building***, through its training series, website and multi-media packages; and
- ***grant funding*** for planning and implementation

Benefits of preparing a LWRP

Completing a Local Waterfront Revitalization Program can significantly increase a community's ability to attract appropriate economic development that will take advantage of, but also respect, the locality's unique cultural and natural characteristics. Having a unified vision in place also increases a community's chances to obtain public and private funding for key revitalization projects.

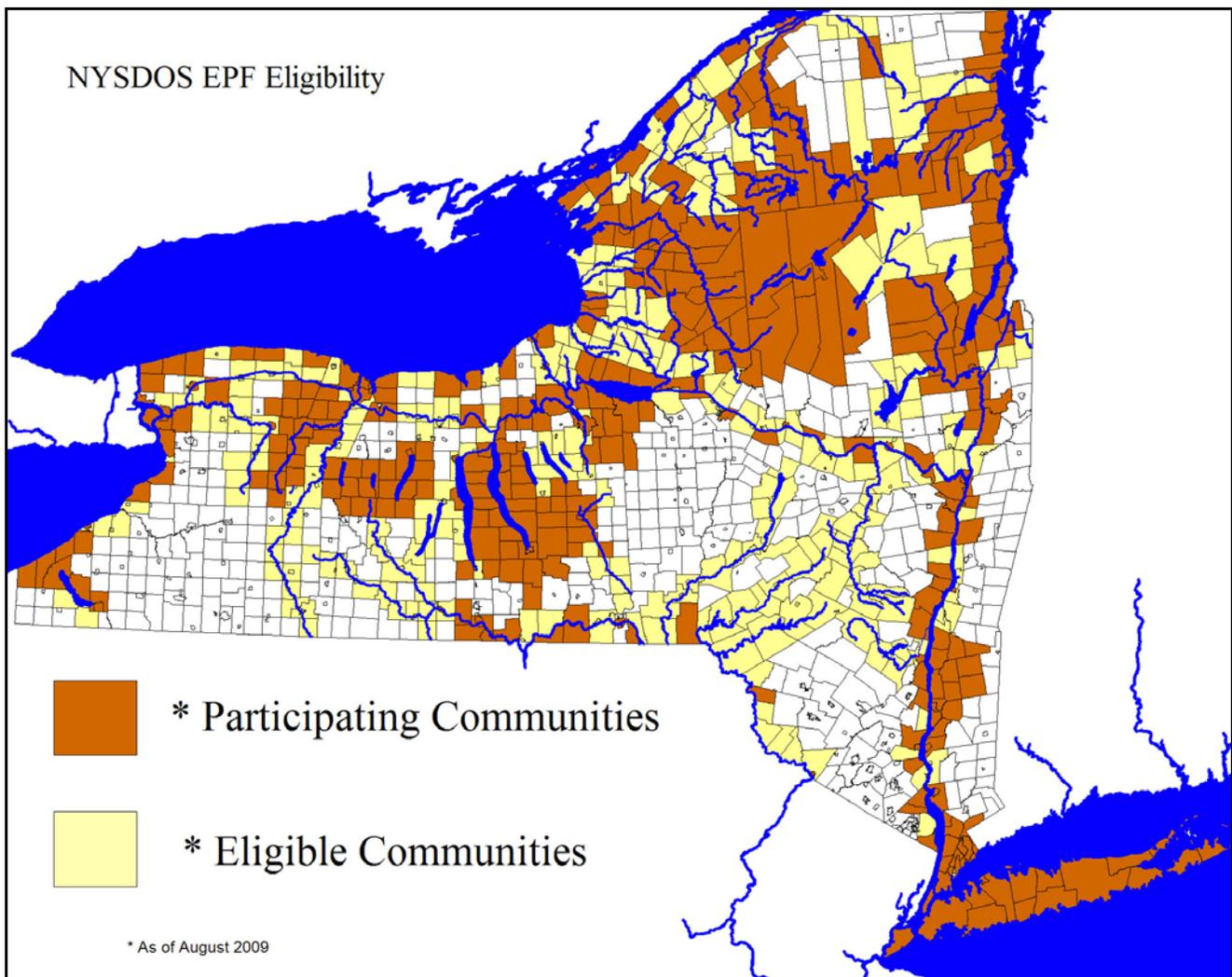
Which communities are eligible to participate in the Local Waterfront Revitalization Program?

Funding to prepare and implement LWRPs is provided through the Environmental Protection Fund Local Waterfront Revitalization Program (EPF LWRP). Currently, over 750 communities along waterways throughout New York State are eligible to receive funding to participate in the Local Waterfront Revitalization Program as illustrated on Map 1. This number is constantly increasing as more and more inland waterbodies are added by the Governor and State Legislature.

Focus on revitalization of urban areas

Nearly every major city and urban community within New York is located along a waterway. The Department of State recognizes that the redevelopment of urban waterfronts and strong connections between downtowns, neighborhoods, and the waterfront are essential for the economic vitality of urban communities. The EPF LWRP targets urban areas in communities of all sizes, which are all too often underserved, and suffering from disinvestment and blight. Examples of the types of EPF LWRP projects which are catalyzing economic activity in these areas include:

- preparation of comprehensive redevelopment strategies;
- development of design guidelines and standards to ensure appropriate development;
- reuse of abandoned building and brownfield sites; and
- creation of new public open spaces, recreation sites and public access that connects people to the water.



Map 1

Department of State Partnership and Approach to Achieve Revitalization

On-going Partnership - The Department of State partnership with a community begins at the planning stage and continues throughout the implementation process with the provision of both technical and financial assistance. In many of the 300 cities, towns and villages we are working with, this partnership has been cultivated for over 25 years, and provides the continuity through local government administration changes that keeps a community's long-term vision on track.

Department of State hands-on approach to downtown revitalization - In nearly all the communities that partner with the Department of State, the downtown and waterfront areas are physically and economically linked. As a result, downtown revitalization strategies are incorporated into virtually every LWRP.

The Department proactively works with each community to create a tailored and realistic plan that focuses on downtown revitalization - whether it is part of a major city center or the center of activity for a small rural hamlet. The Department provides municipalities with professional expertise and financial assistance for downtown revitalization to create a positive image of a municipality's commercial district, attracting people to live, work, shop, play and invest in downtown.

Department of State is able to assist communities in downtown revitalization by working with them to establish:

- A clear, realistic ***vision*** of what the community can become;
- A solid understanding of the downtown's ***market niche***;
- A plan that, once approved, ***establishes inter-governmental partners*** and becomes the basis for ***aligning State, local and federal actions*** to achieve the community's goals;
- A comprehensive ***implementation strategy*** that describes a community's ***short and long-term projects*** to support revitalization, and ensures ***land use laws and regulations*** are adequate to implement the vision; and
- The ***technical and financial resources*** necessary for a community to stay with a revitalization plan for the long haul, and follow it through to completion.

Department of State Technical Assistance and Resources - The Department of State takes an active role in providing readily available, responsive, hands-on professional assistance to local government partners.

Department of State Community Liaison - Each participating community is assigned a Department of State liaison who offers step-by-step guidance through the planning and implementation process. Communities know they can pick up the phone and reach a person who is familiar with their municipality and issues.

Community liaisons - planners, landscape architects, biologists, geologists, GIS analysts, and water quality specialists - have a wealth of natural resources and community revitalization experience. This includes specific professional expertise in areas such as smart growth, downtown revitalization, local law development, ecosystem-based management, brownfield

planning, harbor management, and adapting to climate change. The staff liaison is also knowledgeable of other state and federal programs, and can facilitate the involvement of these agencies to bring specialized expertise to a project and advise on the regulatory approval process. In addition to Department of State staff, a Department of State attorney is also assigned to each municipality, and assists communities as appropriate.

This hands-on assistance provides confidence to our community partners and ensures projects and plans are completed successfully.

Local Capacity Building

Training - NYS Community Seminar Series - The Department of State developed the NYS *Community Seminar Series* designed to enhance local capacity. The training, funded through the EPF LWRP, is intended to provide direction and professional assistance to communities to help them produce quality products and successfully complete key projects. Eighteen core courses have been developed and nine training sessions were held for grant recipients. Seminars consist of formal presentations, case studies and participatory activities to guide grantees through the development and implementation of an LWRP. Participants include local government officials, project managers, advisory committees and other community leaders.

Department of State Website - The Department's website www.nyswaterfronts.com is designed to provide readily accessible information on how to protect, restore and revitalize New York's waterfronts. It provides guidance on techniques that have worked, sources of information and assistance, and the experiences of communities that have succeeded.

Multimedia Packages - The Department has produced a series of multimedia packages on how to protect, restore and revitalize waterfronts. Communities refer to the guidebook as a source of information that supplements direct professional assistance in the community by Department staff, and videos highlight community success stories.

Key among these are the following guidebooks and their accompanying video (all available at www.nys.waterfronts.com):

Making the Most of Your Waterfront: Enhancing Waterfronts to Revitalize Communities Guidebook outlines our step-by-step process for community revitalization through the Local Waterfront Revitalization Program. It is designed to inspire and assist all New Yorkers - whether they are municipal officials, community or nonprofit organizations, businesses, or anyone with an interest in the waterfront - who want to make the most of what their waterfronts have to offer. It recognizes that working together, these groups can revitalize a community's natural resources, as well as its built environment. The guidebook helps define the roles and responsibilities of each group as they come together in a partnership.

Opportunities Waiting to Happen: Redeveloping Abandoned Buildings and Sites to Revitalize Communities Guidebook is designed to help communities redevelop

abandoned buildings as part of the overall vision for their community. The guidebook takes the reader step-by-step through the redevelopment process.

Funding and Grants

Environmental Protection Fund Local Waterfront Revitalization Program

Funding under Title 11 of the New York State EPF LWRP is available to cities, towns, villages and counties along designated waterways to prepare or implement LWRPs. These grants help communities revitalize downtowns, expand public access, protect natural resources and boost tourism and economic development opportunities. For waterfront communities across the state, the EPF LWRP has become a reliable dedicated source of funding for community revitalization and resource protection. Whether it is used to provide critical funding for a major urban redevelopment initiative, or a modest grant that enables a small village to get a planning process launched, the funding coupled with the Department's technical assistance, results in a community's resurgence.

Total EPF Awards			Downtown Projects	
SFY	Awards	Amount	Awards	Amount
94-95	30	\$822,250	16	\$481,750
95-96	44	\$1,469,825	12	\$307,400
96-97	104	\$4,639,175	34	\$1,674,500
97-98	76	\$4,012,000	28	\$5,065,069
98-99	86	\$5,610,000	36	\$2,742,000
99-00	70	\$5,616,650	31	\$4,688,069
00-01	42	\$5,212,750	13	\$1,940,000
01-02	51	\$6,077,600	24	\$2,776,100
02-03	54	\$5,112,500	21	\$2,588,069
03-04	78	\$9,950,000	33	\$4,347,000
04-05	87	\$10,498,000	41	\$4,692,750
05-06	67	\$11,479,148	31	\$5,864,142
06-07	100	\$17,714,641	30	\$10,923,781
07-08	97	\$24,984,452	48	\$9,892,718
08-09	88	\$23,371,434	46	\$9,149,061
09-10	90	\$23,797,840	39	\$7,715,745
TOTALS	1164	\$160,368,265	483	\$74,848,154

Since 1994, the Department has invested over \$160 million through the EPF LWRP for community revitalization plans and projects in over 300 communities. Matched by its municipal partners, this amounts to over \$320 million for community revitalization. The annual awards are summarized in Table 1. This table also shows the amount of funding each year that has gone toward projects that downtown revitalization projects.

The distribution of 1994-2009 EPF LWRP grant awards is illustrated on Map 2. There are many different types of projects which fall within these grant categories and priorities. The distribution of projects that advance all aspects of community revitalization is summarized in Table 2.

In 1993, 22 staff managed the Department of State LWRP work. Now, only nine staff in the Bureau of Local and Regional Programs are working with over 300 communities across the state to advance LWRPs. In addition to advancing LWRPs, staff in these units spend the majority of

their time working on all aspects of EPF LWRP project management - administering 622 active EPF LWRP projects totaling \$125 million.

In SFY 2009-10, the Department of State awarded \$23.8 million in funding from the EPF LWRP for 90 projects across New York. These awards cover a variety of planning, design and construction projects that focus on economic, community, environmental and recreational improvements, reinforcing the Department's commitment to improving both local economies and the environment. Seventeen of the awards will advance downtown revitalization, highlighting the important links between a thriving and successful waterfront and downtowns. Forty-three of the awards create new or improved public access to the waterfront, which has been a catalyst for downtown revitalization in many communities. Highlights of this year's awards include:

- Three awards to the City of Rochester, totaling more than \$2.1 million, for: the first phase of construction of a public marina facility; a 2,000-foot-long promenade at the Port of Rochester; and the planning and design of new public access between Corn Hill Landing and Ford Street. The marina project will immediately increase public access to the waterfront and add to the amount of dock space available to out-of-town boaters visiting Rochester Harbor. The City expects the project will stimulate \$5 million in direct economic benefits to the community.
- An award of \$316,625 will enable the Village of Clayton to complete the second phase of the Clayton Riverwalk at Frink Park. Building on the success of the Thousand Island Dock and first phase of the Riverwalk previously funded through the EPF LWRP, this award will expand public access and connect waterfront parks, the downtown commercial district, and cultural resources in the community.
- An award of \$324,275 will allow the City of Little Falls to complete a series of enhancement projects that will improve connections between the City's downtown and its Erie Canal and Mohawk River waterfronts. Building on previous funding through the EPF LWRP, this award continues the City's efforts to become a premier destination for heritage tourists and will make it easier for boaters to the Harbor facility to explore the downtown area.

Funding for Distressed and Underserved Communities

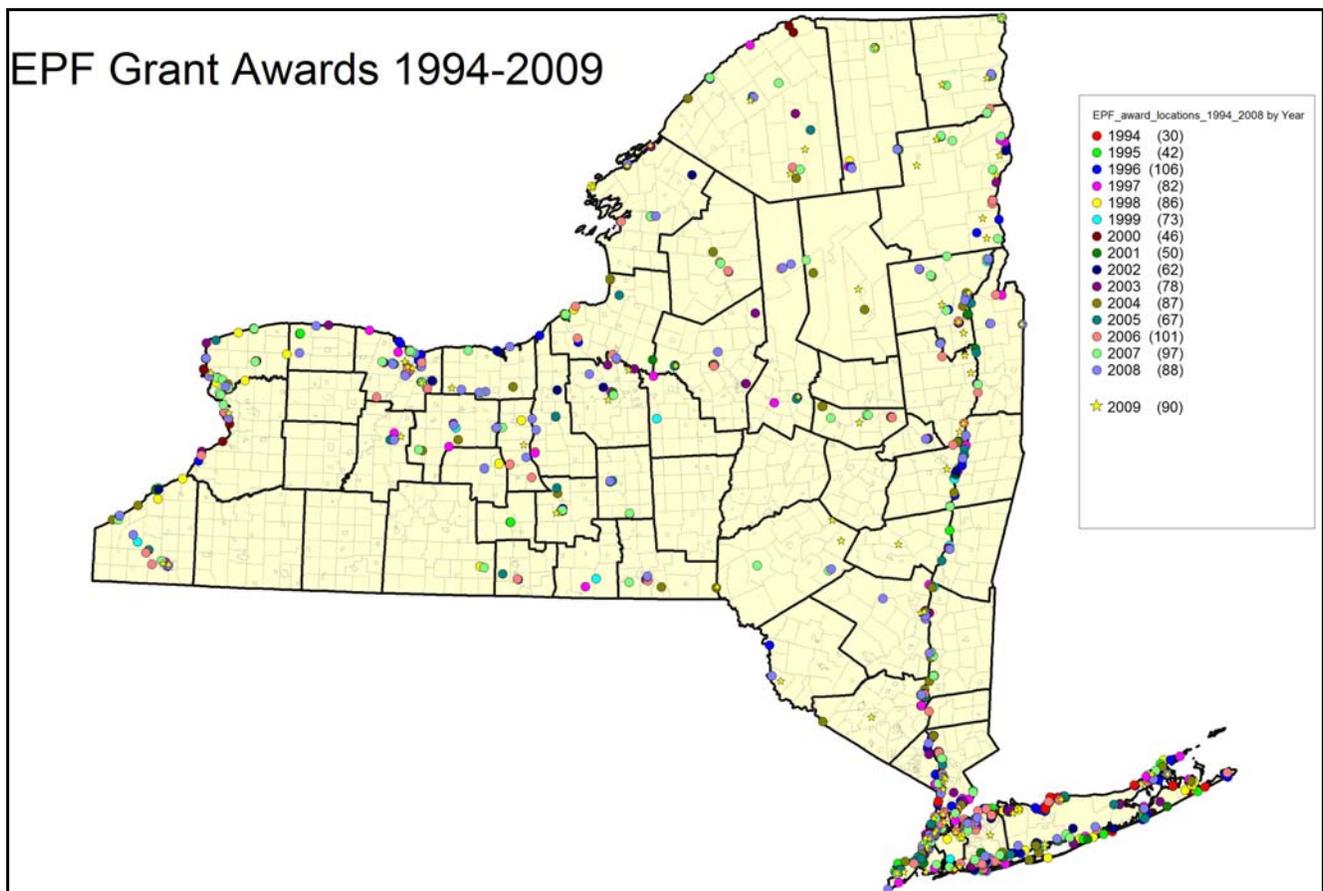
Each year, the legislative appropriation for EPF LWRP calls for approximately 25% of the appropriation to be spent on projects which are in or primarily serve areas that are densely populated and have sustained physical deterioration, decay, neglect, or disinvestment, or where a substantial proportion of the residential population is of low income or is otherwise disadvantaged and is underserved with respect to the existing recreational opportunities in the area. This is reflective of the urban waterfront revitalization focus that has been a cornerstone of the priorities that the Department of State has set for the EPF LWRP.

Each year, the Department has exceeded this 25% requirement. In SFY 2009-10, not less than \$9,750,000 was required to be spent for projects in distressed and underserved areas. Of the 90 awards

announced for funding, 36 awards totaling \$14,623,682 were for projects in distressed or underserved areas.

An award of \$475,000 to the New York City Department of Parks and Recreation, in collaboration with the City Parks Foundation, will provide public access to and revitalize more than 350 acres of significant, underused waterfront parkland at Soundview Park in the South Bronx, East River Park in Lower Manhattan, and Calvert Vaux and Kaiser Parks in the Coney Island area of Brooklyn. This award advances the *Catalyst for Neighborhood Parks* initiative by focusing on underserved, densely-populated communities that are cut off from their waterfront.

The enhancements will strengthen and revitalize these neighborhoods and create destinations that foster local economic development. The award builds on four previous EPF LWRP grants totaling \$415,000 that enabled the City Parks Foundation to launch the *Catalyst Program* and revitalize waterfront parks in Manhattan, Bronx, Queens and Brooklyn. Since its launch in 2003, the *Catalyst Program* has helped leverage and direct more than \$92 million of capital improvements and \$5 million for programming and staffing, serving over 100,000 people.



Map 2

Table 2:EPF LWRP - COMMUNITY REVITALIZATION

			Hudson River		Great Lakes		Inland		Long Island		New York City	
Project Type	Awards	Amount	Awards	Amount	Awards	Amount	Awards	Amount	Awards	Amount	Awards	Amount
Access/Recreation	404	\$76,382,923	71	\$17,328,191	94	\$12,040,984	116	\$13,155,595	65	\$8,896,990	58	\$24,961,163
Coastal Education	54	\$5,969,848	4	\$473,200	7	\$814,550	8	\$759,250	19	\$705,004	17	\$3,237,844
Downtown Revitalization	483	\$74,848,154	96	\$27,915,008	99	\$15,580,730	216	\$21,863,982	69	\$7,951,372	3	\$1,537,062
General Planning	233	\$14,580,266	35	\$2,181,390	42	\$2,608,951	111	\$5,292,204	39	\$2,188,875	14	\$3,142,257
Harbor Management	20	\$2,122,827	7	\$1,238,327	5	\$390,000	1	\$7,500	6	\$287,000	1	\$200,000
Maritime Heritage	8	\$590,000	1	\$50,000	1	\$50,000	0	\$0	5	\$425,000	2	\$160,000
Tourism	674	\$86,258,248	120	\$25,880,305	155	\$20,687,098	271	\$24,528,110	118	\$12,265,417	10	\$2,897,318
Waterfront Redevelopment	204	\$49,678,416	67	\$21,963,250	34	\$6,532,005	62	\$8,630,179	30	\$3,178,700	18	\$9,943,499

AT WORK IN COMMUNITIES ACROSS NEW YORK STATE

Through its work assisting local governments in making their waterfronts an asset that brings new life and energy to the entire community, the Department is using the LWRP as a means for effectively working in partnership with communities across the state to revitalize downtowns, build on assets, and manage waterfront resources.

In the Great Lakes Region, the Department is actively working with a large number of communities, characterized by vastly differing conditions and issues. Along the Niagara River and Lake Erie, where nearly every community is participating in the LWRP, the Department is working with communities and regional organizations to redevelop waterfronts occupied by abandoned industrial lands. Along the St. Lawrence River, in the Thousand Islands region, the Department is working to revitalize Main Streets and downtowns and strengthen the region's historic tourism economy, while also establishing management strategies for assuring protection of substantial natural resources. Through the LWRP, all of the major Great Lakes cities - Buffalo, Niagara Falls, Rochester, Ogdensburg, and Oswego - have established, and are actively implementing, visions and revitalization strategies which are paying huge dividends. Examples of this success involve the following communities:

City of Oswego

Total EPF LWRP Funding Awarded: \$1,597,556

The City of Oswego, located along both the Oswego River and Lake Ontario, prepared its LWRP over twenty years ago, and with continued professional guidance from staff and funding provided by the Department, has completed all of the projects identified in the program. The Department is now working with this former port city to update the program to identify the next generation of projects to continue the spectacular renaissance underway. Specific projects have included: completion of the 1.5 mile long Oswego Esplanade, a promenade extending along both sides of the Oswego River, which bisects the downtown; expansion of the City's Wright Landing marina, which has greatly strengthened the local economy to better accommodate recreational boaters and fishing derbies; and infrastructure improvements to revitalize the Port of Oswego. The public improvements identified in the LWRP, and subsequently constructed, have spurred over \$16 million in private investment as hotels, restaurants and other businesses have opened along the waterfront and in the downtown. No other community has more successfully achieved economic revitalization through the development of public access improvements, which bring people to the downtown, on an everyday basis, as well as through seasonal festivals. The City is now firmly established as the major regional harbor center for recreational boaters.

City of Rochester

Total EPF LWRP Funding Awarded: \$5,795,415

Through the LWRP, the Department is partnering with the City of Rochester to revitalize its three unique, and interconnected, waterfronts along Lake Ontario, the Genesee River, and the Erie Canal. As a result of working closely with the Department of State for over twenty years, the City's Genesee River waterfront has emerged as the focus of a vibrant downtown, and its Erie Canal waterfront is now firmly established as a major boating center. With the Department's assistance, public access amenities were designed and constructed and are being incorporated into two \$20 million mixed use projects along the Genesee River, one at Corn Hill Landing, a former brownfield site; and the other at Brooks Landing, which will connect to a regional network of trails.

Village of Lewiston

Total EPF LWRP Funding Awarded: \$566,000

As a result of its partnership with the Department through the LWRP, the Village of Lewiston's Niagara River waterfront is now a regional hub which provides recreational opportunities and is the key component of a thriving downtown. The LWRP, completed in 1991, established a blueprint for expanding access improvements to Lewiston Landing, including relocation of the Village's Public Works buildings, construction of a fish cleaning station to better support fishing derbies, pedestrian walkways, and public docks, all of which has led to \$10 million in private investment. A restaurant, for example, is now located in a former abandoned coal silo; an excursion boat company now offers tours; and an inn has opened. Through the proactive approach fostered by the Local Waterfront Revitalization Program, Department staff worked alongside the Village to develop implementation strategies for these projects, and followed up with financing the projects with grants from the EPF LWRP.

Town and Village of Clayton

Total EPF LWRP Funding Awarded: \$2,249,959

Since the Department began working in partnership with the Town and Village of Clayton through the LWRP 25 years ago, Clayton has firmly established itself as a regional boating center. The LWRP defined a consensus on priority issues and projects, and the Department followed through with substantial technical and financial assistance to implement the program. This assistance was critical in constructing a dock for commercial cruise ships transiting the Thousand Islands/St. Lawrence River, with staff at the Department promoting the benefits that this dock would bring when others were doubtful; renovating its historic Opera House, which was in a state of disrepair and neglect, into a cultural center and important downtown destination; and embarking on a riverwalk project that will form a continuous path along the Village waterfront. These projects have substantially strengthened Clayton's historic tourism economy, revitalized the downtown, and boosted local capacity. The success achieved has prompted the Town and Village to update the LWRP to identify the next generation of projects needed to continue this partnership.

Along the State's Inland Waterways, we are working with local governments along the State Canal System, throughout the Finger Lakes, Lake George, Lake Champlain, and many other waterways. With the Department's assistance, these communities are developing and implementing LWRPs which revitalize downtowns, bring people to the waterfront, and protect natural resources, a key asset for community revitalization.

The Department of State has enlisted nearly 100 local governments through the LWRP to revitalize the State Canal corridor. The Department's professional staff have guided communities in establishing long-term revitalization strategies and then implementing them by constructing trails, public boating facilities, and downtown improvements. The Department's hand-on assistance provided to canal communities, coupled with 231 EPF LWRP grants, have served as the primary means for communities to implement the State's Canal Revitalization Program. As a result of the Department's work, community character across this historic and legendary waterway has been improved, and communities have substantially strengthened their ability to take advantage of water-related tourism opportunities and link the canal to downtowns. It is also noteworthy that many of these LWRPs are intermunicipal efforts involving adjacent communities, which further promotes efficiencies and success.

Examples of this success involve the following communities:

The Tonawandas***Total EPF LWRP Funding Awarded: \$507,250***

Located at the western confluence of the Canal System and the Niagara River, the twin cities of Tonawanda and North Tonawanda used their LWRPs as the impetus for increased intermunicipal collaboration and accelerated development of their Canal waterfronts as a tourist destination. The Department was instrumental in helping these cities realize their potential by creating partnerships with the Canal Corporation, and helping the cities complete schematic plans to construct an array of boater infrastructure needed to firmly establish the area as the first of eight canal harbor centers for recreational boaters. Historic buildings have been rehabilitated, new businesses have opened, and continuous public access and boating facilities now exist along each community's Niagara River and Erie Canal waterfronts. The vast majority of these projects were financed with grants from the EPF LWRP, and are directly responsible for more than \$10.5 million in private investment. In addition, the Tonawandas' annual mid-summer Canal Fest attracts 250,000 people to the communities. The Tonawandas exemplify the value of public access enhancements as a means for stimulating downtown revitalization.

City of Lockport***Total EPF LWRP Funding Awarded: \$707,500***

The Department has worked closely with the City of Lockport over the past eight years to revitalize its downtown and Erie Canal waterfront. Along the way, Department staff led an inter-agency effort to focus State resources on redevelopment of Richmond Avenue, a key underutilized area of the downtown. Redevelopment of this unsightly block was deemed critical to fostering a link between the Erie Canal and the downtown area and creating a destination for tourists and residents. As a result of the Department's leadership, this former brownfield site is well on its way to being transformed into a vibrant mixed-use development, and is firmly connected to the Canal with its inviting pedestrian streetscape and site amenities.

City of Rome***Total EPF LWRP Funding Awarded: \$525,000***

As a result of the Department's hands-on approach with the City of Rome over the past eight years, the stage has been set to transform an economically distressed former industrial waterfront and downtown into a vibrant sports, recreation and mixed use neighborhood, oriented toward the Erie Canal and the Mohawk River. A ten mile-long Mohawk River Trail will be developed, brownfields are being restored, new businesses are starting up, realistic downtown business programs are being marketed, and wayfinding signage installed. The City's downtown revitalization has been driven by the development of a long-term strategy, capital projects, development of a market feasibility study, and strengthening of local capacity, all resulting from direct assistance from Department staff.

Town and Village of Pittsford***Total EPF LWRP Funding Awarded: \$510,900***

The Department has worked in partnership with the Town and Village of Pittsford over the last decade to complete and implement its LWRP. With the Department's guidance, the communities developed public access and boater facilities along the Erie Canal which have further strengthened the Village as a Canal Center. These efforts have spurred substantial private investment and 15 new retail businesses have opened along the waterfront over the past few years.

On *other designated inland waterways*, the Department is helping local governments capitalize on their community heritage, scenic and natural resources, outdoor recreation, and cultural activities. Examples of this success involve the following communities:

City of Jamestown

Total EPF LWRP Funding Awarded: \$605,581

In 2003, Department staff oversaw a State initiative to assist the City of Jamestown in revitalizing its downtown and Chautauqua Lake and Chadakoin River waterfronts. One of the initial planning tools the Department provided in this effort was the development of urban design standards to guide the redevelopment of the City's downtown commercial district. Key among the implementation projects that the City subsequently undertook with the Department's professional and financial assistance was the design and construction of riverwalk to connect the downtown with the Chadakoin River. The Department was also instrumental in the City joining forces and working with three local philanthropic foundations wishing to invest in Jamestown's future.

Village of Rouses Point

Total EPF LWRP Funding Awarded: \$765,580

Eight years ago, the Village of Rouses Point sought the Department's assistance in addressing the high vacancy rates and declining property values in its downtown. Initially, the Department staff worked hands-on with Village officials and volunteers in preparing a downtown and waterfront strategy, which identified projects needed for revitalization. These have now been successfully implemented and include design guidelines to protect the Village's historic character; construction of a scenic pier, which transformed a blighted portion of the waterfront and downtown area; and public boater facilities to provide recreational boaters along Lake Champlain with an opportunity to patronize downtown establishments. Key to getting these projects off the ground was the Department's direct role in building the local capacity of the Village. This was done by the Department providing the financial means for the Village to hire a project coordinator and then providing the coordinator with technical guidance on how to successfully complete existing projects while initiating new ones. The Village is now implementing new gateway improvements and enhancements to the Village park and attracting private sector investment, façade and building restorations, and seeing new shops open.

Village of Lake George

Total EPF LWRP Funding Awarded: \$1,739,077

Through the LWRP, the Department has been instrumental in providing the expertise and resources necessary for the Village to strengthen its downtown and tourism economy over the last ten years by recognizing and building on its greatest asset – the proximity of downtown to Lake George. The Department assisted the Village in constructing a pedestrian walkway along its waterfront; installing streetscape improvements along streets connecting the waterfront to commercial areas; converting these streets from vehicular access to pedestrian access to improve pedestrian circulation to the waterfront; and constructing a regional visitors center, which includes exhibits to interpret the region's heritage and natural resources, and provides a central point for businesses and services available to visitors. All of these projects financed through grants from the EPF LWRP, and developed with direct staff support from the Department, have resulted in substantial economic benefits to the Village and a reorientation of local businesses to the Lake. As a result, the Village's tourism economy has been substantially strengthened and commercial vacancies along Canada Street, the major downtown thoroughfare have been eliminated.

The Adirondacks***Total EPF LWRP Funding Awarded: \$13.6 million***

The Department is working with over 60 communities throughout the Adirondack Park to create community revitalization strategies through the LWRP which address sustainable economic growth and protect the region's irreplaceable resources. Direct staff support is crucial to these rural communities and the hands-on nature of the Department's involvement finds staff in the field and at meetings to help advance projects, including many intermunicipal efforts. One such project is the First Wilderness Heritage Corridor, which created a redevelopment strategy for the Northern Hudson River from Corinth to North Creek, a 40 mile section of the Delaware and Hudson Railroad. The rail corridor was subsequently acquired by Warren County and a regional plan identifies projects needed to establish an excursion railway within the numerous hamlets along the corridor. From the start of the idea of the Heritage Corridor, Department staff worked directly with local officials and staff to formulate early concepts for the corridor and encourage the communities to seek funding to advance the corridor as a whole. This close working relationship continues to this day and now the Department is assisting the individual communities in implementing hamlet revitalization projects along the corridor.

City of Watertown***Total EPF LWRP Funding Awarded: \$1,697,500***

Through the LWRP, the Department of State established a partnership with the City nine years ago to revitalize its waterfront and downtown. The Department worked with the City to prepare a long-term strategy which capitalized on the downtown's proximity to the Black River and coordinated the resources of numerous state agencies to implement the strategy. With guidance from Department staff, the City developed a revitalization vision, identified its downtown market niche through a deliberate market assessment, and designed and created a kayak and rafting course. Tackling projects one-by-one with advice and funding assistance from the Department, the City is emerging as one of the best natural whitewater venues in the country, and in the process is reacquainting visitors and residents with the downtown and the Black River.

In the Hudson Valley, the Department is working to reinvigorate the region's historic riverfront communities by protecting cultural resources; returning abandoned, former industrial lands to productive uses; revitalizing downtowns; promoting tourism; and expanding waterfront recreation opportunities. All of the Valley's major cities are participating in the LWRP, and are implementing projects identified using the EPF LWRP. Examples of this success involve the following communities:

City Newburgh***Total EPF LWRP Funding Awarded: \$1,582,600***

In the mid-1990s, with the Department as a partner, the City of Newburgh embarked on the revitalization of two vacant waterfront parcels adjacent to Newburgh Landing which brought signature restaurants and shops to the City's Hudson River waterfront. Key to the success of the private investment of this area was the Department's prominent role in the planning and design for the revitalization of the waterfront and funding for the design and construction of the associated public amenities. The Department's work included technical and legal assistance on public easements and permitting, creation of a shoreline walkway connecting one end of the mixed-use project to the other, streetscape enhancements, and the addition of historical murals

on the railroad trestle which separates the waterfront from downtown. Relying on the strategy outlined in its LWRP, the Department continues its commitment to provide the City with the financial and technical resources to continue this success, including the recently constructed fishing pier at one of the City's street ends, and the design of proposed public infrastructure improvements associated with a \$600 million private redevelopment of 30-acres adjacent to the City's Hudson River waterfront.

City of Kingston

Total EPF LWRP Funding Awarded: \$2,767,408

The Department of State's intensive involvement over 20 years with the City of Kingston has played a major role in the redevelopment of the City's Rondout Creek waterfront. With the completion of its LWRP in 1992, the City, with extensive hands-on professional guidance from the Department on design, remediation and permitting issues, developed a strategy for the Rondout waterfront and has been steadily implementing the projects identified in the strategy through the EPF LWRP. The Creek has been transformed from an area previously occupied by abandoned, deteriorated buildings, junkyards and other industrial uses into a thriving entertainment district, filled with mixed-use shops, restaurants and apartments in the 19th century structures. The result is an inviting waterfront, with new floating docks for boaters, a shoreline promenade that connects to the downtown, streetscape enhancements along East and West Strand, and the adoption of design guidelines. The Department is now engaged with the City in completing the next phase of its strategy, which calls for: facade enhancements to the sewage treatment plant, design plans for the reconstruction of the Dayline Dock at Kingston Point, and identifying solutions for controlling periodic flooding of East Strand. According to the City, for every \$1 in public money invested, \$6 to \$7 in private money is invested in waterfront projects. The results achieved in Kingston through the partnership of the LWRP are a model for other communities.

City of Beacon

Total EPF LWRP Funding Awarded: \$4,193,227

For over 20 years, the Department has worked with the City of Beacon and community organizations on coordinated activities that lay the foundation for the comprehensive revitalization of the City's downtown and waterfront through its LWRP. The Department is providing the City with technical oversight and advice as it plans, designs and constructs the public amenities associated with Long Dock Beacon, being developed by Scenic Hudson, Inc. This project involves developing a 23-acre former industrial site on the Hudson River into a hotel, waterfront esplanade, and public open space. The Department is also playing a key role in helping the City develop a plan for the efficient use and management of Beacon Harbor, providing examples of similar harbor management efforts around the state, design advice on shoreline treatments and guidance on the permit process.

In New York City, the focus is reconnecting New York's neighborhoods to the waterfront, and providing new access opportunities in underserved communities. The Department has been working with New York City since the approval of the New York City LWRP in 1982, and subsequent amendments in 2002. There has been a great deal of progress toward implementing the policies and priorities of the LWRP, including waterfront re-zonings in each of the five boroughs to provide a mix of housing and commercial uses with waterfront public access. The Department is currently providing professional expertise and funding to the City as it undertakes a two-year planning process to produce

a new Comprehensive Waterfront for New York City and a revised Waterfront Revitalization Program. This update will present a new vision for the City's waterfront for the next ten years. Since 1994, 136 awards from the LWRP totaling over \$47 million has been provided to fund projects that implement the City' Waterfront Revitalization Program. Examples of this success include:

- In **Brooklyn**, following our early and crucial involvement in the public process that established the Brooklyn Bridge Park, we have remained a committed partner as the City looks to improve other stretches of Brooklyn's waterfront. Working closely with City agencies, the Borough of Brooklyn, nonprofits and community groups, staff have directly assisted in advancing the Borough-wide waterfront greenway and have helped to leverage the Department's initial \$350,000 investment into more than \$23 million, 65% of the approximately \$34 million needed to complete design and construction of the planned pathway.
- In **West Harlem**, the redevelopment of the waterfront with two new piers and a park at 125th Street, designed in part with a catalyst \$300,000 EPF LWRP award, is linked with over \$18 million in public and private investment in the adjacent neighborhood.
- In **Sunset Park**, more than \$32 million in funding has been assembled by New York City for the transformation of Piers 1-5 into a new waterfront park. The initial park designs were developed with close involvement from Department staff who provided advice on the natural resources on the site, remediation issues and design ideas and with funding through a \$500,000 EPF LWRP award. An additional \$700,000 EPF LWRP award will help with the construction of open space improvements, including remediation of brownfields, and the creation of recreational fields, a wildlife habitat area, and bicycle-friendly connections with the business district and the *Brooklyn Waterfront Greenway*.

On Long Island we are enhancing community character, reinvigorating the working waterfront and connecting people to the coast. Examples of this success involve the following communities:

Village of Greenport ***Total EPF LWRP Funding Awarded: \$1,945,000***

Over the last 25 years the Department has been a partner in every step in the Village of Greenport's waterfront and downtown revitalization. Adopted in 1983, the LWRP was developed to address a changing waterfront and economic decline. In the 1980's the Village's traditional waterfront operations were under threat and the surrounding commercial district and residential neighborhoods were deteriorating. A vision of thriving waterfront redevelopment that respected Greenport's maritime heritage guided the Village's revitalization strategy. The Village implemented zoning changes and improvement projects that have turned the local economy around. Illustrating private sector response to the protection of waterfront commercial zoning and uses, a defunct shipyard has turned into a state-of-the-art shipbuilding facility, employing 40 people and manufacturing a wide range of products for civilian and military clients. Department staff worked hand-in-hand with the Village on a key project to redevelop the former derelict Mitchell's Restaurant and Marina site into a waterfront destination park featuring a harborwalk, transient marina, amphitheater, seasonal ice rink and a stunning glass pavilion housing a turn-of-the-century carousel. At the height of project effort, Department staff provided almost daily assistance to Village officials and to the consultants in

coordinating all aspects of the project, including park design, stormwater management, brownfield remediation, funding opportunities interagency coordination and permitting issues. As a result, the Village has a vibrant waterfront park that is used year round and that is an integral part of the successful revitalization of downtown. The Village is currently updating its LWRP to build on these successes.

Village of Port Jefferson

Total EPF LWRP Funding Awarded: \$2,244,629

Over the last 15 years, Department staff has worked closely with the Village of Port Jefferson to capitalize on its assets – a deep water harbor located in the heart of downtown. By providing examples from the success of other communities, Department staff helped the Village gain an understanding of the dual role their waterfront could play in its revitalization efforts by identifying areas within the Village’s industrial waterfront that had the potential to accommodate public recreational uses. With close staff involvement and funding assistance from the Department, the Village then engaged in a step-by-step approach to transform a former shipyard and oil terminal into Harborfront Park. The park is now a cherished amenity for Village residents and an important day-trip tourist destination, and has contributed to the revitalization of Port Jefferson’s waterfront and downtown business district.

EVOLVING AND IMPROVING COMMUNITY REVITALIZATION EFFORTS

New LWRP Efforts - The Department will engage more communities along more waterways to develop LWRPs. With funding from the 2009-10 EPF LWRP, two additional communities will begin the Local Waterfront Revitalization Program planning process and four local governments will amend and update their existing LWRPs.

Continue to be flexible in our approach to community revitalization - The Department of State will continue to promote the flexibility of the LWRP approach to advance community revitalization. We will also establish flexible programs tailored to community needs.

Continue Downtown focus - The Department will continue to work with communities to focus on their downtown areas and create linkages between the downtown and waterfront.

Targeting Distressed Communities - The Department will continue to target underserved and distressed urban waterfront areas for revitalization efforts through the EPF LWRP.

Expand LWRP Focus - The Department will expand the comprehensiveness of the LWRP, by incorporate the emerging issues of:

- Climate change adaptation
- Smart Growth, and
- Ecosystem-based Management

Building Intermunicipal Coordination - The Department will continue to reach out to counties, and neighboring communities to join forces and strengthen their intermunicipal partnerships for greater coordination in community revitalization planning and implementation efforts. By working together with adjacent communities, more can be accomplished.

Strengthening Local, State and federal partnerships - The Department remains committed to strengthening our partnerships with local, federal and state governments, to provide the resources necessary for a community to take advantage of their waterfronts and use them as a catalyst for community revitalization, resource protection, and leveraging private investment. The LWRP serves as a common denominator for local, state and federal actions.

Interagency Collaboration - The Department will spearhead a new inter-agency initiative to coordinate, prioritize, and align resources to better support community revitalization projects in the Rochester and Syracuse metropolitan areas.

Assessing Success - The Department, through a new monitoring program, will assess the success of communities in implementing their LWRP. The goal of the process, is to strengthen, if necessary, the abilities and capacities of the local government in managing the responsibilities associated with their Local Waterfront Program.

Training and Outreach - The Department will meet with municipalities not currently participating in the Local Waterfront Revitalization Program, to discuss the benefits of waterfront planning and

implementation and how the professional expertise of the Department of State and funding from the EPF LWRP can assist them in revitalizing their waterfront and downtown areas. The Department will also conduct training workshops to assist local governments in preparing and implementing a Local Waterfront Revitalization Program, with a focus on strengthening the capacity of the community to foster and sustain results.

Department of State website - Improvements are underway to our website www.nyswaterfronts.com. Improvements include, making all approved Local Waterfront Revitalization Programs accessible.

Implementing State and Regional Plans and Initiatives - With its technical expertise, and funding available through the LWRP EPF, the Department will continue to be a partner in the implementation of important State and regional programs, such as: New York State Open Space Plan, New York State Preservation Plan, Statewide Comprehensive Outdoor Recreation Plan, Long Island Sound Coastal Management Plan, South Shore Estuary Management Plan, Hudson River Valley Greenway Compact Plans, Hudson River Estuary Action Agenda, Niagara River Greenway Plan, Canal Recreationway Plan, Scenic Byway corridor management plans, and Heritage Area management plans.