



# BATAVIA OPPORTUNITY AREA

## NOMINATION STUDY

*APRIL 2014*



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# BATAVIA OPPORTUNITY AREA

## BROWNFIELD OPPORTUNITY AREA NOMINATION STUDY

*APRIL 2014*

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## CONTENTS

|  |     |
|--|-----|
| CONTENTS.....  | iii |
| TABLE OF FIGURES.....  | v   |
| LIST OF TABLES .....   | vi  |
| INTRODUCTION .....   | 1   |
| EXECUTIVE SUMMARY .....  | 6   |
| SECTION 1. PROJECT DESCRIPTION AND BOUNDARY.....   | 19  |
| COMMUNITY AND REGIONAL SETTING.....  | 19  |
| PROJECT OVERVIEW AND DESCRIPTION .....   | 20  |
| PROJECT TEAM .....   | 25  |
| BATAVIA OPPORUNITY AREA BOUNDARY .....   | 27  |
| STRATEGIC SITE SELECTION .....   | 28  |
| CITY CENTRE .....  | 33  |
| DOWNTOWN MEDICAL CORRIDOR.....   | 34  |
| HARVESTER CENTER.....  | 35  |
| DELLA PENNA.....   | 36  |
| CREEK PARK AREA .....  | 36  |
| ADJACENT NEIGHBORHOODS.....  | 37  |
| SECTION 2. DEVELOPING A VISION FOR THE BATAVIA OPPORTUNITY AREA.....                     | 41  |
| COMMUNITY VISION, GOALS AND OBJECTIVES .....   | 41  |
| BATAVIA CENTRAL CORRIDOR URBAN DESIGN, MARKETING AND DEVELOPMENT PLAN .....              | 42  |
| COMMUNITY IMPROVEMENT PLAN .....   | 45  |
| BATAVIA DEVELOPMENT CORPORATION ECONOMIC DEVELOPMENT ACTION PLAN .....                   | 45  |
| FINGER LAKES REGIONAL ECONOMIC DEVELOPMENT COUNCIL STRATEGIC PLAN .....                  | 46  |
| GENESEE COUNTY COMPREHENSIVE AND SMART GROWTH PLANS .....                                | 47  |
| DOWNTOWN BATAVIA BUSINESS IMPROVEMENT DISTRICT STRATEGIC PLAN AND DEVELOPMENT PLAN ..... | 48  |
| STEERING COMMITTEE INPUT .....   | 48  |
| STAKEHOLDER ENGAGEMENT .....   | 49  |
| PUBLIC MEETINGS AND WORKSHOPS.....   | 50  |
| PROJECT PROMOTION .....  | 52  |
| DEVELOPERS' FORUM .....  | 54  |
| PROJECT VISION AND THEME .....   | 56  |



|   |     |
|---|-----|
| SECTION 3. ANALYSIS OF THE BATAVIA OPPORTUNITY AREA.....      | 59  |
| BATAVIA BOA SUB AREAS .....                                   | 59  |
| INVENTORY AND ANALYSIS .....                                  | 63  |
| EXISTING LAND USE.....  | 63  |
| EXISTING ZONING.....  | 67  |
| UNDERUTILIZED AND VACANT SITES.....                           | 71  |
| INFRASTRUCTURE AND UTILITY SYSTEMS.....                       | 92  |
| PROPERTY OWNERSHIP .....                                      | 97  |
| NATURAL AND CULTURAL RESOURCES.....                           | 98  |
| ECONOMIC AND MARKET ANALYSIS .....                            | 111 |
| SUMMARY ANALYSIS, FINDINGS AND RECOMMENDATIONS .....          | 137 |
| FINDINGS – INVENTORY AND ANALYSIS.....                        | 137 |
| MASTER PLAN FOR REDEVELOPMENT .....                           | 140 |
| RECOMMENDATIONS.....  | 167 |
| ACTIVITIES TO BE UNDERTAKEN IN THE IMPLEMENTATION PHASE ..... | 173 |
| APPENDICES.....   | 177 |
| A: COMMUNITY PARTICIPATION .....                              | 179 |
| B: SITE PROFILES .....  | 181 |
| C: HOUSING MARKET ANALYSIS .....                              | 183 |
| D: NEIGHBORHOOD ANALYSIS.....                                 | 185 |
| E. ALTERNATIVE ENERGY REPORT .....                            | 187 |
| F. ECONOMIC AND MARKET ANALYSIS .....                         | 189 |
| G. POTENTIAL ZONING CHANGES.....                              | 191 |



## TABLE OF FIGURES

|   |     |
|---|-----|
| FIGURE 1. COMMUNITY CONTEXT .....   | 21  |
| FIGURE 2. STUDY AREA CONTEXT .....  | 23  |
| FIGURE 3. INITIAL PROJECT BOUNDARY ALTERNATIVES .....                         | 29  |
| FIGURE 4. BOA BOUNDARY .....  | 31  |
| FIGURE 5. BOA STRATEGIC SITES .....   | 38  |
| FIGURE 6. BOA SUB-AREAS .....   | 61  |
| FIGURE 7. LAND USE IN THE BOA .....   | 65  |
| FIGURE 8. ZONING IN THE BOA .....   | 69  |
| FIGURE 9. UNDERUTILIZED, VACANT AND BROWNFIELD SITES.....                     | 75  |
| FIGURE 10. URBAN FUNCTIONAL CLASSIFICATION SYSTEM IN THE CITY OF BATAVIA..... | 86  |
| FIGURE 11. TRANSPORTATION SYSTEMS .....                                       | 87  |
| FIGURE 12. UTILITIES.....   | 95  |
| FIGURE 13. PROPERTY OWNERSHIP .....   | 103 |
| FIGURE 14. PARKS AND OPEN SPACES .....  | 105 |
| FIGURE 15. NATURAL RESOURCES .....  | 107 |
| FIGURE 16. HISTORIC AND ARCHAEOLOGICAL RESOURCES .....                        | 109 |
| FIGURE 17. INDUSTRY EMPLOYMENT, PLACE OF WORK, GENESEE COUNTY .....           | 114 |
| FIGURE 18. PROJECTED INDUSTRY EMPLOYMENT CHANGES, FINGER LAKES REGION .....   | 115 |
| FIGURE 19. INDUSTRIES WITH A HIGH EMPLOYMENT SHARE .....                      | 117 |
| FIGURE 20. INDUSTRIES WITH A LOW EMPLOYMENT SHARE .....                       | 118 |
| FIGURE 21. INDUSTRIES GAINING EMPLOYMENT SHARE .....                          | 119 |
| FIGURE 22. INDUSTRIES LOSING EMPLOYMENT SHARE.....                            | 120 |
| FIGURE 23. MASTER PLAN VS. MARKET ANALYSIS, SPACE REQUIREMENTS.....           | 141 |
| FIGURE 24. CITY CENTRE CONCEPTUAL PLAN .....                                  | 143 |
| FIGURE 25. CITY CENTRE CONCEPTUAL PLAN 3D VIEW I.....                         | 145 |
| FIGURE 26. CITY CENTRE/MEDICAL PLAN 3D VIEW II.....                           | 147 |
| FIGURE 27. DELLA PENNA CONCEPTUAL PLAN.....                                   | 149 |
| FIGURE 28. DELLA PENNA CONCEPTUAL PLAN 3D VIEW I .....                        | 151 |
| FIGURE 29. DELLA PENNA CONCEPTUAL 3D PLAN VIEW II .....                       | 153 |
| FIGURE 30. CREEK AREA CONCEPTUAL PLAN .....                                   | 155 |
| FIGURE 31. CREEK AREA CONCEPTUAL PLAN ALTERNATIVE.....                        | 157 |
| FIGURE 32. HARVESTER CONCEPTUAL PLAN ALTERNATIVE I .....                      | 159 |
| FIGURE 33. HARVESTER CONCEPTUAL PLAN ALTERNATIVE II .....                     | 161 |
| FIGURE 34. HARVESTER CONCEPT PLAN ALTERNATIVE I 3D CONCEPT VIEW I.....        | 163 |
| FIGURE 35. HARVESTER CONCEPT PLAN ALTERNATIVE 1 3D VIEW II.....               | 165 |



## LIST OF TABLES

|  |     |
|--|-----|
| TABLE 1. LAND USE IN THE BOA .....   | 64  |
| TABLE 2. PRIMARY ZONING CATEGORIES WITHIN THE BOA.....                               | 68  |
| TABLE 3. UNDERUTILIZED PROPERTIES .....  | 72  |
| TABLE 4. VACANT PROPERTIES .....   | 73  |
| TABLE 5. AVERAGE ANNUAL DAILY TRAFFIC COUNTS, NEW YORK STATE ROUTES IN BATAVIA ..... | 89  |
| TABLE 6. ACCIDENTS, BOA INTERSECTIONS AND ROAD SEGMENTS, 2010-2012 .....             | 90  |
| TABLE 7. BOA STREETS, MULTI-MODAL, ON-STREET PARKING AND CONDITION DATA .....        | 91  |
| TABLE 8. ANNUAL BENEFIT OF OFFSETTING PURCHASED ELECTRIC.....                        | 94  |
| TABLE 9. PUBLIC LAND OWNERSHIP DISTRIBUTION .....                                    | 97  |
| TABLE 10. PROJECTED POPULATION AND HOUSEHOLD CHANGES, 2012-2022 .....                | 112 |
| TABLE 11. HOUSEHOLDS WITH CHILDREN AT HOME .....                                     | 112 |
| TABLE 12. MEDIAN HOUSEHOLD INCOME .....  | 113 |
| TABLE 13. INDUSTRY CLUSTERS IN GENESEE COUNTY.....                                   | 123 |
| TABLE 14. RETAIL AND EATING/DRINKING SALES, GENESEE COUNTY, 2012 .....               | 127 |
| TABLE 15. SELECT INDUSTRY EMPLOYMENT, GENESEE COUNTY, 2012-2022.....                 | 129 |
| TABLE 16. CITY OF BATAVIA HOUSING MARKET ESTIMATES (UNITS) .....                     | 132 |
| TABLE 17. RECOMMENDATIONS .....  | 171 |



## INTRODUCTION

The City of Batavia's history of development is no different than many other communities across Upstate New York and throughout the rust belt. It was settled in the early 1800's and grew as a regional economic center initially to serve a burgeoning local agricultural economy of farms and farm related industries complemented by retail and professional service establishments in a traditional downtown commercial district.

One of Batavia's unique advantages in the early 1800's was its ideal location at the intersection of the "Great Genesee Road" (today Route 5) and "Big Tree Road" (today Route 63). The advantageous location was partly due to the Holland Land Office selecting Batavia in the late 1700's as the administrative headquarters to sell all of the land west of the Genesee River in New York State, the Holland Purchase, for development. Joseph Ellicott, agent for the Holland Land Office, surveyed the 3.2 million acre tract that became the eight counties surrounding Buffalo, New York. Roads to provide access to the undeveloped western New York frontier radiated from the Holland Land Office's location at a bend in the Tonawanda Creek in Batavia and were complemented by roads from the east including the Genesee Road.



Batavia was the headquarters of western New York's first economic developer, Joseph Ellicott of the Holland Land Office



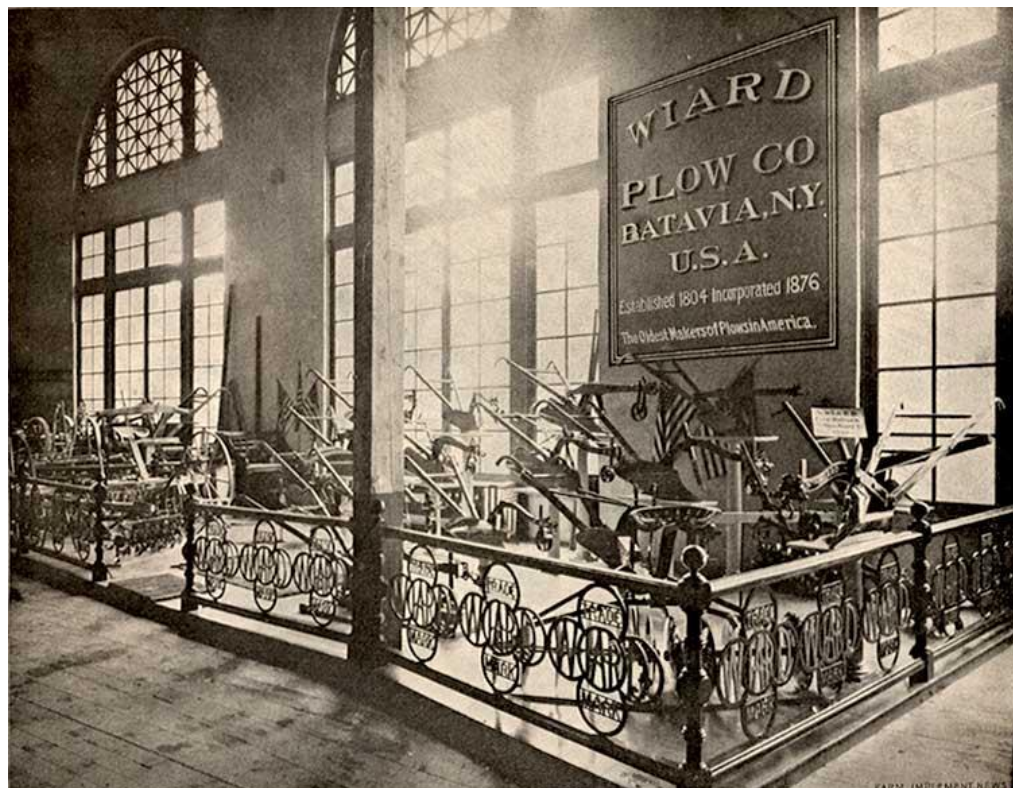
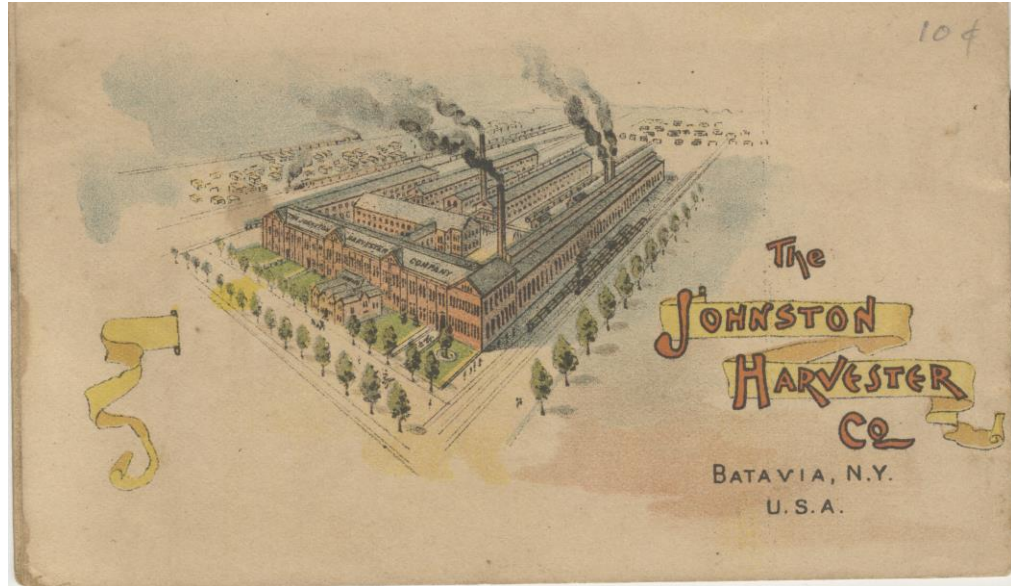
Batavia's designation as the Genesee County seat also helped it become a regional economic center. Most real estate, business and legal activities for the region were conducted in Batavia which attracted professionals such as lawyers, surveyors, real estate agents and bankers.



Batavia's designation as Genesee County seat helped it become a regional economic center

But starting in the late 1800's Batavia's primary role as the County seat and commercial center for the surrounding agricultural area was accompanied by industry aided by the arrival of the New York Central railroad in the 1860's. Wiard Plow established its production facilities on Swan Street in the 1870's and was followed by the Johnston Harvester Company (later Massey Harris) that established its facilities on Harvester Avenue. Both facilities were Batavia's first economic development successes as Batavia businessmen purchased the land for the industries and persuaded them to locate in Batavia. Both companies produced farm implements to serve the growing agricultural economy in western New York and the Midwest. Each was a major employer in the City.





The Johnston Harvester Company and Wiard Plow Company were important agricultural implement manufacturers in Batavia during the late 1800's



In the 1920's Batavia's economic base veered from agricultural related industry. The Doehler Die Casting Company (later known as Doehler Jarvis and National Lead) established a factory on Evans Street to produce metal for Kodak and the emerging auto industry and later to provide raw materials and metals for the military during World War II. Thousands worked at the facility.

Then everything changed. Between 1950 and 1985, Massey Harris, Wiard Plow and National Lead shut down. The closings left thousands out of work and acres of buildings and land underutilized, vacant or abandoned. Batavia joined hundreds of other communities in Upstate New York and throughout the rust belt that experienced similar traumatic events.

Ironically, the City attempted to become a regional retail center while the factories were closing and used urban renewal funding to demolish the majority of its historic downtown in favor of the misplaced suburban Genesee Country Mall. That experiment failed much faster than the industrial decline and in approximately 10 years the mall was largely vacant and its decline impacted the rest of downtown Batavia.



**Batavia's historic downtown was demolished in favor of a suburban scaled mall**

Batavia's economic history is the foundation for this plan. In a span of just 100 years major industries established facilities that employed thousands in Batavia and then abandon the City and left the remains in the form of obsolete buildings and sites. When those industries were established in the late 1800's there were little or no



regulations and some left contaminated properties. The underutilized mall, while not an industrial property, has the same impact.

Since Batavia is a small City the impact of decline by the 1990's could not be missed by residents and businesses. Unlike bigger cities such as Rochester or Buffalo where decline was happening in districts disconnected from other neighborhoods and the suburbs, everyone in Batavia saw the underutilized buildings and sites daily on their way to work, shopping or other errands.

Beginning in the mid 1990's the City's leaders decided it was time to take action and began to initiate community and economic development efforts to combat the decline. A Downtown Development Committee was formed, a Community Development Department established and the County's Industrial Development Agency became active. Efforts by all those organizations led to some economic development wins, successful redevelopment projects and the beginning of a pro-active economic development mindset.

Now the City wants to take an even more aggressive role to address chronically underutilized properties that, if redeveloped, have the potential to propel the City's revitalization. The sites selected by the City are, interestingly, some of the same properties that played an integral part in Batavia's development: the Harvester Center (former Johnston Harvester/Massey Harris), Creek Area (portions part of Doehler Jarvis), and City Centre (formerly Genesee Country Mall). In addition, the Della Penna site, a former Niagara Mohawk property, and the United Memorial Center Hospital's Bank Street campus are also included as Strategic Sites because of their potential to encourage area-wide redevelopment.



## EXECUTIVE SUMMARY

In the summer of 2012 the Batavia Opportunity Area (BOA) Steering Committee began the process of developing a plan to revitalize a 366 acre area impacted by 75 underutilized, vacant and abandoned properties. The Batavia Opportunity Area included three sub-areas: Downtown Batavia, the Industrial Corridor and the Evans Street Corridor that together make up Batavia's historic commercial and industrial core.

A pre-nomination Batavia Opportunity Area plan was prepared in 2009 which provided a basic inventory of the area. The BOA pre-nomination plan was complemented by the *Batavia Central Corridor Plan* completed in 2007 and the recently completed Community Improvement Plan. All of the studies provided relevant information and analyses applicable to the Batavia Opportunity Area. So as to not duplicate the scopes of those plans, and to move redevelopment efforts forward, the Steering Committee made the decision at their first meeting to focus the Batavia Opportunity Area study on implementation of redevelopment of Strategic Sites.

Five Strategic Sites were chosen by the committee at the first meeting. Early selection of strategic sites was facilitated by the identification of key economic development sites in previous studies as well as emerging, current redevelopment opportunities at other sites. The strategic sites chosen by the BOA Steering Committee, and shown in the map on the next page, include City Centre, the Downtown Medical Corridor, the Harvester Center, the former Della Penna Site and the Creek Park Area, all of which are currently underutilized. The adjacent Downtown and Harvester residential neighborhoods were also added as secondary strategic areas for analysis and to recognize the synergy between economic development and neighborhood revitalization.





The goal was to develop plans for each site, based on the findings of an inventory and analysis of the BOA, that were responsive to the market and the constraints and opportunities each site presented. Some of the key inventory findings included:

- The area is impacted by 75 underutilized and vacant properties. Only seven of those properties had existing environmental records.
- Transportation access is exceptional and includes State Routes 5 and 63, rail, and a regional bus system;
- Infrastructure access and capacity is excellent and can support large scale redevelopment;
- A significant share of land Downtown is owned by three entities – the City of Batavia, Genesee County and United Memorial Medical Center which could aid in redevelopment efforts;
- As stated in the 1995 City Comprehensive Plan, the Tonawanda Creek is the City's greatest untapped natural and recreational resource. However the entire the Della Penna and Creek sites are impacted by flood zones.



- Market analyses conclude that vacant space and sites can be filled by 31,000 sq. ft. of professional offices; 18,000 sq. ft. of medical offices; 8,000 sq. ft. of restaurants or food retail and between 70-90 market rate rental units and 80-90 for sale housing units.

Based on the inventory findings it was clear that the Strategic Sites have the market support and public amenities to qualify them as “shovel ready” for developers. The problem was that the sites themselves had real and perceived impediments and no vision of how to redevelop them. Therefore the BOA Steering Committee focused on developing plans for each Strategic Site.

Prior to developing plans for the sites the Steering Committee carried out a comprehensive public participation process that included stakeholder interviews, public meetings and a project specific site that included plan documents and opportunities for input. Based on the input from that process, and a review of existing relevant local and regional plans, the Steering Committee developed a Vision Statement that guided the development of concept plans and recommendations:

### BATAVIA OPPORTUNITY AREA VISION STATEMENT

The Batavia Opportunity Area will strive to be a sustainable, mixed use urban center that will embrace and celebrate its history and natural resources by creatively revitalizing properties for new uses in a new economy.

Conceptual Plans were developed for each site and shown in Figures 24 to 34. A summary of the key recommendations for each site:

#### CITY CENTRE / MEDICAL

The City Centre site will be turned inside out so all the properties had outside entrances and attractive facades. The concourse space would be reduced by a third and the remainder would be upgraded as a protected indoor street. Jackson Street would be extended through the site, the parking lot would be re-organized and new development would occur along Main and Bank Streets. Traffic calming along Bank Street would tie the City Centre and Medical Corridors together along with an alignment of entrances between both sites on Bank Street. Selective demolition at both sites would facilitate redevelopment of the sites.





Jackson Street would be extended through the City Centre Site and new development would occur on Main Street to re-establish the street wall lost during Urban Renewal



Traffic calming measures would be implemented on Bank Street to complement new mixed use development and tie the City Centre site with the Medical Corridor





Selective demolition at the Medical Corridor site, along with parking and circulation improvements, would encourage site redevelopment and new buildings along Main Street



This view shows reorganization of the parking lot façade improvements at the City Centre



## DELLA PENNA

The Della Penna site will be re-purposed from an industrial site to a mixed use site by demolishing utilitarian structures, renovating historic structures and building new structures. Development, access and parking will be coordinated with adjacent development. Additional landscaping will be added to site and to the Evans and Ellicott Street frontages. Access to the planned Ellicott Trail will be provided on site.



New development (orange shading) and preservation of historic buildings will enhance the Ellicott Street site



The Ellicott trail will run along the southern portion of the site



## CREEK AREA

The Creek Area is one of the most underutilized assets in the City of Batavia and The Creek Area plan takes advantage of it with a park adjacent to the creek complete with trails and public areas. Re-organization of wasted space in the current layout would provide an opportunity for a large shared parking area and new development.



The Creek Area Plan reclaims access to the Tonawanda Creek, regains lost space by reorganizing parking and introducing an extension of Rectory Drive



An alternative to the Creek Park Plan introduces opportunities for housing or mixed use development along the creek and proposed trail. (orange shaded buildings)



## HARVESTER CENTER

The goal of redevelopment at the Harvester Center is to open up the facility by selectively demolishing vacant, outdated and obsolete structures that will provide space for parking, green space, circulation and new development. The goal is to create a mixed use campus with new buildings, including a new warehouse, and the retention of historic structures to maintain the site's character. A new Erie Boulevard "Complete Street" would be constructed on the former Erie Railroad ROW.



Redevelopment of the Harvester Center would open up the site for better circulation, parking and green space while providing opportunities for semi-public spaces like the square shown here. Streets would be complete streets with sidewalks, bike lanes, enhanced crosswalks and landscaping.

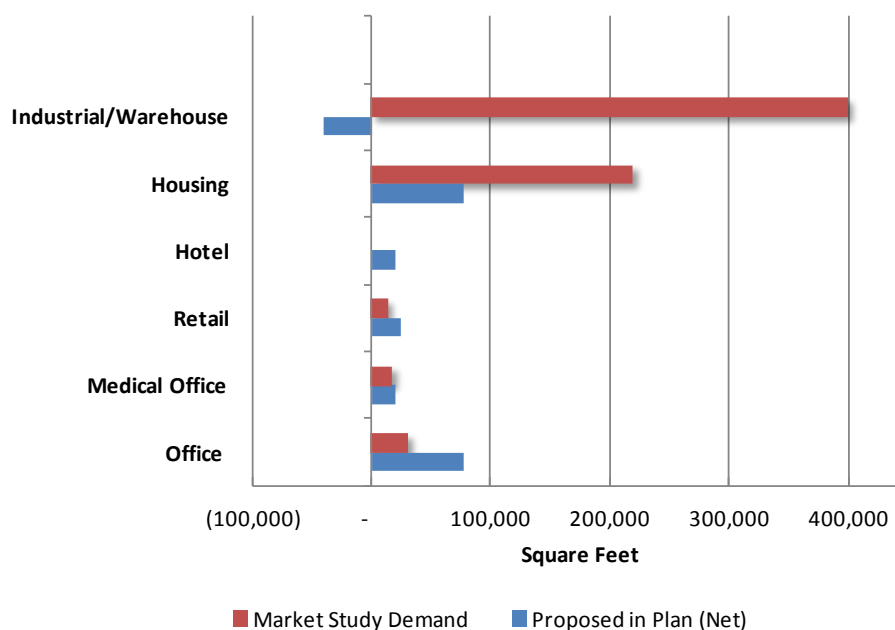


Demolition of select building would provide space for new development at the site also (orange shading).



## RECONCILIATION OF THE MARKET ANALYSIS WITH THE CONCEPT PLANS

The space proposed in the Strategic Site concept plans was reconciled with the space supported by the Market Analysis as shown in the graph below.



Several key findings emerged from the reconciliation analysis:

- **Industrial Market:** There is a significant excess demand for industrial space in the Batavia market. However the demand is primarily for warehouse or distribution type facilities which require large sites that cannot be supported at the Strategic sites. Therefore, there is actually a net decrease in industrial space proposed in the concept site plans. There is one exception at the Harvester site where a 30,000 sq. ft warehouse facility is proposed on the current underutilized parking area at 102-108 Harvester Avenue.
- **Housing Market:** The overall Housing Market is also very healthy in the Batavia area (Genesee County) as shown in Figure 23. The amount of housing proposed in the concept plans is actually less than the area demand because the plans take advantage of a the specific market for smaller units or loft units – market rate apartments and condominiums in existing vacant upper floors and new infill construction – that would be feasible and desired in the BOA.



- **Hotel:** The market analysis did not support the development of hotels. However, the market analysis looked at the overall Batavia area hotel market which is overbuilt with low to moderately priced hotels that have limited amenities and a mediocre level of quality. The steering committee felt there was a need for a higher quality, boutique type hotel in the pedestrian oriented downtown that executives would frequent as an alternative to the standard hotels near the highway. This foresight by the Steering Committee is especially relevant with the increased visits by executives to the recently completed yogurt plants and the anticipated visits by executive and professionals to the planned Science Technology and Advanced Manufacturing Park (STAMP).
- **Retail and Medical Office Markets:** For both these markets the concept plans proposed space roughly equal to the demand.
- **Office Market:** The concept plans promote more office space than could be supported based on the Market Analysis. However, the Market Analysis assumed a 30 percent capture share of the Genesee County office market which is based on historical trends. The Steering Committee believed that basing the future office market using the historical trends was somewhat flawed. The historic real estate market for the BOA will show a larger share of space devoted to industrial space, which, based on the Economic Analysis in this report and the current significant underutilization of older industrial space in the BOA, will partially be converted into office space. In addition, the Committee believed that the BOA, and in particular the Downtown area, should be and can be, with aggressive marketing and partnering, the premier location for Class A office space in Genesee County partly supported local or regional headquarters.

In addition, several financial and pro-forma analyses were recently conducted for redevelopment of the Strategic Sites by the City, plan consultants and private developers separately from this plan. The results indicated that the rate of return, based on current commercial and residential rents in the Batavia market, were low and therefore development or redevelopment projects would need to be incentivized to make them feasible.



## ACTIONS TO SUPPORT REDEVELOPMENT

Multiple recommendations to advance the proposed plans are included in the Recommendations section of this report. However, some of the most important concern real estate and zoning actions.

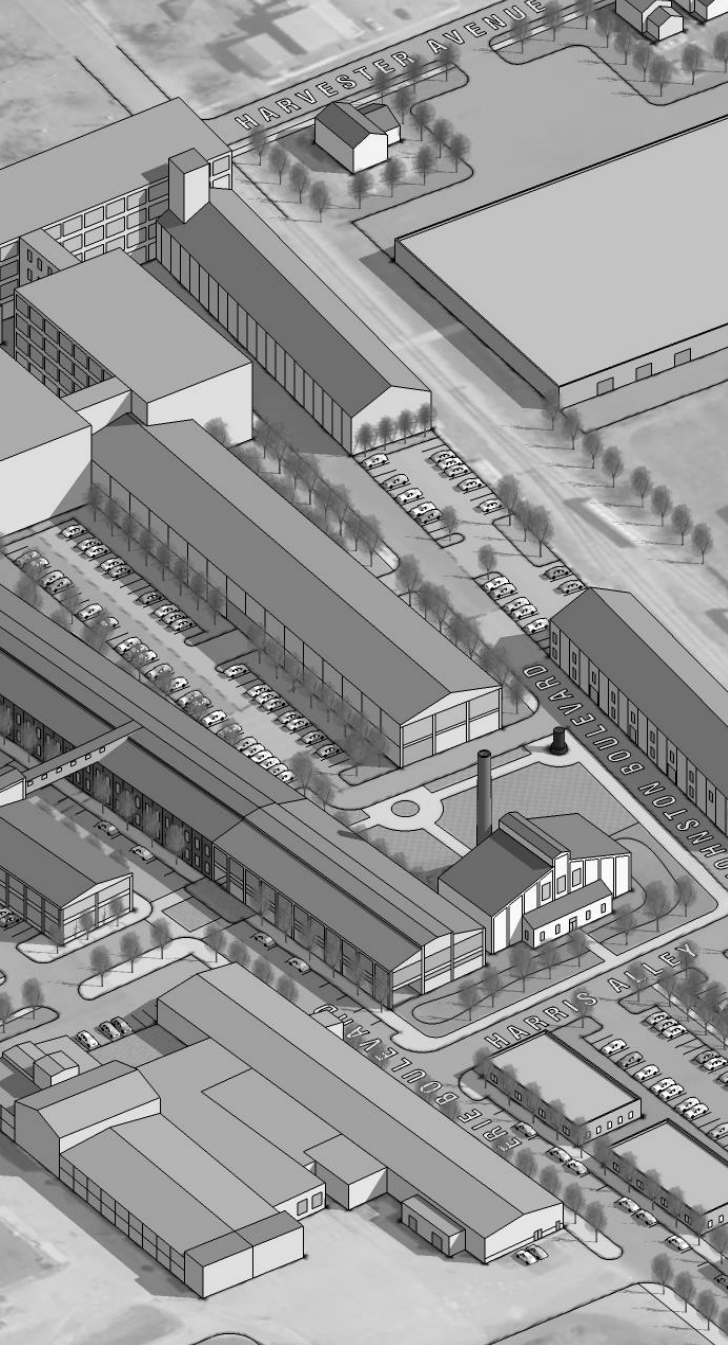
The City of Batavia has been active and aggressive in obtaining grant funds for various community and economic development needs in the community. It intends to pursue all available grant funds and Brownfield Cleanup Program (BCP) incentives for the redevelopment of the Strategic Sites but that will not be enough to support the funding needs of major projects. Therefore the City should consider participating in a Payment in Lieu of Taxes (PILOT) Increment Financing (PIF) program to generate sufficient funds to assist in the redevelopment of the properties.

In addition, several amendments need to be made to the City Zoning map and text to facilitate redevelopment. Some potential solutions include extending the Downtown C-3 Commercial into the entire Creek Area site; increasing allowable coverage for new mixed use development in the C-3 district; and amending the zoning document to support loft housing development at the Harvester Center.

## AN OPPORTUNITY

Redevelopment of the BOA Strategic Sites represents a unique opportunity to reverse the now 30 year deterioration that started at these sites when industry closed and left the sites underutilized and in some cases contaminated. The sites can no longer be ignored because they can be catalytic components of a City-wide revitalization program that reinvigorates the City's core. Citizens, businesses, officials and economic development organizations in the community need to partner and patiently shepherd these projects to reality as these sites will not be redeveloped without a cooperative effort. The effort will be worthwhile because each site not only has obvious real estate and tax revenue benefits, but revitalization of the sites will boost community pride and sustain a long term recovery of the City.





## SECTION 1

# PROJECT DESCRIPTION AND BOUNDARY







## SECTION 1. PROJECT DESCRIPTION AND BOUNDARY

The Project Description and Boundary section provides a general overview of the City of Batavia and Batavia Opportunity Area (BOA) including a brief characterization of the BOA and description of the BOA boundaries.

### COMMUNITY AND REGIONAL SETTING

The Batavia Opportunity Area is located in the City of Batavia's historic commercial and industrial corridor. Batavia is a small City of 15,645 (2010 U.S. Census) persons in Genesee County (Figure 1) and acts as the seat for Genesee County Government. Although it is a small City, it is the largest municipality in Genesee County (population 60,709 according to the 2010 U.S. Census) and is home to many of the County's largest employers, the regional hospital, professional services and other regional and State government offices. Residents from the rest of Genesee County also consider Batavia the economic and cultural center of the rural areas between the Rochester and Buffalo metropolitan areas.

The City of Batavia is surrounded by the Town of Batavia which is mostly rural but has a concentration of homes and new commercial development adjacent to City boundaries. The remainder of Genesee County is a predominantly rural area and one of the most productive agricultural areas in New York State.

Batavia has a unique and advantageous location between Buffalo and Rochester (Figure 1). Access to the Buffalo and Rochester metropolitan areas is provided by four State Routes (5, 98, 33 and 63) that traverse the City and an exit/entrance 48 of the New York State Thruway. Despite the great location, most Batavia residents (75%) live and work in the City of Batavia.

Technically, the City of Batavia is part of the Finger Lakes Region that includes municipalities in the nine Counties surrounding the City of Rochester. However, because it is located between Rochester and Buffalo, residents travel to both metro areas in roughly equal numbers for shopping, entertainment, restaurants and jobs.



## PROJECT OVERVIEW AND DESCRIPTION

The City of Batavia, like many cities throughout Upstate New York, has multiple sites that are underutilized, vacant and abandoned. These sites present a major challenge for the City because they are not generating the number of jobs or level of tax revenue that they could be producing if they realized their full development potential. In addition, many of the sites are a visual blight for the community that discourages future investment not only at the site, but within the entire business district or neighborhood.

City leaders, fortunately, decided to be proactive in addressing these underutilized sites and in the summer of 2012 the City embarked on the Batavia Opportunity Area study with assistance from the New York State Department of State. The purpose of this study is to develop an area-wide master redevelopment plan for the City's historic commercial and industrial corridor with a focus on strategic sites that, if redeveloped, will have a catalytic impact on the entire corridor to encourage long term revitalization both within the area and the City overall.

To develop the strategies and goals for the master plan the City needed to consider a comprehensive set of existing conditions and define the needs of the community for the BOA. Evaluation of existing plans, land use, zoning, natural resources, utility locations, transportation and contaminated sites helped the BOA steering committee understand the opportunities and constraints in the corridor.

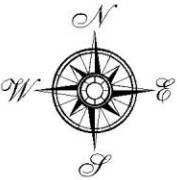
Constraints and opportunities in the corridor were defined within the context of the purpose of New York State's Brownfield Opportunity Program which is to advance projects to the marketplace. Therefore, the primary goal of the BOA steering committee was to develop a master plan that that was responsive to the market realities of the Batavia area, acceptable to residents and businesses, and aligned with funding opportunities for economic and community development.

A 366 acre Nomination Study Area was selected by the Steering Committee for analysis as shown in Figure 2.



CITY OF BATAVIA

BATAVIA  
OPPORTUNITY AREA  
NOMINATION STUDY



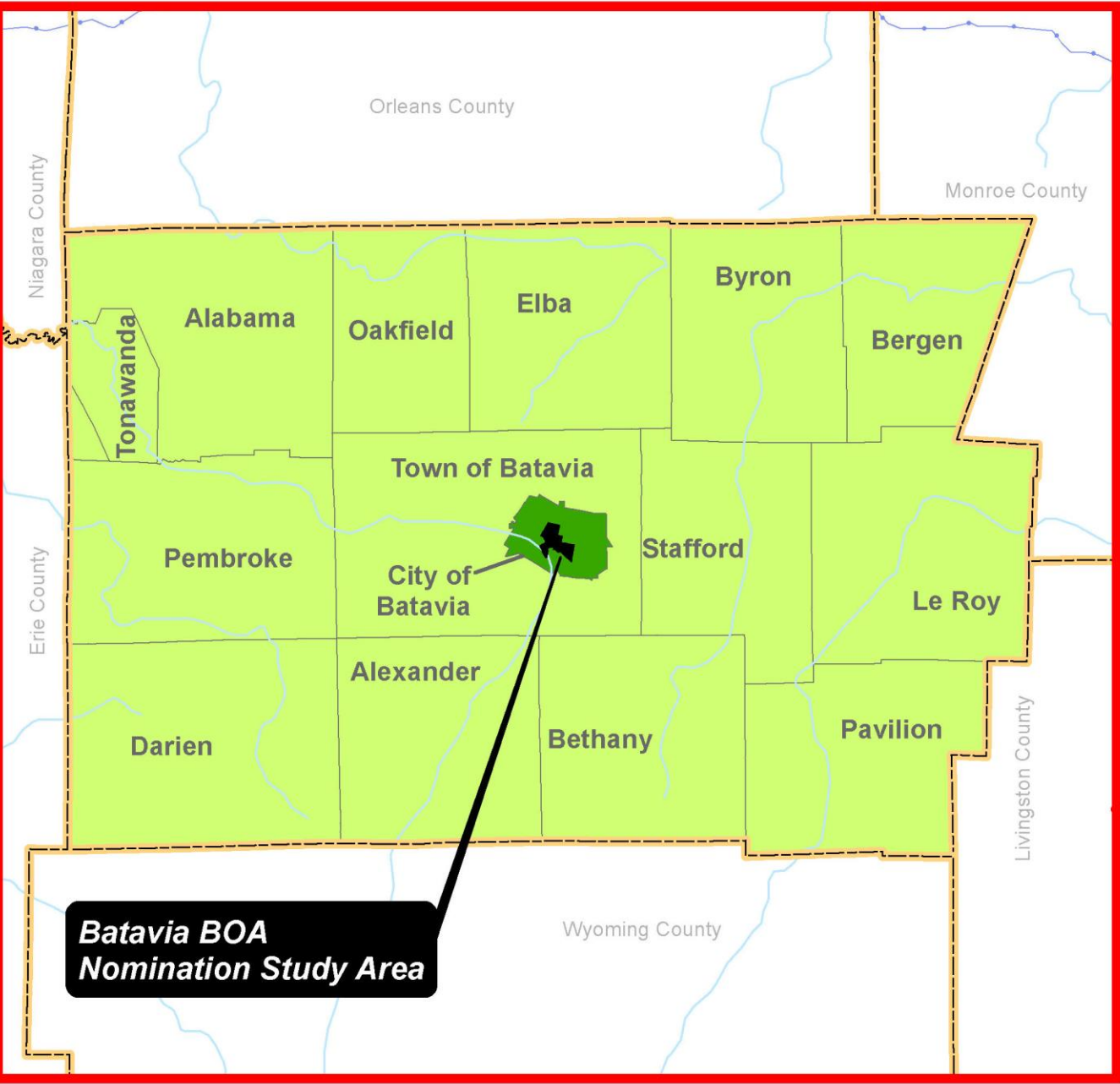
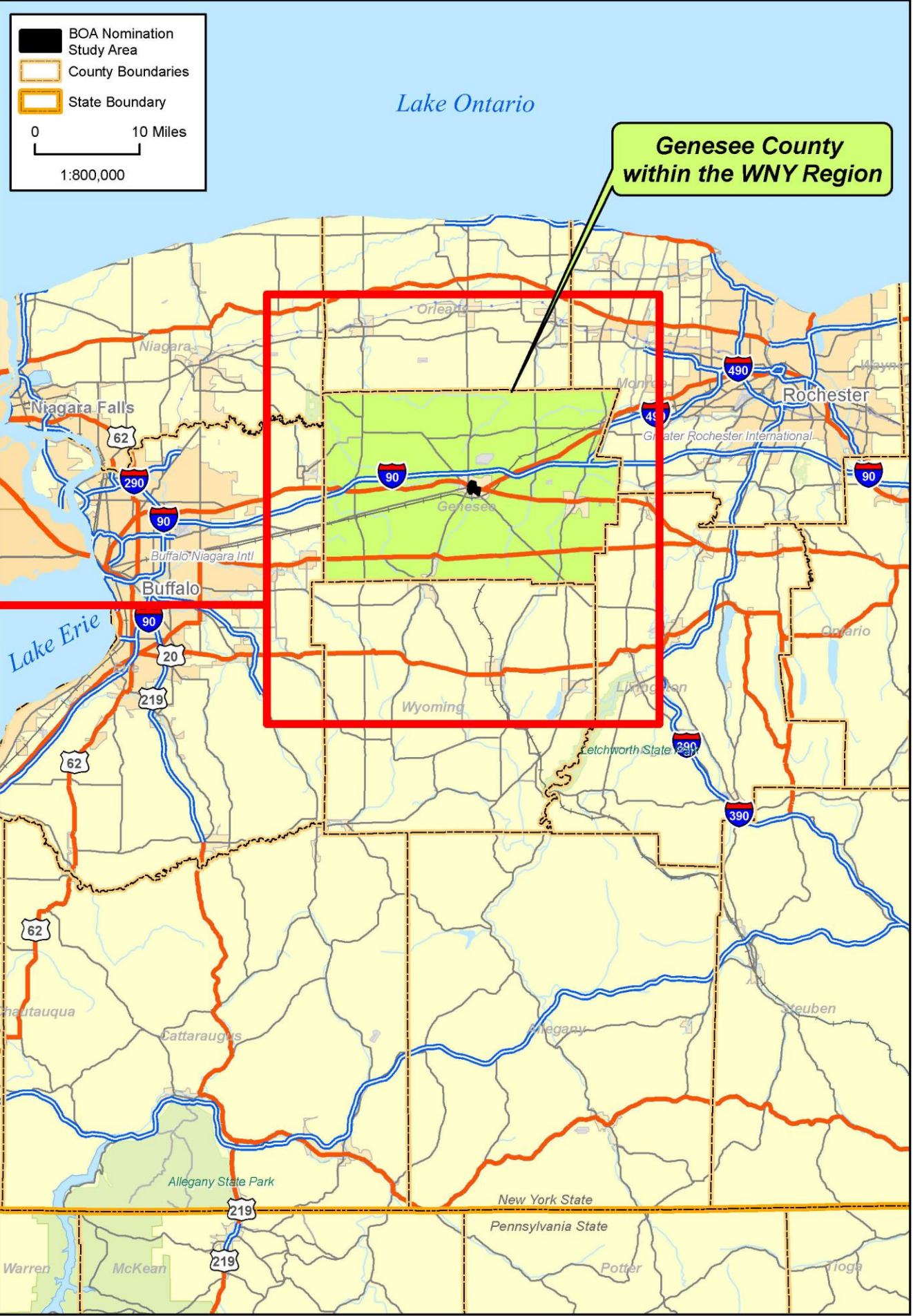
Community Context Map

Figure 1. Community Context

Sources:  
1. BOA Shapefile edited by LaBella to reflect steering committee revisions  
2. Regional Roads: ESRI Regional Major Highways Shapefile  
3. Water: ESRI Regional Water and River Shapefiles  
4. Municipal and County Boundaries: Census data Shapefiles

Labella Project No:  
**212645**

Batavia BOA Nomination Study Area within the Western NY Region



Batavia BOA Nomination Study Area within Genesee County

- BOA Nomination Study Area
- City of Batavia
- Municipality Boundaries
- County Boundaries
- State Boundary

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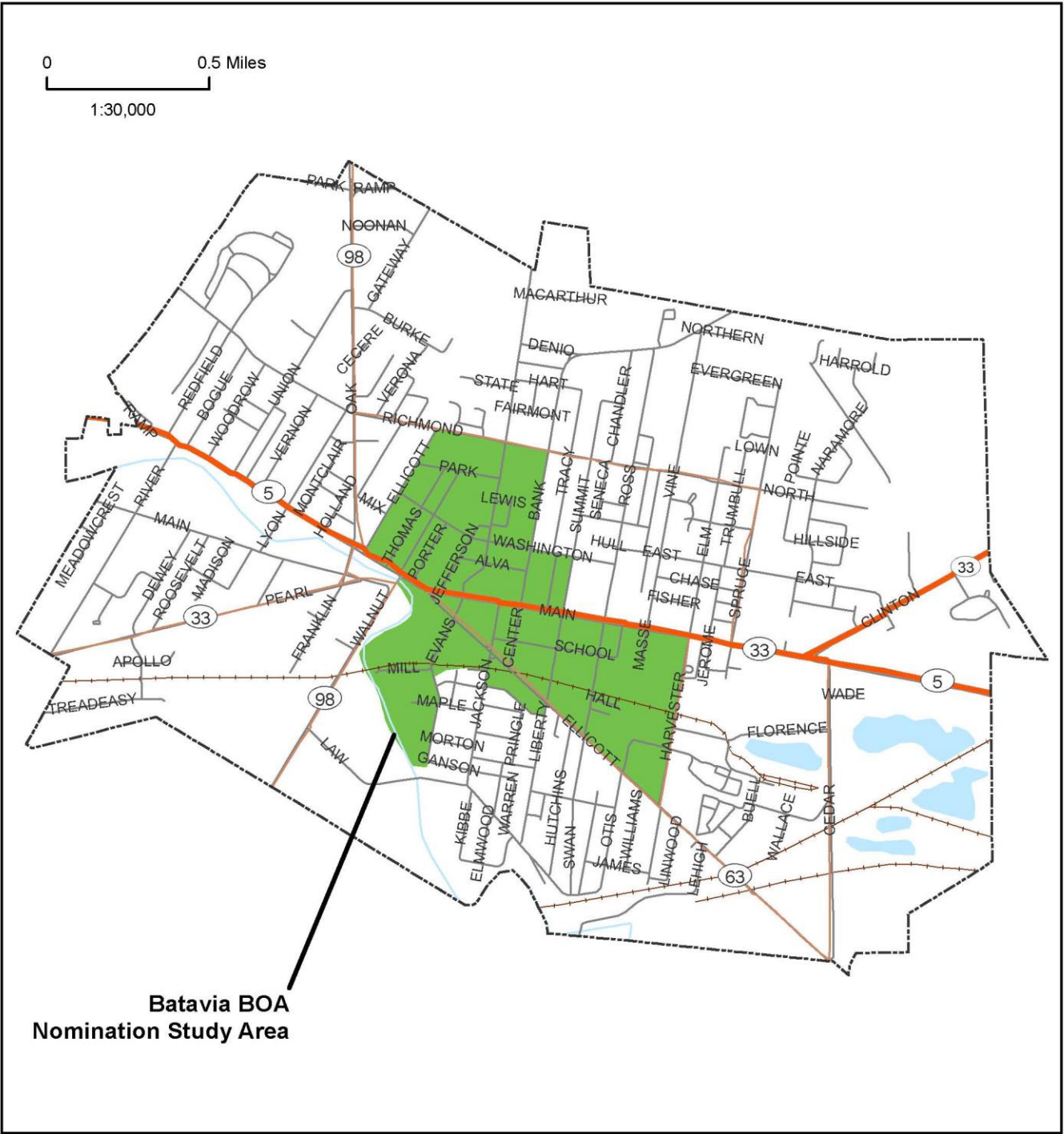
This map was prepared for the City of Batavia and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program.

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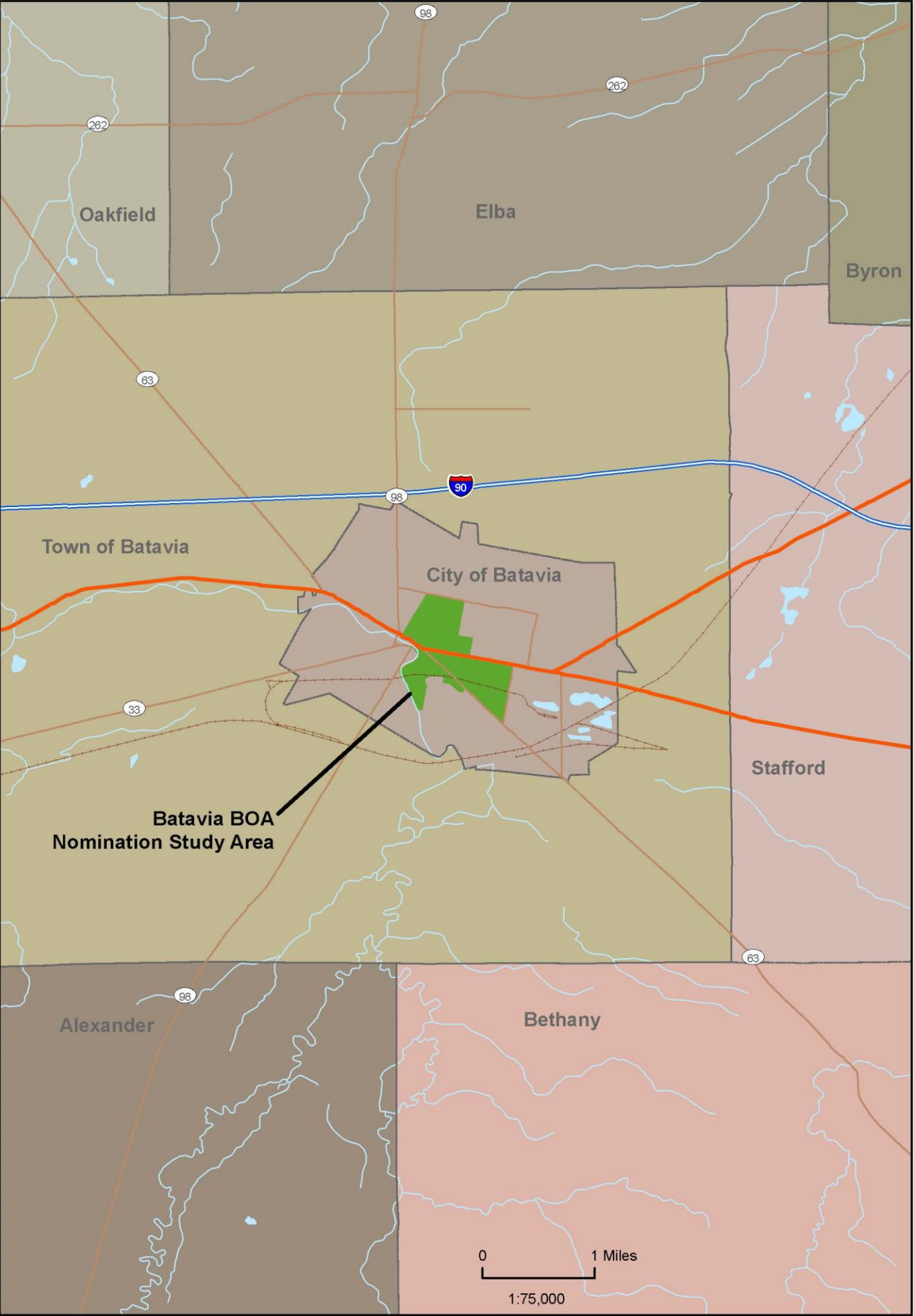






Batavia BOA Nomination Study Area within the City of Batavia

Batavia BOA Nomination Study Area Relative to Adjacent Towns



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CITY OF BATAVIA

BATAVIA  
OPPORTUNITY AREA  
NOMINATION STUDY

Study Area Context Map

BOA Nomination Study Area

City/Town (Fill Colors Vary)

Limited Access

Highway

Major Road

Railroads

Water Bodies

Figure 2. Study Area Context

Sources:

1. BOA Shapefile edited by LaBella to reflect steering committee revisions
2. Regional Roads: ESRI Minor Highways Shapefile
3. Water: ESRI Regional Water and River Shapefiles
4. Municipal Boundaries: Census data Shapefiles

Labella Project No:

212645

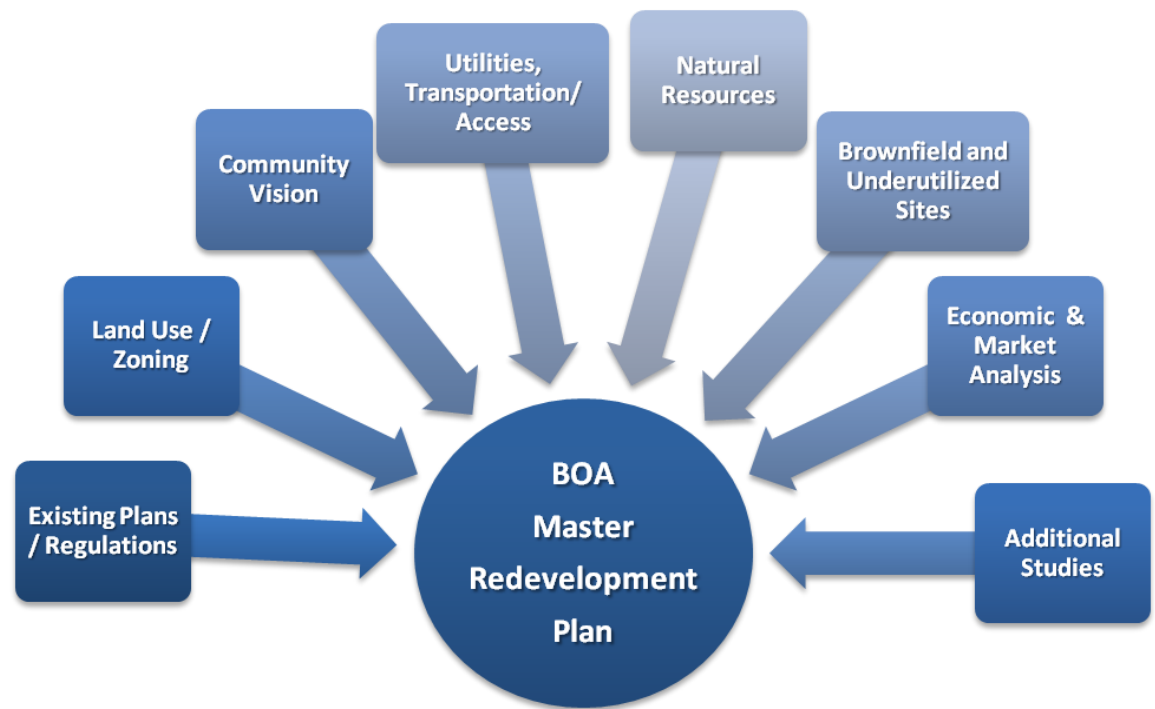
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The BOA Plan considered existing conditions and community input to develop a Master Redevelopment Plan for the BOA

## PROJECT TEAM

Batavia Opportunity Area Project leadership came from the City of Batavia's Manager's office with assistance from the Batavia Development Corporation (a local development corporation charged with economic development in the City of Batavia). Both agencies worked together with the BOA Steering Committee and consultant team to insure the project focused on overall City redevelopment goals and specific BOA economic development goals.

The City Manager's office selected a steering committee to work on the plan which consisted of a mix of professionals and volunteers involved in community development, economic development and planning within the City of Batavia. Steering Committee members included:



- Jason Molino, City Manager, City of Batavia;
- Julie Pacatte, Economic Development Coordinator, Batavia Development Corporation;
- Don Burkel, President, Downtown Batavia Business Improvement District;
- Lynn Freeman, President, Genesee County Chamber of Commerce;
- Jill Babinski, Senior Planner, Genesee County Department of Planning
- Edward Jones, Chairperson, City of Batavia Planning and Development Committee
- Julie Sweet & Chris Bauer, New York State Department of State

A consultant team lead by LaBella Associates was engaged by the City to assist and guide the City and Steering Committee to develop the vision, actions and plans for the BOA. LaBella managed the project and also led the planning and economic development elements of the plan. Harris Beach Attorneys, Elan Planning and Design, W-ZHA and Modern Energy complemented LaBella's efforts with expertise in brownfield redevelopment, public consultation, market analysis and alternative energy options.

The City, BOA Steering Committee and consultant team focused on developing realistic, implementable, yet visionary redevelopment plans for five strategic sites in the City. To achieve that objective the project team met monthly for over a year and strategically evaluated the strengths, weaknesses, opportunities and constraints for each site. As the goal was to develop actual redevelopment projects at the end of the study, the project team meetings were focused with the goal of developing site plans and programs (preferred land uses, building layouts, parking, access) for each site to leverage market opportunities.



## BATAVIA OPPORTUNITY AREA BOUNDARY

One of the first tasks of the BOA Steering Committee was to define the boundaries of the opportunity area (Figure 3). The committee was presented with six alternatives for a BOA boundary. Alternative 1 was the base alternative developed as part of the *Batavia Central Corridor Plan* that evaluated the City's commercial and industrial core in 2006. Boundary extensions of the base alternative were considered by the committee which included expanding it to include additional commercial and neighborhood areas. The Steering committee considered several factors in developing the BOA Boundary:

- A large BOA Boundary could dilute the evaluation of the BOA and reduce the impact of the BOA recommendations;
- A small BOA boundary may eliminate key areas that are critical for the City's long term revitalization; and
- Properties or sites within the BOA could be eligible for additional grant or financing opportunities.

After much discussion and consideration the committee chose a 366 acre area that included the original boundary in addition to a residential neighborhood adjacent to downtown (Figure 4). The committee thought it was important to include both commercial and residential areas in the BOA boundary because of the synergy between the two. In short, the community acknowledged revitalization of the commercial and industrial core of the City of Batavia could not be complete without a comprehensive approach that included adjacent neighborhood revitalization.



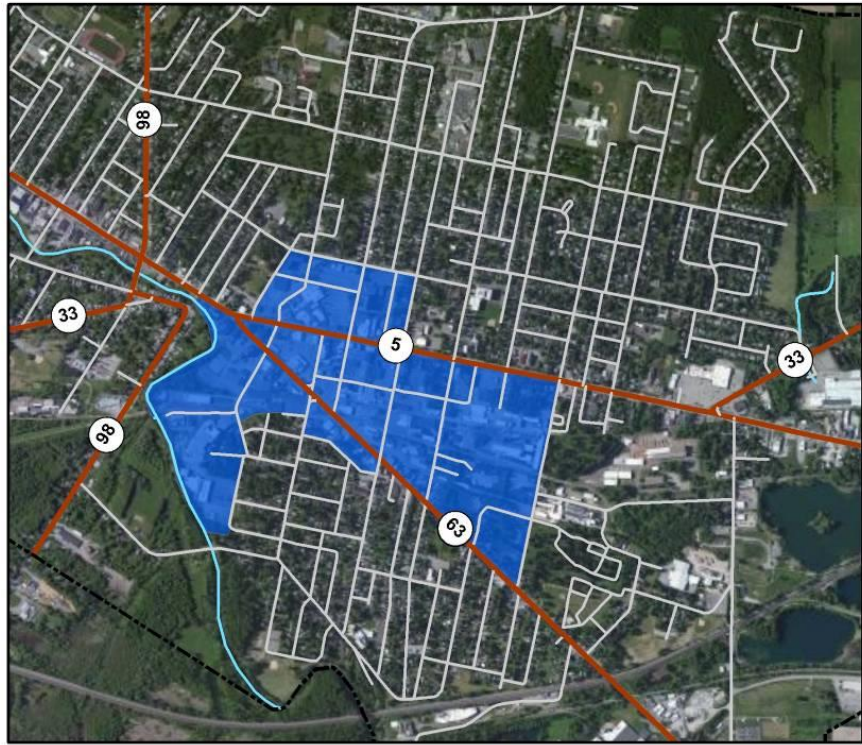
## STRATEGIC SITE SELECTION

Once the BOA Steering Committee finalized the BOA boundary it then selected strategic redevelopment sites within that boundary. Compared to other Brownfield Opportunity Area projects, selection of the strategic sites for the Batavia Opportunity Area was done early in the process. Early selection of strategic sites was facilitated by the identification of key economic development sites in previous studies as well as emerging, current redevelopment opportunities at other sites. The strategic sites chosen by the BOA Steering Committee include:

- City Centre
- Downtown Medical Corridor;
- Harvester Center;
- The former Della Penna Site; and
- the Creek Park Area

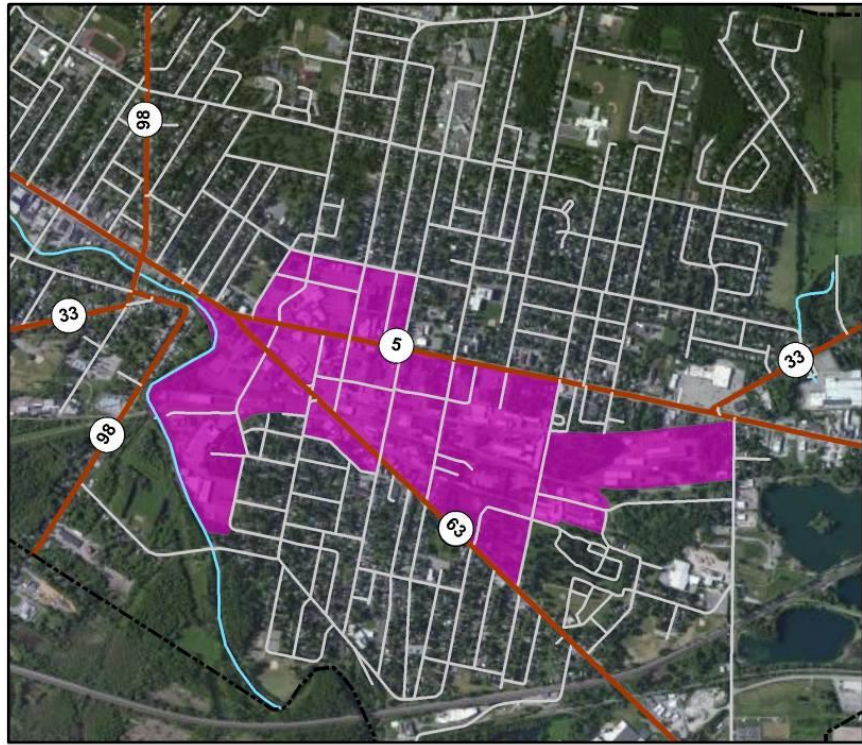
All of the Strategic Sites chosen are currently underutilized. A description of why each site was chosen is described below. A more detailed description of each strategic site will be provided in the Inventory and Analysis section of the report.





Alternative 1 ■ Proposed BOA Boundary

Alternative 1, with the addition of residential neighborhoods to the north was selected as the preferred boundary alternative.



Alternative 2 ■ Proposed BOA Boundary



Alternative 3 ■ Proposed BOA Boundary



Alternative 4 ■ Proposed BOA Boundary



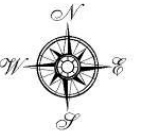
Alternative 5 ■ Proposed BOA Boundary



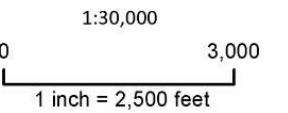
Alternative 6 ■ Proposed BOA Boundary

BATAVIA CENTRAL  
CORRIDOR  
  
BROWNFIELD  
OPPORTUNITY AREA

PROJECT BOUNDARY  
ALTERNATIVES



Sources:  
1. Project Steering Committee  
Figure 3. Initial Project Boundary  
Alternatives






Labella Project No:  
**212645**



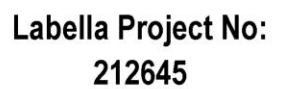




 BOA Nomination Study Area  
 Railroad  
 Creek

Sources:

1. Original BOA Shapefile edited by LaBella to reflect steering committee revisions
2. Bing Maps Aerial: 2010 Microsoft Corporation and its data suppliers
3. Water and Roads: US Census TIGER/Line Shapefiles



*This map was prepared for the City of Batavia and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program.*







## CITY CENTRE

The previous *Batavia Central Corridor Plan* completed in 2006 recommended redevelopment of the City Centre site which includes a 15 acre site in the center of downtown bounded by Main Street, Jefferson Avenue, Washington Avenue and Bank Street. The former urban renewal site includes the City Centre commercial site comprised of approximately 150,000 sq. ft. of commercial space and 50,000 sq. ft. of office space.

While the site continues to have many challenges the BOA Steering Committee felt redevelopment of site would have a significant positive impact on redevelopment of the entire downtown and create value for both downtown stakeholders and city residents. In short, the committee believed the site epitomized an underutilized site as defined by the state's Brownfield Opportunity Area program that could be appropriately redeveloped with a more efficient layout that would minimize concourse space and maximize the development potential of the site.



City Centre Strategic Site



## DOWNTOWN MEDICAL CORRIDOR

The Downtown Medical Corridor site is east of and adjacent to the City Centre site. The site currently houses United Memorial Center's Bank Street campus which includes hospital offices, private medical practitioner offices, laboratory services and a 37 unit senior housing facility (operated by Conifer Development Company).

Currently the site is generally underutilized with an excess amount of parking, several underutilized and dysfunctional buildings and a vacant lot recently created with the demolition of a building. The committee selected this site because the underutilized parking sites are owned by one owner (UMMC hospital), many of those sites are located on Main Street and the largest private industry in Batavia is the medical industry.

Since the City Centre and Medical sites are in close proximity to each other and each site is already home to medical uses the committee decided to consider redevelopment of the sites together as one strategic site. The committee felt there could be some economic development synergy between the two sites and opportunities to tie the sites together physically with access and transportation improvements.



Downtown Medical Corridor Strategic Site



## HARVESTER CENTER

The 2006 *Batavia Central Corridor Plan* recommended redevelopment of the Harvester Center also. The Harvester Center is an approximate 23 acre site east of downtown that includes more than 850,000 sq. ft. of former multi-story industrial space on five parcels. It is “America’s Original Business Incubator” and currently is home to a mix of offices, light industry, retailers and artisans.

The BOA Steering Committee classified the Harvester Center as a strategic site because it is a large parcel with a lot of redevelopment potential that, if redeveloped, could spark redevelopment of one of the more distressed areas of the City. Conditions at the site had also changed since the 2006 plan including the redevelopment of 40,000 sq. ft of space into Class A offices and the extension of Masse Place into the core of the site.

Of all the sites selected this site has the highest level of underutilization. More than half the square footage at the site is currently assessed as unusable and circulation, access and parking at the site are a problem.



Harvester Center Strategic Site



## DELLA PENNA

While the 2006 *Batavia Central Corridor Plan* included the Della Penna site within its boundaries, there was no detailed analysis of the site in the study. The Della Penna site is a small 1.7 acre parcel but it has approximately 215 feet of frontage on Ellicott Street (Route 63), more than 12,000 vehicles pass by it daily, it is adjacent to downtown and provides a link from downtown to the Tonawanda Creek area.

The BOA Steering Committee classified the site as strategic because of it has an advantageous location and is significantly underutilized. In addition, vacant and abandoned buildings at the site are also very visible causing a blighting influence on adjacent properties. The City recently initiated foreclosure proceedings on the site.



Della Penna Strategic Site

## CREEK PARK AREA

In 2000 the City of Batavia developed a Creek Park Plan based on a recommendation from the 1998 Comprehensive Plan. While the plan recommended a creek park and trail along the Tonawanda Creek, the City focused on developing the downtown Creek Center Park near the intersection of Evans Street and Ellicott Street first to



establish a node of activity to complement downtown redevelopment activities. The Creek Center Park received New York State Parks grant funds to be developed but the City did not pursue the project because it had other priorities at the time and did not have the grant funding match available.

However, the popularity of the Creek Center Plan for downtown has continued over the last decade. Consequently, the Steering Committee designated the Creek Area as strategic because of the opportunity to revisit the site for new uses that could take advantage of the adjacent natural resources. The 13 acre site includes several publicly owned properties that, if assembled and attached with private property, could present an outstanding opportunity for new development, including residential development, and implementation of elements of the Creek Park plan.



Creek Area Strategic Site

## ADJACENT NEIGHBORHOODS

The Steering Committee recognized early on in the study that revitalization of the selected Strategic Sites would not be complete unless neighborhoods adjacent to the business districts were also revived. Therefore the committee selected two nearby neighborhoods (Figure 6) that had a synergistic relationship with the entire Batavia Opportunity Area as secondary strategic sites.



The second neighborhood, known as the Harvester Neighborhood, surrounds the Harvester Center Strategic Site and consists of roughly 350 housing units on 11 streets totaling approximately 100 acres with a variety of zoning designations. Because the Harvester Center takes up about 1/3<sup>rd</sup> of the area the neighborhood streets are disconnected and many are short. Although there is a perception the Harvester neighborhood is far away from the Downtown district, in reality it is about a ¼ walkable mile from the City Center.



**Figure 5. BOA Strategic Sites**





## SECTION 2

# A VISION FOR THE BATAVIA OPPORTUNITY AREA







## SECTION 2. DEVELOPING A VISION FOR THE BATAVIA OPPORTUNITY AREA

When the City developed the *Batavia Central Corridor Plan* in 2006 there was not sufficient public participation or promotion of the project. Although the plan had many good recommendations they were not implemented because the community either was not aware of the recommendations or did not have enough information to support the recommendations. In addition, shortly after the plan was completed the City experienced a financial crisis and the national economy also was in a recession.

As implementation was a primary goal of the Batavia Opportunity Area Steering Committee, a comprehensive public participation plan was implemented for the BOA project that included:

- Steering Committee Input;
- Stakeholder Input;
- Public Meetings and Workshops; and
- Project Promotion via local media, a project website and a Developers Forum.

Together, the public participation plan techniques employed for the BOA insured that the community was involved, engaged and aware of the project. The effective and transparent public participation process for the BOA will also insure that Strategic Site redevelopment projects that require public funding and actions will be supported by the community.

### COMMUNITY VISION, GOALS AND OBJECTIVES

Several recent reports prepared by the City of Batavia, Batavia Development Corporation and several stakeholders included concepts or recommendations that were considered in developing a vision for the Batavia Opportunity Plan. Relevant recommendation or concepts for each plan were as follows:



## BATAVIA CENTRAL CORRIDOR URBAN DESIGN, MARKETING AND DEVELOPMENT PLAN

The Batavia Central Corridor Plan was completed to consider the next steps for economic development in the City of Batavia in 2005 and 2006. Several key community development activities since 1995 had initiated a comprehensive redevelopment plan for city including completion of a Comprehensive Plan, a comprehensive zoning ordinance and map revision, creation of a Downtown Business Improvement District, restoration of City loan programs, redevelopment of multiple downtown properties and significant streetscape improvements along Main Street and other side streets in the downtown corridor. With the comprehensive community development base established, the City could now concentrate on strategic redevelopment opportunities identified in the Central Corridor Plan and begin to expand its economic development activities beyond the City core.

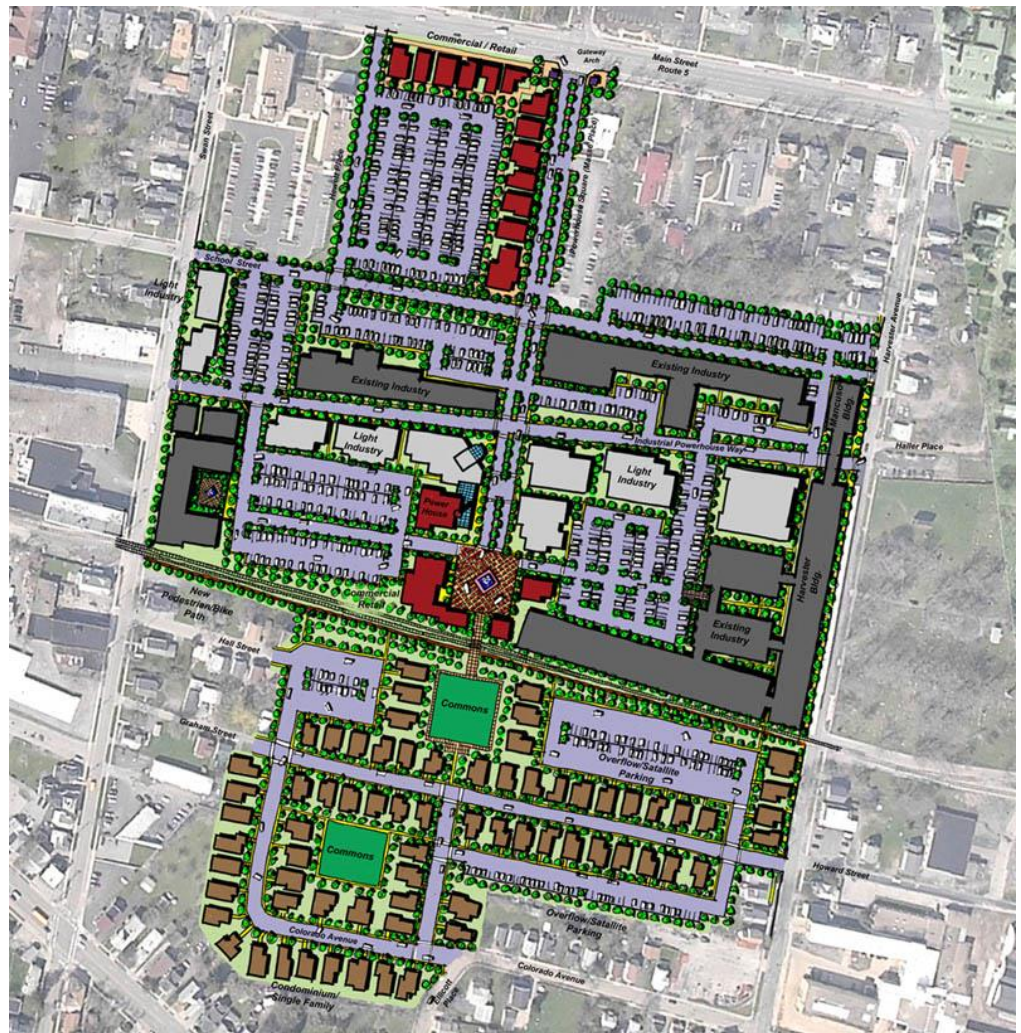
Unfortunately, in 2007 the City was in the midst of a major financial crisis and the City's Community Development Department was eliminated from the budget thereby limiting community and economic development activities. Moreover, the City's financial situation forced the City to focus primarily on cost cutting measures and reversing the negative financial position of the City rather than community development programs to advance redevelopment of the City.

However, City management understood the importance of economic development and in 2009 obtained a \$1.5 million grant to implement a key recommendation of the Corridor plan by helping the owner of the Harvester Center redevelop 40,000 sq. feet of the complex and extending Masse Place into the complex. Acquisition of a \$266,000 Brownfield Opportunity Area grant to complete the Batavia Opportunity Area Plan was also obtained in 2011 which provided an ideal chance to revisit the recommendations from the 2006 Corridor Plan including:

- Implementation of a Downtown Public Parking Plan that facilitates infill development in areas with a surplus of parking, internal parking lot revisions including landscaping and the planning for long term parking solutions such as parking decks;
- Creation of Financing Tools and to support business development and property assembly including, but not limited to, creation of limited partnerships, public/private joint ventures, funding for business relocation, property tax abatements and tax increment financing;



- Encouraging “an appropriate vertical mix of uses on Main Street, Jackson Street, Center Street, Bank Street and Liberty Street”;
- Provision of redevelopment incentives for elderly housing, student housing, live-work units and artisan studios;
- Swan Masse Village/Industrial Powerhouse Square Strategic Redevelopment Project at the Harvester Center that included significant demolition of buildings, introduction of a formal internal street network, integration of additional light industry and industrial uses at the site and incorporation of adjacent neighborhoods with the Harvester Center;



Batavia Central Corridor Plan redevelopment concept for Harvester Center



- Batavia City Centre and Jubilee Foods Strategic Redevelopment Project that proposed additional infill development within City parking lots along Bank Street, Jackson Street, Center Street, Alva Place and Ellicott Street.



Batavia Central Corridor Plan redevelopment concept for Downtown



## COMMUNITY IMPROVEMENT PLAN

In 2010 the City of Batavia and the Batavia Development Corporation worked with czb, LLC consulting to complete a Community Improvement Plan. The plan complemented the Central Corridor Plan and focuses on neighborhood redevelopment, downtown development and reversing negative attitudes in the City regarding redevelopment. Some of the relevant recommendation from the plan included:

- There are too many small rental units in older houses;
- Overall stability and value of housing in the City of Batavia was good;
- There is an increasing number of older homeowners in the City;
- Additional affordable housing production is unnecessary in the City;
- Based on demographics, there is not enough retail in the City;
- There is a demand for more high income housing in the City as many City households are paying less than what they can afford based on their income;
- The City should reward residents that maintain their properties;
- A consistent, constant message about positive neighborhood stories needs to be implemented; and
- Downtown should focus on regional entertainment (restaurants, movies, art) apparel stores and home furnishings based on an economic and market analysis.

## BATAVIA DEVELOPMENT CORPORATION ECONOMIC DEVELOPMENT ACTION PLAN

The Batavia Development Corporation (BDC) is a local development corporation that was formed to implement economic development actions within the City of Batavia. In 2011, the City partnered with the BDC and entered into an agreement that provided funding to the BDC for economic development services. The BDC hired an Economic Development Director to implement and manage an Economic Development Action Plan it created in 2011. The theme of the plan was to redevelop the city based on new urban principles and to encourage participation of



entrepreneurs and disadvantaged businesses (minorities & women) in the City's revitalization. Some of the relevant goals of the Economic Action Plan included:

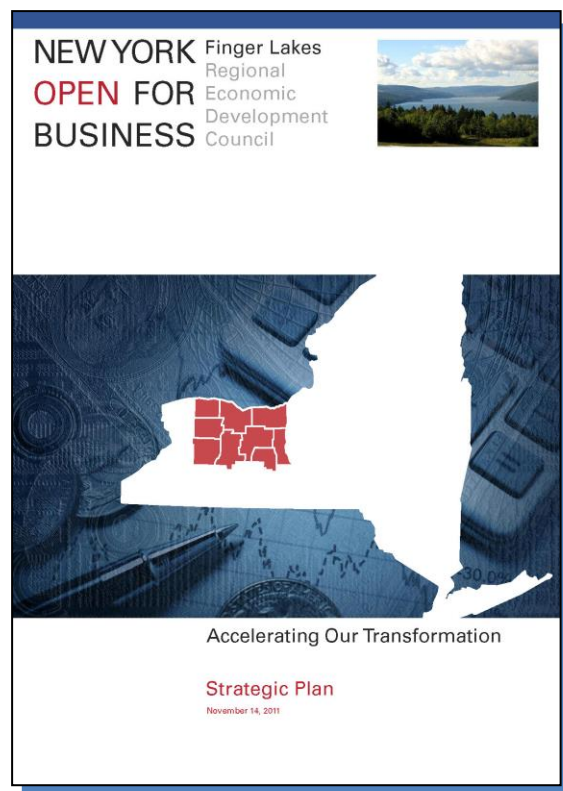
- Invigorating and ripening the local real estate market by identifying infill or redevelopment sites, inventorying existing space and marketing vacant spaces;
- Fostering an entrepreneurial spirit by promoting available small business resources, sponsoring entrepreneur workshops and establishing an agri-business incubator; and
- Establish the City and the BDC as business friendly by instituting a business visitation program, improving customer service and developing a marketing program.

## FINGER LAKES REGIONAL ECONOMIC DEVELOPMENT COUNCIL STRATEGIC PLAN

In 2011 Governor Cuomo and the State of New York established 10 regional economic development councils throughout New York State to encourage strategic regional long term growth. The Councils are made up of a combination of public and private individuals that were charged with developing a Strategic Plan for job creation and community development. In addition, the Council awards millions of dollars in grants and financing on an annual basis.

The City of Batavia is part of the Finger Lakes Regional Economic Development Council (FLREDC) that includes the nine counties surrounding the City of Rochester. Recommendations from the FLREDC Strategic Plan that are relevant to the Batavia Opportunity Area include:

- Strengthening and expanding the region's network of incubation and growing the



The Finger Lakes Regional Economic Development Council Strategic Plan provides guidance on economic development for a region that includes Batavia.



number of entrepreneurs;

- Reinforcing the identity, sense of place and character of the area through downtown redevelopment, adaptive reuse and historic preservation;
- Increasing access to affordable housing and mixed income units;
- Improving access to credit for revitalization and investment; and
- Supporting the agricultural and food processing industry.

Aligning the recommendations of the Batavia Opportunity Area with the FLREDC Strategic Plan is critical because it provides vital support of grant applications.

#### GENESEE COUNTY COMPREHENSIVE AND SMART GROWTH PLANS

Genesee County completed a Comprehensive Plan in 1997 and subsequently completed a complementary Smart Growth Plan in 2001. Recommendations from the plans are reviewed and updated annually. The latest update report in 2013 promoted smart growth policies, adaptive reuse of older buildings, a livable community, sharing of services and economic development. Relevant recommendations from the plan sub-committees include:

- Economic Development: Creation of high quality housing, provision of capital for business development, promotion of the BOA, small business assistance, continuation of successful marketing and target industry development in life sciences, agri-business and advanced manufacturing;
- Government and Technology: Creation of a broadband rural fiber ring;
- Health and Human Services: Promotion of a livable community for all age groups and the reduction of obesity;
- Housing: Promotion of livable communities with housing opportunities for all age groups and continuation of home ownership and home repair programs in the County and its municipalities;
- Land Use: Creation of joint boards to share services, encourage the creation of municipal business improvement committees and promote both Planned Unit Development (PUD) and Form Based Codes;
- Utilities: Support renewable energy and shared utilities among municipalities.



## DOWNTOWN BATAVIA BUSINESS IMPROVEMENT DISTRICT STRATEGIC PLAN AND DEVELOPMENT PLAN

Members of the Downtown Batavia Business Improvement District (BID) have generated two plans to advance their goals of downtown redevelopment. A Development Plan was completed in 2008 to provide goals and strategies to revitalize Batavia through partnerships and private development. The BID also prepares an annual strategic plan to complement and implement concepts in the Development Plan. Several recommendations from the plan relate to the Batavia Opportunity Area:

- Continue to focus on niche retail restaurant and entertainment venues;
- Develop a small niche hotel;
- Redefine the “brand” of the BID for its members and the public;
- Provide opportunities for entertainment, arts, housing, green space, incubators and events; and
- Obtain future funding for its successful façade improvement program and business development.

## STEERING COMMITTEE INPUT

The Steering Committee was made up of a mix of individuals involved in economic development and planning in the City of Batavia. The City Manager and Batavia Development Corporation Economic Development Coordinator were joined by individuals representing the City Planning and Development Committee, the County Planning Department, the County Chamber of Commerce and the Downtown Batavia Business Improvement District.

Between August 2012 and September 2013 the steering committee met monthly and focused on the Strategic Sites. Each Strategic Site was discussed over two meetings. The first meeting provided a history of the site, existing conditions, information on relevant recommendations from previous plans and future plans for the site. Building upon the information obtained in the first meeting, the second meeting was in the form of a workshop to develop conceptual plans that recognized the each Strategic Site’s strengths, weaknesses, opportunities and threats. Additional meetings were held to review the economic and housing market analyses for the entire BOA which influenced Strategic Site conceptual plans.



## STAKEHOLDER ENGAGEMENT

Stakeholder engagement was a key part of the BOA process because the City and Steering Committee wanted to develop partnerships and awareness of the project. Early in the study the Steering Committee met and interviewed eleven key individuals and organizations in the community that have a stake in the BOA including property owners of Strategic Sites, real estate brokers and others involved in economic development projects in the City.

The interview discussions provided an opportunity for the consultant team to introduce the BOA project objectives to participants and for the stakeholders to provide information based on a series of questions asked by the consultant team including:

- Assets in the BOA;
- Impediments to redevelopment in the BOA;
- Opportunities/Vision for future BOA redevelopment;
- Potential projects in the BOA that could impact redevelopment; and
- Needed amenities, improvements to infrastructure, or suggested zoning / planning changes required to promote appropriate development in the BOA.

The primary purposes of the interviews were to incorporate the stakeholders' input into the development of a community vision for the BOA (along with public and steering committee input) and to start developing partnerships to advance redevelopment in the BOA. This was done early in the BOA project to insure that the BOA project was informed by the stakeholder input and that stakeholder partners' projects were supported by BOA recommendations.

Some of the key input provided by the stakeholders included:

- Assets
  - Schools, people, small town atmosphere
  - Transportation network/central location ("all roads lead to Batavia").
  - Financial Incentives available
  - Infrastructure



- Impediments
  - Sidewalks/Roads/Parking in need of repair
  - Demographics (increasing lower income; increasing median age).
  - Banks/Lending opportunities for commercial development
  - Consistency of interpretation of City Codes; lack of flexibility with City Codes
- Opportunities
  - Creek Area – pedestrian access, destination, performance area
  - Walking/bike trails
  - Medical/Wellness downtown complex
  - Housing – mid to upscale; adaptive reuse, townhouses
  - Another Ice Rink
  - Educational Institutions

A full summary of stakeholder input is included in Appendix A.

## PUBLIC MEETINGS AND WORKSHOPS

The Batavia Opportunity Area Steering Committee held two public meetings to gather community input on the project. The first meeting was held December 5, 2012 to provide the community with information about the project, steering committee and the preliminary strategic sites selected. Community members were also encouraged to participate in the BOA process by reviewing the information on the BOA website, contacting City or BDC staff and attending future public meetings.



# Welcome

Thank you for participating in the Open House! This is the first public meeting for the Batavia Opportunity Area Project. The purpose of the first Open House is to introduce the project, the project team and schedule. We would also like your input on strategic sites in the Batavia Opportunity Area.



## Batavia Opportunity Area

The City of Batavia received a grant from New York State to prepare a strategy to advance redevelopment of underutilized sites in the City. The City will focus on strategic sites in downtown, the industrial area between Harvester and Liberty Streets, and the Evans Street Corridor.

The purpose of the project is to develop a strategic area-wide redevelopment strategy for underutilized, vacant, abandoned or contaminated properties that will catalyze redevelopment in the City. Local, regional and state partners will be involved throughout the project to help promote redevelopment of strategic sites. The comprehensive redevelopment strategy developed under this project will be based on a community vision and balance environmental, economic and community needs. Complementary studies will also be prepared under this project to explore renewable energy options; evaluate green infrastructure options; revisit plans for a Creek Park; and assess multi-modal (vehicular, pedestrian, bicycle) transportation alternatives within the area.



The Batavia Opportunity Area plan is strategic. The most significant benefit of the project is that it will advance projects to the marketplace by providing the following:

- **A Revitalization Strategy** based on community and stakeholder involvement;
- **Access to Enhanced Tax Credits;**
- **Grant and Financing Opportunities** for strategic sites and projects;
- **Assessments of Environmental Conditions**, if any, at strategic sites;
- **Partnerships** with property owners, funding agencies and developers; and
- **Marketing** of strategic sites.







## Batavia Opportunity Area

## Open House

### A project board from the first community meeting

At the end of the first meeting community members in attendance were asked to provide their thoughts on assets, impediments and opportunities for each preliminary strategic site. Some of the comments included:

- **City Centre:** The site has a great location and size but has issues with ownership and leadership. However, there are opportunities for a hotel, community center, concerts, restaurants and a pedestrian open air walkway.
- **Medical Corridor:** The new Jerome Senior Housing project is a great asset for adaptive reuse at the site but the site has issues with pedestrian access and parking. The hospital should continue to redevelop the site for medical offices and other professional offices.
- **Della Penna/Creek:** Location of the Della Penna site is its greatest asset but there are suspected environmental concerns at the property that need to be addressed. One opportunity is more housing.
- **Harvester Center:** Participants thought that the site could be used as a recreational complex complete with movie theatres, indoor golf, mini-golf and indoor baseball.



Comments and ideas from the first public meeting were considered by the BOA Steering Committee for potential inclusion in concept plans for the strategic sites.

A final public meeting was held in the summer of 2013 to present the findings of the BOA Steering Committee and the preliminary concept redevelopment plans for each strategic site. Most of the comments regarded the City Centre site. While the overall concept plan was considered favorable, some participants thought there was insufficient parking in the new plan, others thought additional concourse demolition was needed and some questioned the viability of a boutique hotel. All comments were considered by the Steering Committee in the development of final plans for the BOA.

## PROJECT PROMOTION

Several project promotion techniques were included as part of the BOA Community Participation Plan. A project website, [www.BataviaOpportunity.com](http://www.BataviaOpportunity.com) was established at the beginning of the project to complement and promote stakeholder and public participation. Information on public meetings, project reports or maps, the makeup of the steering committee, BOA News Releases and other relevant project information populate the website. Residents or businesses could also submit questions to the site.

In addition the project website was linked to several other public and social media websites. A link to the website was placed on the City of Batavia's website and information such as press releases or promotion of public meetings was posted on the project consultant's LinkedIn and Facebook social media sites.

Local media also promoted the project. The Batavia Daily News, WBTA radio and the Batavian.com website published stories on public meetings. The City of Batavia Manager and the Batavia Development Corporation (BDC) Coordinator also proactively met with the Batavia Daily News editorial board regarding the project which generated an in-depth informative article followed by a positive editorial that supported the BOA project.



The City of Batavia Manager's office and the Batavia Development Corporation staff have also met with local economic development agencies to insure that they are aware of the BOA project and to initiate key partnerships for future project implementation. City and BDC staff met with the Genesee County Economic Development Center (GCEDC), the Batavia Development Corporation (BDC) Board and the Downtown Batavia Business Improvement District (BID) to discuss potential partnering, funding and promotion of the BOA Strategic Sites.

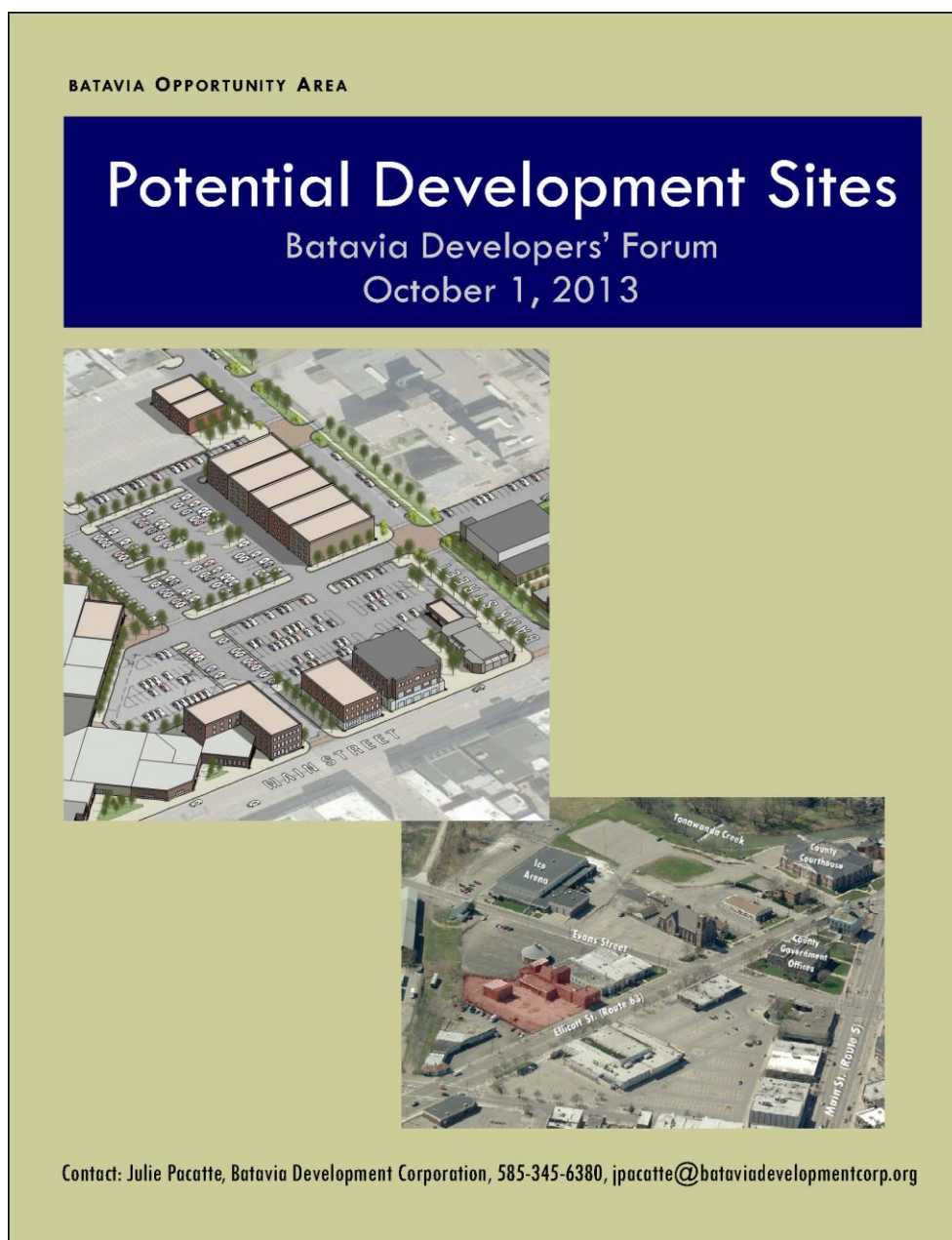


Batavia Opportunity Area website screen shot



## DEVELOPERS' FORUM

One group the City and BDC strategically partnered with were area developers. On October 1, 2013 the City sponsored a Developers' Forum that was attended by more than 60 individuals in economic development including many developers from Batavia, the Buffalo area and the Rochester area. The attendance was evenly split



Brochure from Developers' Forum



among developers, financial institutions and design professionals.

The forum provided an opportunity for the City to present the findings of the BOA project to individuals that could redevelop the Strategic sites and other sites in the BOA. Presentations from agencies including the Empire State Development Corporation (regarding the Regional Economic Development Council), the Batavia Development Corporation, the New York State Department of State and the Genesee County Economic Development Center provided a link between the plan's objectives and potential funding. Forum participants left with a packet of detailed information on the Strategic Sites and funding opportunities.

As a result of the Developers Forum interest in the Strategic Sites and other sites in the BOA has been heightened. One developer has shown serious interest in one site and other developers have an interest in multiple sites for large scale development projects that would generate significant investment and tax revenue for the City.



## PROJECT VISION AND THEME

Based on a review of existing plans, projects and community input the Steering Committee developed the following vision statement for the project:

### **BATAVIA OPPORTUNITY AREA VISION STATEMENT**

The Batavia Opportunity Area will strive to be a sustainable, mixed use urban center that will embrace and celebrate its history and natural resources by creatively revitalizing properties for new uses in a new economy.





## SECTION 3

# ANALYSIS OF THE BATAVIA OPPORTUNITY AREA







### SECTION 3. ANALYSIS OF THE BATAVIA OPPORTUNITY AREA

Prior to redeveloping any site an investor reviews the opportunities, constraints and risks with that site. Part of that review is an inventory and analysis of the site's zoning, land use, proximity to utilities, road access, flood risks, potential contamination and natural or cultural resources.

Concurrently or before a review of property characteristics most developers have also performed an economic and market analysis of the area. Results of the analysis will help the developer understand if there is a demand for the type and scale of uses being proposed.

The section below provides an inventory of all the properties in the Batavia Opportunity Area to understand the prospects for future development and any potential impediments that may discourage development. An Economic and Market Analysis of the Batavia Market Area (Genesee County) and the BOA follows the inventory section to define what uses are most feasible within the BOA overall. The data from the inventory and market analysis is then applied to a more detailed analysis of the selected Strategic Sites.

#### BATAVIA BOA SUB AREAS

Initially the Batavia BOA Steering Committee divided up the BOA boundary into three sub-districts: (Figure 6).

- **Downtown:** The Downtown sub-district includes the traditional, pedestrian oriented downtown. The Downtown sub-district is characterized by historic two and three story buildings in addition to the mostly one story City Centre. The Steering Committee, multiple stakeholders and participants at public meeting all stressed the preference for multi-story buildings. Uses include retail, professional offices, restaurants and government uses. Several recent streetscape projects have enhanced the aesthetics of the downtown district.
- **Batavia Central Industrial:** The character of the Batavia Central Industrial district is in sharp contrast to the Downtown sub-district. The area is characterized by mostly former industrial buildings situated along the current and former railroad tracks that run through the City. The industrial area bisects the center of the City and the neighborhoods that surround it. While



some buildings in the corridor have been adaptively reused for offices, there are still many that are vacant and highly underutilized.

- Evans Street Corridor: Sites in the Evans Street Corridor are characterized by large areas that are vacant. Some areas were formerly used or are currently utilized by the railroad which gives the perception of vacancy or abandonment. Areas to the East of Evans are also largely vacant where the former Doepler Jarvis/National Lead complex once stood.

The districts were a legacy of the *Batavia Central Corridor Plan* which acknowledged that each district had its own character in terms of building design, density of development, uses, building heights and history. Division of the BOA into character districts helped establish and frame future discussions on design concepts for each Strategic Site.

Acknowledgement of the sub-districts was also important because it influenced the BOA Steering Committee's decision to select at least one Strategic Site in each district. The committee felt that in order to meet the New York State Brownfield Opportunity goal of area-wide redevelopment the strategic sites would need to be distributed among the districts. This was a tactical approach that also recognized that each Strategic site would act as an anchor to encourage redevelopment between the sites.











## INVENTORY AND ANALYSIS

In order to identify opportunities and constraints in the Batavia Opportunity Area an inventory of factors that influence development is required. This section provides more detailed information on various factors that influence the location, size, character and use of future redevelopment and development in the BOA. The characteristics reviewed under the Inventory and Analysis section include: land use, zoning, underutilized sites, land ownership, parks, natural resources, historic resources, transportation systems and infrastructure systems.

### EXISTING LAND USE

Land use in the Batavia BOA (Figure 7) is varied because it includes a large area. The Downtown sub-district as well as the northern half of the Evans Street corridor sub-district are dominated by commercial and government uses. These are logical uses within a traditional historic downtown district that includes multiple offices for Genesee County, City of Batavia offices, small retailers, restaurants and professional offices (lawyers, accountants, etc.). Parking lots account for a large percentage of the government acreage downtown also.

Community services are also included in the Downtown corridor. Some community services include churches but they also include the United Memorial Medical Center Bank Street Medical campus which is an important downtown employer that influences other medical professionals to locate their offices downtown.

The Batavia Central Industrial Area sub-district and the southern portion of the Evans Street sub-district are primarily industrial in land use and appearance. However, in both areas there has been a slow conversion of industrial space into commercial space. The Harvester Center, for instance, is home to many offices, some restaurants, artisan studios and even performance space but still has available industrial space.

Within both the Downtown and Harvester sub-districts there are also residential neighborhoods that were included after much discussion with the BOA Steering Committee. More than half the land area in the Downtown sub-district is residential while residential uses are a smaller proportion of land area in the Harvester sub-district. The majority of residential land uses in both districts are single or two family homes but each district is also home to a large subsidized Senior Citizen's housing complex: Washington Towers in the Downtown sub-district and the 400 Towers in the Harvester sub-district.





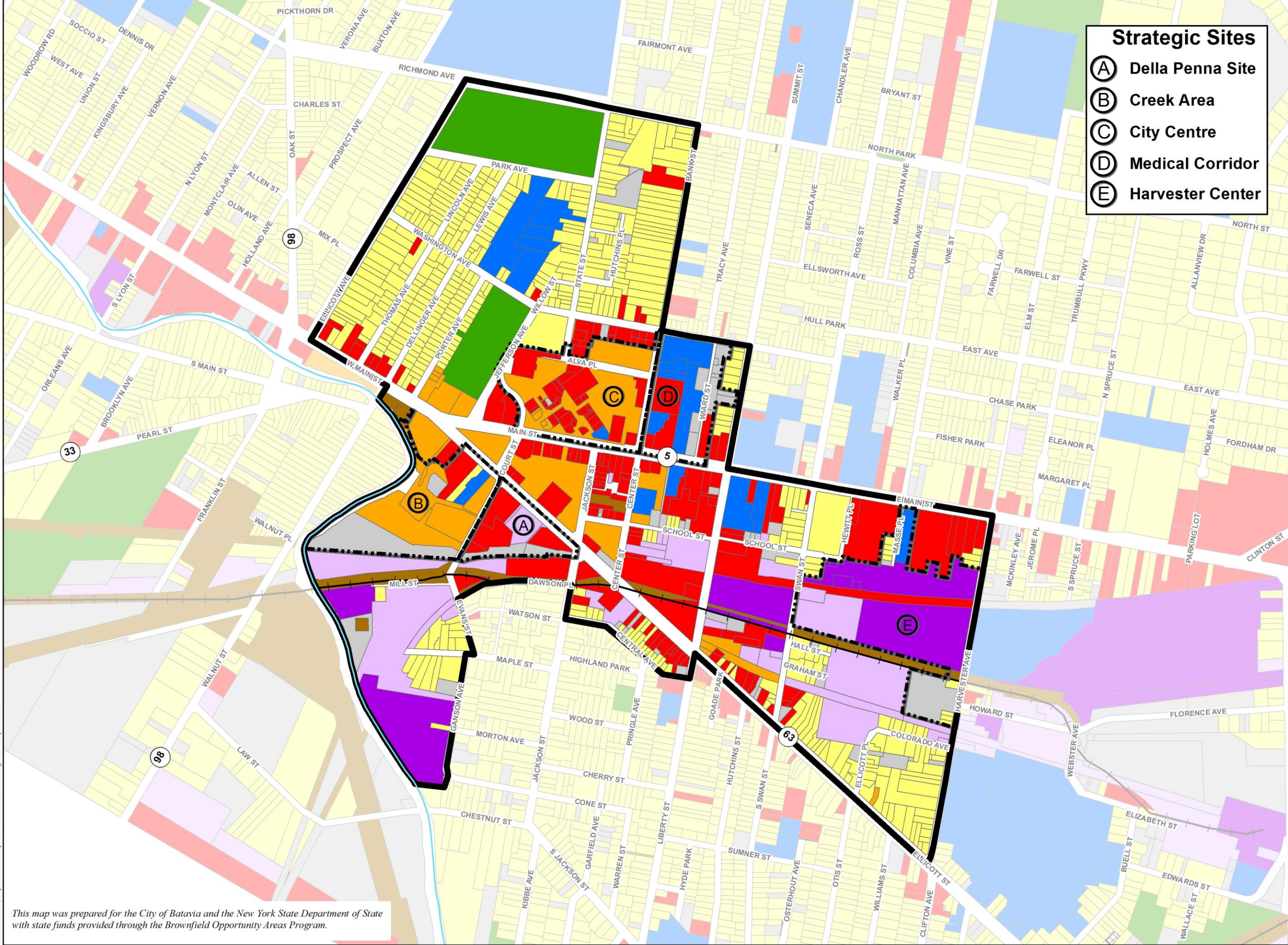
About one quarter of land in the BOA is commercial

Table 1. Land Use in the BOA

| Land Use                                      | Area         |         | Parcels    |         |
|---|--------------|---------|------------|---------|
|   | Acres        | Percent | Number     | Percent |
| Park / Open Space                             | 20.5         | 6%      | 3          | 0%      |
| Vacant  | 19.4         | 5%      | 62         | 7%      |
| Residential                                   | 85.5         | 23%     | 491        | 59%     |
| Commercial                                    | 57.9         | 16%     | 180        | 22%     |
| Government Services                           | 30.5         | 8%      | 29         | 4%      |
| Community Services                            | 18.3         | 5%      | 18         | 2%      |
| Utility/Transportation Services               | 8.3          | 2%      | 7          | 1%      |
| Industrial                                    | 29.0         | 8%      | 8          | 1%      |
| Storage, Warehouse, & Distribution Facilities | 34.3         | 10%     | 31         | 4%      |
| Roads and Water                               | 62.5         | 17%     | -          | -       |
| <b>Total</b>                                  | <b>366.1</b> |         | <b>829</b> |         |

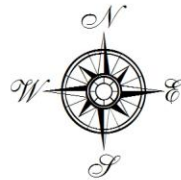
Source: Genesee County Real Property Tax Service





CITY OF BATAVIA

BATAVIA  
OPPORTUNITY AREA  
NOMINATION STUDY



Area Land Use  
Figure 7. Land Use in the BOA

- BOA Nomination Study Area
- Strategic Sites
- Land Use Category**
  - Park / Open Space
  - Vacant
  - Residential
  - Commercial
  - Government Services
  - Community Services
  - Utility / Transportation Services
  - Industrial
  - Storage, Warehouse, and Distribution Facilities
  - Unknown
  - Surface Water

Sources:  
1. BOA Shapefile edited by LaBella to reflect steering committee revisions  
2. Land Use extracted from the Real Property Database provided by Genesee County with slight modifications by LaBella based on aerial imagery and site visits  
3. Water and Roads: US Census TIGER/Line Shapefiles

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Labella Project No:  
212645







## EXISTING ZONING

The current zoning in the BOA (Figure 8) generally reflects current land uses. The Downtown commercial district is primarily zoned the C-3 Central Commercial District. A mix of uses is allowed in the C-3 zone including retail, offices, banks, restaurants and hotels. In 2000 the City amended the zoning document to permit upper story residential uses. As the C-3 zone includes the City's historic core, buildings can be constructed up to 45 feet and can cover up to 100 percent of the property. All proposals in the C-3 district are subject to Design Guidelines for building design, signs and materials.

Several sections of the BOA are also in the C-2 commercial zone. The C-2 commercial zone also allows a mix of uses but it also encourages automobile oriented uses such as gas stations, drive thrus and front yard parking (all of which are prohibited or allowed by Special Use Permit in the C-3 zone). In addition, the C-2 zone only allows up to 40 percent building coverage on properties which promotes a less dense development pattern than the C-3 zone. As will be noted later, the C-2 zoning is an issue for one of the strategic site redevelopment concept which recommends a denser, pedestrian oriented development pattern that maximizes site coverage to advance redevelopment opportunities. A portion of the C-2 zone near the intersection of Routes 5, 63 and 33 also includes a historic overlay which requires proposals to be reviewed by the Historic Preservation Commission.

A majority of the land in the Harvester sub-district and the southern portion of the Evans Street area sub-district are within the I-1 Industrial zone. The I-1 zone allows light industrial uses, commercial uses, live/work units and retail uses. Currently the zone does not allow for residential uses which is an issue for the current owner of the property and also is not consistent with the strategic site plan proposed in this plan. In addition, the zone allows gas stations and junk yards which are not consistent with current or proposed uses at the site.

Residential uses are also allowed within the BOA residential neighborhoods selected for inclusion in the study. Almost all the City's residential zoning categories are included in the BOA (R-1, R1-A, R-2 and R-3). The range of uses and allowed density increases from the R-1 zone, which is the most restrictive, to R-3 residential zone which is the least restrictive.

The Downtown Business Improvement District (BID) is also in the Brownfield Opportunity Area. Businesses within the district pay a BID assessment for marketing, events, design assistance and downtown management.

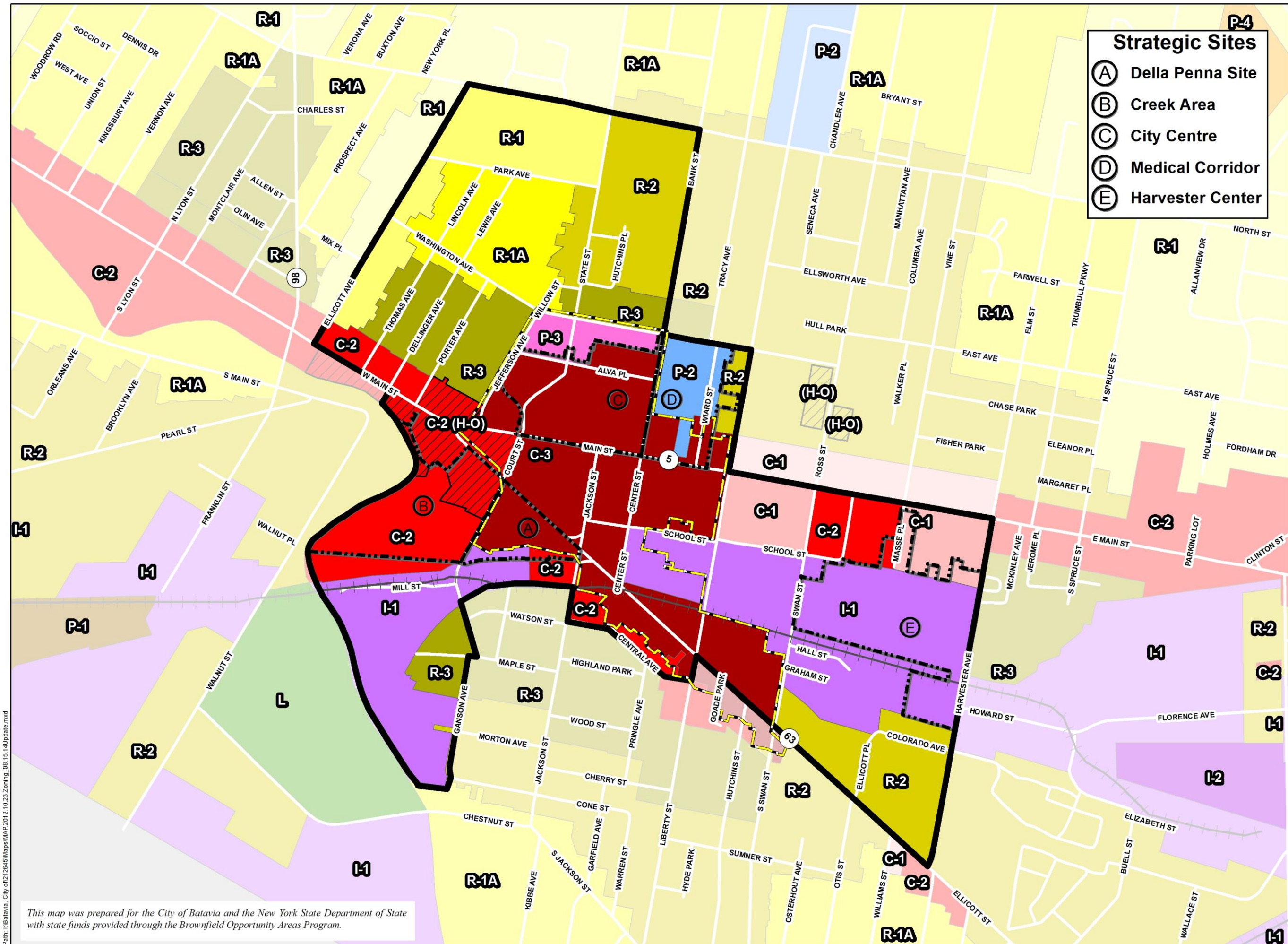


Table 2. Primary Zoning categories within the BOA

| Zone                           | Permitted Uses (Summary)   | Special Uses Permitted  | Acres | Percent* |
|--------------------------------|--|---|-------|----------|
| <b>C-3 Downtown Commercial</b> | Retail, professional offices, banks, restaurants, hotels, theatres                       | Drive-in facilities, residential uses (upper floor)   | 71.7  | 20 %     |
| <b>C-2 Commercial</b>          | Retail, restaurants, hotels, theaters  | High-rise apartments, large scale multi-family apartments, auto service stations, food processing and distribution. | 49.8  | 14 %     |
| <b>C-1 Commercial</b>          | Small scale retail, offices, restaurants   | High rise apartments, large scale multi-family development  | 17.2  | 5 %      |
| <b>I-1 Industrial</b>          | Retail, light industrial, offices  | Junkyards, auto-service stations, live/work units, brew pub/microbrewery  | 82.9  | 23 %     |
| <b>R-3 Residential</b>         | Single family, two-family and multi-family up to three units, churches, schools, museums | Offices, high rise apartments, large scale multi-family   | 31.2  | 8 %      |
| <b>R-2 Residential</b>         | Single family, two-family and multi-family up to three units, churches, schools, museums |   | 49.5  | 13 %     |
| <b>R-1A Residential</b>        | Single family, two-family churches, schools, museums                                     |   | 23.7  | 6 %      |
| <b>R-1 Residential</b>         | Single family, churches, schools, museums  |   | 26.3  | 7 %      |

Source: City of Batavia Code, General Code Publishers

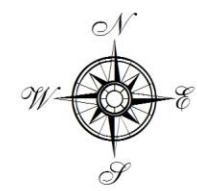




**Strategic Sites**

- (A) Della Penna Site
- (B) Creek Area
- (C) City Centre
- (D) Medical Corridor
- (E) Harvester Center

CITY OF BATAVIA  
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NOMINATION STUDY



Zoning

- BOA Nomination Study Area
- Strategic Sites
- Batavia BID

- City of Batavia Zoning Districts**
- R-1 Residential District
  - R-1A Residential District
  - R-2 Residential District
  - R-3 Residential District
  - C-1 Limited Commercial District
  - C-2 General Commercial District
  - C-3 Central Commercial District
  - I-1 Industrial District
  - I-2 Industrial District
  - I-3 Industrial District
  - L Land Conservation District
  - P-1 Planned Development - Industrial
  - P-2 Planned Development - Medical
  - P-3 Planned Development - Serv. Com.
  - P-4 Planned Development - Residential
  - (H-O) Historic District Overlay

Sources:  
1. Original BOA Shapefile edited by LaBella to reflect steering committee revisions  
2. City of Batavia Zoning Shapefile provided by Genesee County  
3. Roads: US Census TIGER/Line Shapefile

Figure 8. Zoning in the BOA

0 500 Feet  
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Labella Project No:  
212645

This map was prepared for the City of Batavia and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program.







## UNDERUTILIZED AND VACANT SITES

The Batavia Opportunity Area includes 75 properties categorized as underutilized and vacant properties. Underutilized properties generally had buildings on them that were vacant, significantly underutilized or abandoned. Properties with no buildings on them, or designated as vacant on the real property database, were labeled as vacant. Each underutilized and vacant property was then further categorized by properties with environmental records, sites with suspected uses (but no records) and those with no records or suspected uses. Figure 9 shows the location of the properties.

The Appendices provide site summaries of all the properties that include detailed information on tax parcels, utilities, transportation access, use, zoning and environmental records. The environmental records provide a background of the site, information on public environmental records for the property and data regarding any groundwater contamination.

Each property in the site profile appendices is then ranked high, medium or low in terms of its importance for revitalization of the BOA. All properties in the Strategic Site areas are ranked high.

Tables 3 and 4 provide a summary of the underutilized and vacant properties in the Batavia Opportunity Area. The character of the properties varies considerably. The list includes industrial buildings, commercial properties, parking lots, auto shops, government sites, vacant lots and Superfund sites.

Forty nine (49) of the properties are classified as underutilized sites. Of those six (6) had environmental records, 28 had suspected uses and 21 had no environmental records or suspected uses. The 49 underutilized properties occupy approximately 50 acres in the City of Batavia and are assessed at more than \$9 million.

The Batavia Opportunity Area also included 26 vacant properties. Of those one (1) had an environmental record, five (5) had suspected uses and 20 had no environmental records or suspected uses. The 26 vacant properties occupy approximately 14 acres in the City of Batavia and are assessed at almost \$1 million.

The underutilized and vacant property designations were made based on evaluations of real property data, publicly available environmental records (Phase I reports, spills, etc.), aerial photography, Sanborn maps, site visits and information provided by Steering Committee members.



# BATAVIA OPPORTUNITY AREA NOMINATION STUDY

**Table 3. Underutilized Properties**

Source: Genesee County Real Property Services, LaBella Associates

| Site  | Address                  | Owner                              | Land Use                | Acres        | Assessment         | Zone      | Site Use    |
|---|--------------------------|------------------------------------|-------------------------|--------------|--------------------|-----------|-------------|
| <b>UNDERUTILIZED PROPERTIES WITH ENVIRONMENTAL RECORDS</b>                                |                          |                                    |                         |              |                    |           |             |
| 1   | 26 Evans St              | City of Batavia                    | Government Services     | 3.36         | \$220,000          | C-2       | parking lot |
| 2   | 1 Mill St                | Harris Mill Street Properties, LLC | Industrial/Commercial   | 7.74         | \$775,000          | I-1       | building    |
| 3   | 40-52 Ellicott St        | Peter Della Penna                  | Vacant Industrial       | 1.13         | \$60,000           | C-3       | building    |
| 4   | 200 Ellicott St          | Paul Tenney                        | Industrial/Commercial   | 0.73         | \$160,000          | C-3       | building    |
| 7a  | 31 Swan St               | U. S. Chrome Corp Of N.Y.          | Industrial              | 0.32         | \$175,000          | I-1       | building    |
| 8   | 9-11 Ellicott Pl         | Mark Dickinson                     | Industrial              | 2.81         | \$30,000           | I-1 & R-2 | building    |
| <b>Total All Underutilized Properties with Environmental Records</b>                      |                          |                                    |                         | <b>16.09</b> | <b>\$1,420,000</b> |           |             |
| <b>UNDERUTILIZED PROPERTIES WITH SUSPECTED USES</b>                                       |                          |                                    |                         |              |                    |           |             |
| 9   | 19-27 West Main St       | City of Batavia                    | Government Services     | 0.23         | \$50,000           | C-2 /H-O  | building    |
| 10  | 11-13 Mill St            | L & C Estate, LLC                  | Industrial              | 1.79         | \$130,000          | I-1       | building    |
| 11  | 198 Ellicott St          | Paul Tenney                        | Industrial              | 0.32         | \$105,000          | C-2       | building    |
| 12  | 35-37 Jackson St         | Batavia Showtime                   | Commercial              | 0.16         | \$85,000           | C-3       | building    |
| 13  | 13-15 Jackson St Rear    | City of Batavia                    | Commercial              | 0.07         | \$5,000            | C-3       | building    |
| 15a   | Center/Liberty           | BMP Holdings LLC                   | Industrial              | 0.21         | \$0                | I-1       | building    |
| 15b   | 39-41 Center St          | BMP Holdings, LLC                  | Industrial              | 0.45         | \$95,000           | I-1       | building    |
| 15c   | Center/Liberty           | BMP Holdings LLC                   | Industrial              | 0.16         | \$0                | I-1       | parking     |
| 17  | 301-305 Ellicott St      | City Of Batavia                    | Government Services     | 0.08         | \$4,500            | C-3       | parking     |
| 18  | 39 Liberty St            | Wortzman Furniture Co              | Commercial              | 0.22         | \$110,000          | C-3       | building    |
| 19  | 309 School St            | William P. Dougherty               | Industrial/Commercial   | 0.10         | \$95,000           | C-1       | building    |
| 20  | 48 Swan St               | D & H Performance, Inc             | Industrial              | 0.41         | \$115,000          | I-1       | building    |
| 21  | 52 Swan St               | Kerry Boyle                        | Industrial              | 0.11         | \$55,000           | C-3       | building    |
| 22  | 56-58 Swan St            | Ellicott Square Plaza, LLC         | Industrial              | 0.54         | \$340,000          | C-3       | building    |
| 23  | 339-341 Ellicott St      | Superior Process Service, Inc.     | Commercial              | 0.08         | \$80,000           | C-3       | building    |
| 28  | 96-98 Jackson St         | The Salvation Army                 | Commercial              | 1.94         | \$240,000          | C-2 /I-1  | building    |
| 38  | 4 Batavia City Centre    | Homestead Event Centre, LLC        | Commercial              | 0.08         | \$92,200           | C-3       | building    |
| 69b   | 36-90 Harvester Ave      | Joseph L Mancuso & Sons, Inc       | Industrial              | 8.18         | \$960,000          | I-1       | building    |
| 69c   | 35 Swan St               | Jos. L. Mancuso & Sons, Inc        | Industrial              | 3.24         | \$105,000          | I-1       | building    |
| 69d   | 34 Harvester Ave         | Joseph L & Sons, Inc Mancuso       | Industrial              | 1.92         | \$9,500            | I-1       | parking     |
| 69e   | 26 Harvester Ave         | Joseph L Mancuso & Sons, Inc       | Industrial/Commercial   | 6.06         | \$850,000          | I-1       | building    |
| 70  | 33 Swan St               | Skinny Maples, LLC                 | Industrial/Commercial   | 0.46         | \$65,000           | I-1       | building    |
| <b>Total All Underutilized Properties with Suspected Uses</b>                             |                          |                                    |                         | <b>26.80</b> | <b>\$3,591,200</b> |           |             |
| <b>UNDERUTILIZED PROPERTIES WITH NO ENVIRONMENTAL RECORDS OR SUSPECTED USES</b>           |                          |                                    |                         |              |                    |           |             |
| 14d   | 211 1/2 E. Main Rear     | UMMC                               | Comm. Service - Medical | 1.22         | \$570,000          | P-2       | building    |
| 14n   | 211 E.t Main St          | UMMC                               | Comm. Service - Medical | 0.72         | \$1,220,000        | P-2       | building    |
| 24  | 12-16 Ellicott St        | Cosima Realty, Inc.                | Commercial              | 1.24         | \$380,000          | C-2/ H-O  | building    |
| 25  | 7-9 Mill St              | Charles Sorce Jr.                  | Residential             | 0.22         | \$41,400           | I-1       | building    |
| 29  | No Address (Ellicott St) | No Owner Data                      | No data                 | 0.07         | \$0                | C-3       | no building |
| 30  | No Address (Ellicott St) | No Owner Data                      | No data                 | 0.05         | \$0                | C-3       | no building |
| 31  | 45-47 Ellicott St        | V J Gauteri Constructors Inc       | Commercial              | 0.93         | \$705,000          | C-3       | building    |
| 32  | 39-45 Main St            | Robert C. Noonan                   | Commercial              | 0.40         | \$411,000          | C-3       | building    |
| 33  | 83 Main St               | Nathan Benderson                   | Commercial              | 0.08         | \$220,000          | C-3       | building    |
| 34  | 29 Batavia City Centre   | Danla, Inc                         | Commercial              | 0.01         | \$23,000           | C-3       | building    |
| 35  | 28 Batavia City Centre   | Keith A. Seland                    | Commercial              | 0.02         | \$23,000           | C-3       | building    |
| 36  | 2 Batavia City Centre    | Chess, LLC                         | Commercial              | 0.04         | \$50,000           | C-3       | building    |
| 37  | 10 Batavia City Centre   | James E. Gomborone                 | Commercial              | 0.04         | \$29,500           | C-3       | building    |
| 39  | 97 Main St               | Andrew J. Mistler Sr.              | Commercial              | 0.07         | \$90,000           | C-3       | building    |
| 40  | 99 Main St               | GM Hospitality, LLC                | Commercial              | 0.05         | \$90,000           | C-3       | building    |
| 41  | 101-103 Main St          | 105 of Batavia, Inc                | Commercial              | 0.11         | \$65,000           | C-3       | building    |
| 42  | 105-107 Main St          | 105 of Batavia, Inc                | Commercial              | 0.15         | \$45,000           | C-3       | building    |
| 43  | 109-111 Main St          | 113 of Batavia, Inc.               | Commercial              | 0.24         | \$120,000          | C-3       | building    |
| 44  | 215 East Main St         | 215 East Main Properties LLC       | Commercial              | 0.56         | \$275,000          | C-3       | building    |
| 45  | 206 East Main St         | Just Chez Realty LLC               | Commercial              | 0.17         | \$220,000          | C-3       | building    |
| 49  | 438 East Main St         | John Pontillo                      | Commercial              | 0.36         | \$140,000          | C-1       | building    |
| <b>Total All Underutilized Properties with No Environmental Records or Suspected Uses</b> |                          |                                    |                         | <b>6.75</b>  | <b>\$4,717,900</b> |           |             |
| <b>Total All Underutilized Properties</b>   |                          |                                    |                         | <b>49.64</b> | <b>\$9,729,100</b> |           |             |



**Table 4. Vacant Properties**

Source: Genesee County Real Property Services, LaBella Associates

| Site   | Address             | Owner                      | Land Use                    | Acres        | Assessment       | Zone    | Site Use    |
|--|---------------------|----------------------------|-----------------------------|--------------|------------------|---------|-------------|
| <b>VACANT PROPERTIES WITH ENVIRONMENTAL RECORDS</b>                                |                     |                            |                             |              |                  |         |             |
| 51   | 60 Evans St         | Graham Manufacturing       | Industrial/Commercial       | 4.24         | \$26,000         | C-2     | no building |
| <b>Total All Vacant Properties with Environmental Records</b>                      |                     |                            |                             | <b>4.24</b>  | <b>\$26,000</b>  |         |             |
| <b>VACANT PROPERTIES WITH SUSPECTED USES</b>                                       |                     |                            |                             |              |                  |         |             |
| 14a  | 1-9 Wiard St        | UMMC                       | Community Service - Medical | 0.28         | \$31,300         | C-3     | parking     |
| 50   | 11-13 Mill St Rear  | City Of Batavia            | Government Services         | 1.27         | \$50,000         | I-1     | parking     |
| 53a  | Ellicott St         | Ellicott Holdings LLC      | Industrial/Commercial       | 0.72         | \$5,600          | I-1     | no building |
| 53b  | Ellicott St         | Ellicott Holdings LLC      | Industrial/Commercial       | 0.51         | \$3,000          | I-1/C-2 | no building |
| 65   | 109 Ellicott St     | Wortzman Furniture, Inc    | Commercial                  | 0.22         | \$6,800          | C-3     | no building |
| <b>Total All Vacant Properties with Suspected Uses</b>                             |                     |                            |                             | <b>3.00</b>  | <b>\$96,700</b>  |         |             |
| <b>VACANT PROPERTIES WITH NO ENVIRONMENTAL RECORDS OR SUSPECTED USES</b>           |                     |                            |                             |              |                  |         |             |
| 7b   | 29 Swan St          | U S Chrome Corp Of N.Y.    | Industrial                  | 0.09         | \$2,500          | I-1     | building    |
| 14e  | 216-220             | UMMC                       | Community Service - Medical | 0.30         | \$3,500          | P-2     | parking     |
| 14f  | 28 Wiard St         | UMMC                       | Community Service - Medical | 0.04         | \$4,000          | P-2     | parking     |
| 14g  | No Address (Wiard   | UMMC                       | Community Service - Medical | 0.12         | \$0              | P-2     | parking     |
| 14h  | 17-23 Wiard St      | UMMC                       | Community Service - Medical | 0.36         | \$370,000        | P-2     | no building |
| 14i  | 12-26 Wiard St      | UMMC                       | Community Service - Medical | 0.42         | \$67,400         | P-2     | parking     |
| 14j  | 19 Summit St        | UMMC                       | Community Service - Medical | 0.18         | \$11,500         | P-2     | no building |
| 14k  | 17 Summit St        | UMMC                       | Community Service - Medical | 0.23         | \$12,300         | P-2     | no building |
| 14l  | 10 Wiard St         | UMMC                       | Community Service - Medical | 0.06         | \$1,500          | P-2     | parking     |
| 14m  | 213 East Main St    | UMMC                       | Community Service - Medical | 0.32         | \$60,000         | C-3     | no building |
| 52   | 10 Ellicott St Rear | City Of Batavia            | Government Services         | 0.39         | \$140,000        | C-2     | no building |
| 54   | 51 Batavia City     | City of Batavia            | Government Services         | 0.05         | \$11,900         | C-3     | parking     |
| 55   | 160-162             | Marc Johnson               | Commercial                  | 0.15         | \$16,000         | P-3     | no building |
| 60   | 24 Wiard St         | National Fuel Gas          | Utility                     | 0.05         | \$20,000         | P-2     | parking     |
| 63   | 3 School St         | Batavia Showtime, Inc.     | Commercial                  | 0.04         | \$500            | C-3     | parking     |
| 64   | 39 Jackson St Rear  | Leo S. Mager               | Commercial                  | 0.01         | \$400            | C-3     | parking     |
| 67a  | 37 Liberty St       | Ellicott Square Plaza, LLC | Commercial                  | 0.23         | \$9,200          | C-3     | no building |
| 67b  | 37 Liberty St Rear  | Ellicott Square Plaza, LLC | Commercial                  | 0.29         | \$6,800          | C-3     | parking     |
| 68   | 14 Masse Pl         | Main & Ellicott Properties | Residential                 | 0.09         | \$3,400          | C-2     | no building |
| 69a  | 102-108 Harvester   | Joseph L Mancuso & Sons    | Industrial                  | 2.85         | \$60,000         | I-1     | parking     |
| <b>Total All Vacant Properties with No Environmental Records or Suspected Uses</b> |                     |                            |                             | <b>6.26</b>  | <b>\$800,900</b> |         |             |
| <b>Total All Vacant Properties</b>   |                     |                            |                             | <b>13.49</b> | <b>\$923,600</b> |         |             |



## STRATEGIC SITES

Without having the list of underutilized and vacant properties listed in Tables 3 and 4 in front of them, the Steering Committee selected five BOA Strategic Sites. The committee was very aware of where there were a significant number of underutilized, vacant and contaminated properties in the City of Batavia because of previous studies and local knowledge of problem sites. Therefore, by default, the Steering Committee chose sites that had multiple underutilized properties.

Other factors, besides underutilization, the committee considered in selecting strategic sites included:

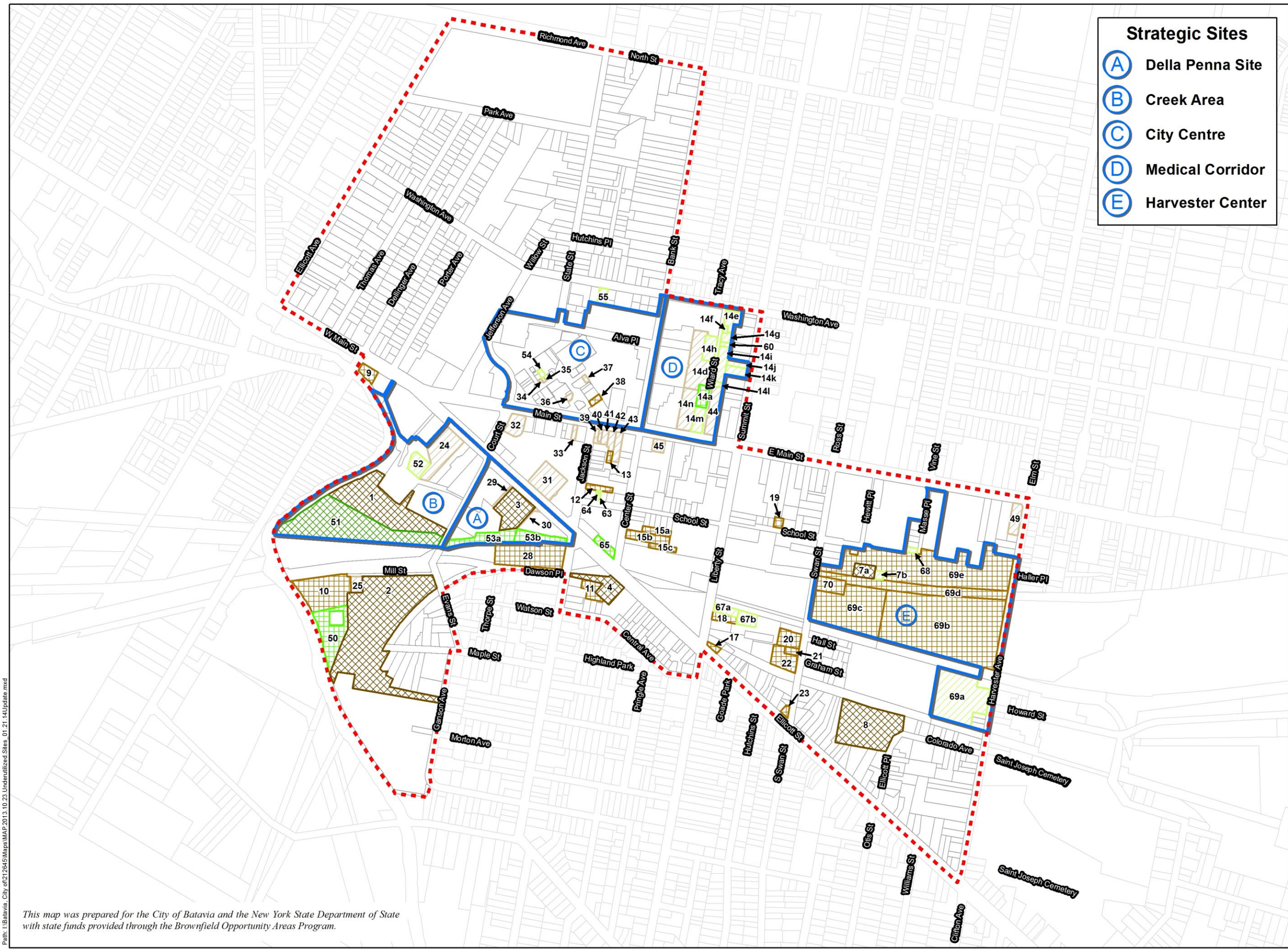
- Potential economic impact of redeveloping the sites for not only the BOA, but for the entire City of Batavia as measured by potential jobs, property tax revenue or level of investment;
- The level of apparent blight at the sites characterized by vacant parcels, largely vacant buildings, dilapidated buildings or properties with marginal businesses;
- Transportation access of the sites in terms their location on or near major arterials and rail;
- Visibility and the perceptible impact of underutilization on adjacent properties; and
- Potential benefits to adjacent neighborhoods.

As noted in the Strategic Site Selection section the five sites chosen by the committee include the City Centre site, Medical corridor site, the Harvester site, Della Penna site, Creek Area site. The following section provides detailed information and descriptions of each strategic site as well as information on the adjacent focused neighborhood redevelopment areas.

## SITE ASSESSMENT CANDIDATES

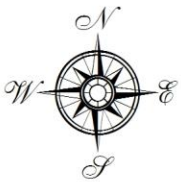
Each of the Strategic Sites and their associated parcels will be candidates for Step 3 Site Assessment Funding. Site Assessment funding will be needed to provide detailed characterizations of any contamination issues with each site as well as potential remediation measures.





- ### Strategic Sites
- (A) Della Penna Site
  - (B) Creek Area
  - (C) City Centre
  - (D) Medical Corridor
  - (E) Harvester Center

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NOMINATION STUDY



Underutilized Sites

- BOA Nomination Study Area
- Strategic Sites
- Property Type**
- Underutilized\* with Env. Record\*\*\*
- Underutilized\* with Suspected Uses\*\*\*\*
- Underutilized\* w/ No Records/Susp. Uses
- Vacant\*\* with Env. Record
- Vacant\*\* with Suspected Uses
- Vacant\*\* with No Records/Susp. Uses
- Other Parcels

Notes:  
\* Underutilized sites generally contain some sort of physical improvement (a building, paved parking lot, etc.); however, the site is either abandoned, not being used to its full potential, or is not being used for the best purpose and development potential exists.  
\*\* Vacant sites contain no physical improvements, are classified as vacant through the Real Property Services database, and contain development potential.  
\*\*\* Environmental records were found for the site (whether underutilized or vacant) through a regulatory listing review.  
\*\*\*\* A review of Sanborn Maps revealed historic land uses which are likely to have caused contamination located on the site (whether underutilized or vacant).

Sources:  
1. Original BOA Shapefile - Edited by LaBella to reflect steering committee revisions  
2. Strategic Sites and Property Type determined by LaBella based on aerial imagery, site visits, environmental review, and consultation with government staff, important stakeholders, and the community

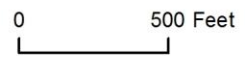


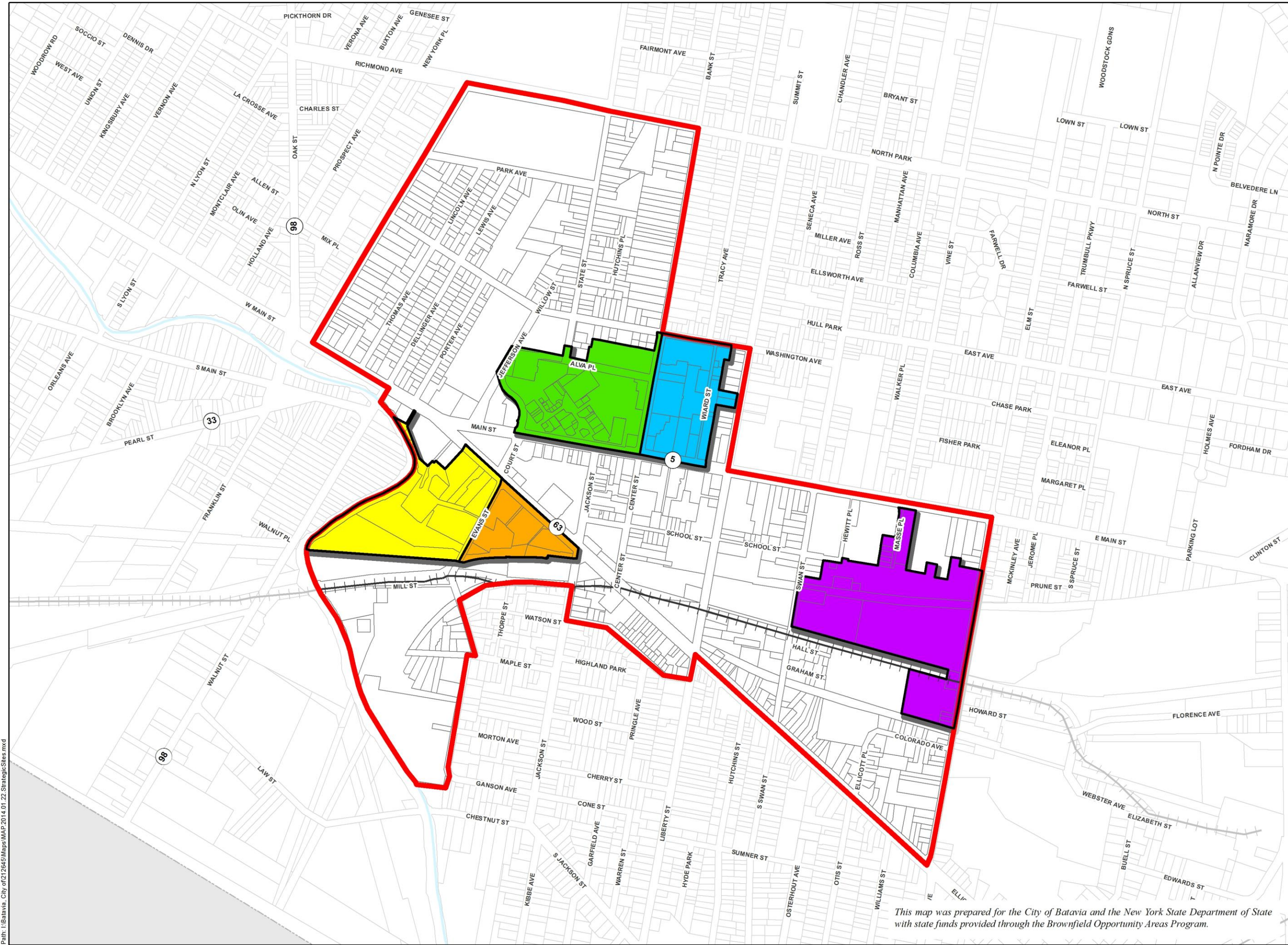
Figure 9. Underutilized, Vacant and Brownfield Sites

Labella Project No:  
**212645**









CITY OF BATAVIA

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NOMINATION STUDY



Strategic Sites

- BOA Nomination Study Area
- Della Penna Site
- Creek Area
- City Centre
- Medical Corridor
- Harvester Center

Sources:  
1. Original BOA Shapefile - Edited by  
LaBella to reflect steering committee  
revisions

0 500 Feet  
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Labella Project No:  
212645

This map was prepared for the City of Batavia and the New York State Department of State  
with state funds provided through the Brownfield Opportunity Areas Program.







## DELLA PENNA SITE

**DELLA PENNA SITE**

Address: 40-52 Ellicott St.

Lot Size: 1.17 acres

Buildings: 23,392 sq. ft

Zoning: C-3 Commercial

Uses Allowed: Mix of uses including retail, offices, housing and entertainment.

Assessed Value : \$60,000

*Features:*

- Within Downtown Business Improvement District.
- 215 ft. of Ellicott Street (Route 63) frontage.
- Across the Street from Genesee County Offices.
- Within walking distance to the Tonawanda Creek and adjacent to planned public trail (pedestrian and bicycle trail).
- Several funding and potential tax incentives available for the site.

*Site/Environmental History:*

- A Phase 1 and Phase 2 are available.

**REDEVELOPMENT GOALS**

- Take advantage of location on Ellicott Street (Route 63)
- Provide connections to the Creek Area
- Coordinate redevelopment with adjacent properties to maximize parking and building site utilization
- Maintain attractive historic structures



## CREEK AREA

## CREEK AREA SITE

Site Size: 13 Acres

Zoning: C-2 Commercial  
(Future C-3 Commercial)

Uses Allowed: Mix of uses including retail, offices, housing and entertainment.

Assessed Values: \$3.2 Million

Owner: Various

*Features:*

- Adjacent to Tonawanda Creek Dam.
- Next to Genesee County Office Campus, Genesee County Courthouse and City Ice Arena.
- Located along Ellicott Street (Route 63).
- Planned public trail for pedestrians and bicyclists on south end of site.
- 12" water distribution line is located along the Tonawanda Creek to support larger development projects.

*Site/Environmental History:*

- Phase 1 and Limited Phase 2 Environmental Assessments are being prepared for the sites.



## REDEVELOPMENT GOALS

- Reorganize parking to be more efficient and connected
- Incorporate elements of former Creek Park Plan
- Provide access to the Creek and Creek dam
- Improve traffic circulation
- Consider Mixed Use Development including housing



## CITY CENTRE

## CITY CENTRE SITE

Lot Size: 15 acres

Building Size 140,000 Sq. Ft.

Zoning: C-3 Commercial

Uses Allowed: Mix of uses including retail, offices, housing and entertainment.

Assessed Value:

\$3.5 Million (Properties);

\$2 Million (Parking)

Owners:

City: Parking Lots / Concourse;

Private: Individual sites

*Features:*

- Central downtown location with proximity to local and regional government offices, professional / medical offices, banks, restaurants and United Memorial Medical Center's North Street campus

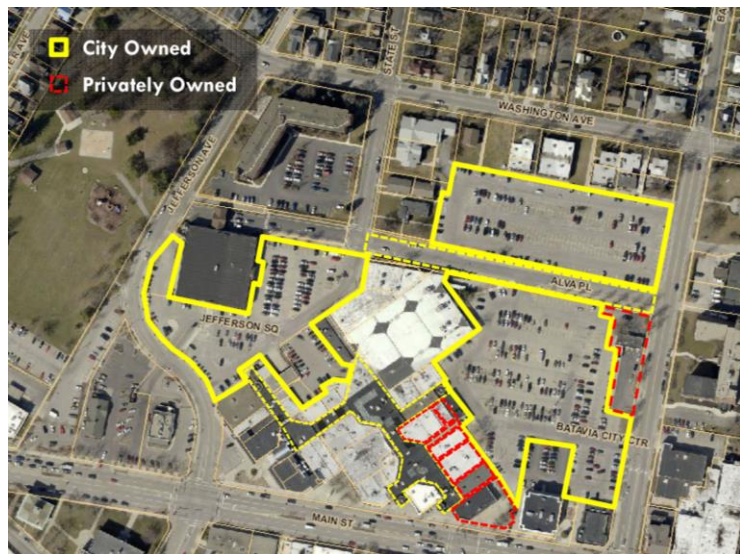
- 12" water mains on Main Street and in parking lots

- Batavia City Hall and JC Penney as anchors

- High visibility and 17K AADT

*Site/Environmental History:*

- A Phase I Site Assessment is available.



## REDEVELOPMENT GOALS

- Minimize city Centre Concourse
- Improve parking/circulation
- Maximize site development potential
- Align medical campus & City Centre
- Break up "Super Block" between Bank & Jefferson



## MEDICAL CORRIDOR

### MEDICAL CORRIDOR SITE

Lot Sizes: 8 acres

Zoning: Planned Development Medical

Uses Allowed: Medical, Large Scale Multi-family.

Assessed Value: \$4.3 Million

Owner: United Memorial Medical Center

#### Features:

- 175 ft. of frontage on Main Street (Route 5).
- 585 ft. of frontage on Bank Street.
- Access to all perimeter streets including Summit Street.
- On-site parking.
- On-site large scale boiler.

#### Site/Environmental History:

- Unknown



### REDEVELOPMENT GOALS

- Align Medical Campus & City Centre
- Improve Parking and Circulation; increase density of development
- Take advantage of Main Street frontage
- Provide space for Class A Medical Office Space
- Coordinate redevelopment between the YMCA and UMMC



## HARVESTER CENTER

**HARVESTER SITE**

Lot Size: 22.9 acres

Buildings: 853,000 sq. ft

Zoning: I-1 Industrial

Uses Allowed: Light Industrial, office, retail, research, galleries, brewpubs, live/work units

Assessed Value: \$1,275,000

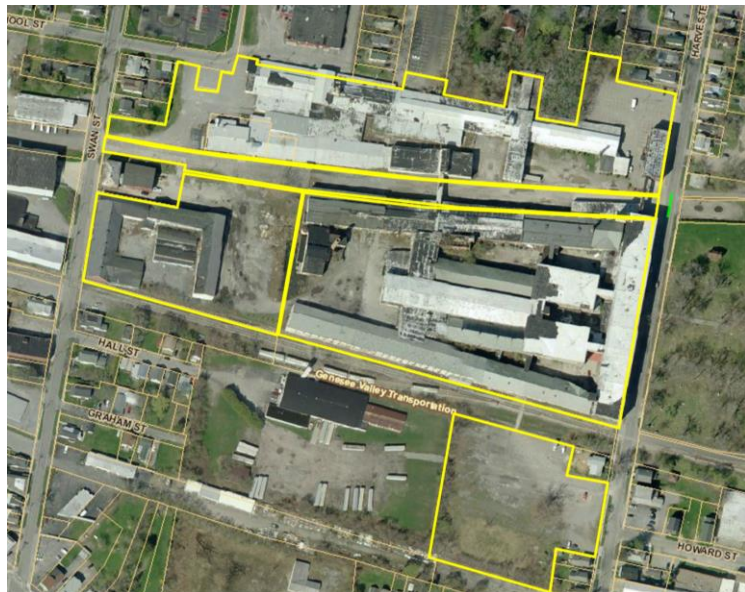
Owner: Mancuso Business Development Group (Joseph L. Mancuso & Sons)

*Features:*

- Flexible space and terms.
- Shared Equipment.
- Nearby rail access.
- Docking and warehousing facilities

*Site/Environmental History:*

- No environmental assessments are publicly available.

**REDEVELOPMENT GOALS**

- Improve parking and vehicular and pedestrian/bike circulation
- Open up spaces / right size facility but maintain character
- Encourage a mix of uses including loft housing
- Increase the number and density of jobs at the site
- Take advantage of rail access



## DOWNTOWN NEIGHBORHOOD

### DOWNTOWN NEIGHBORHOOD

Zoning: R-1, R-1A, R-2 and R-3  
Residential Zoning

Uses Allowed: R-1 — single family homes; R-1A — single and two-family homes; R-2 — single and multi-family homes; R-3 single homes, multi-family homes, professional offices and large scale multi-family homes.

#### *Neighborhood Assets*

- Proximity to jobs, services, retail and entertainment in the Downtown core
- Walkable, dense, historic neighborhood streets
- Well maintained homes

#### *Neighborhood Issues:*

- More than 50 percent of households are one person households and average household size of renter occupied units is below two.
- Conversion of single family homes into multi-family homes.
- Increasing number of investor owners.
- Deteriorating housing conditions on State and Bank Streets that is spreading to other streets.



### REDEVELOPMENT GOALS

- Halt conversion of homes to multi-family homes
- Encourage or incent owner occupied homeownership
- Establish Housing Rehabilitation Program



## HARVESTER NEIGHBORHOOD

**HARVESTER NEIGHBORHOOD**

Zoning: R-2 Residential; C-2 Commercial, I-1 Industrial

Uses Allowed: R-2 - single and multi-family homes; C-2 - commercial, large scale multi-family homes, offices; I-1 Industrial — light industrial, offices, retail.

*Neighborhood Assets*

- Jobs within walking distance at Harvester Center and Downtown

*Neighborhood Issues:*

- More than 50 percent of households are one person households and average household size or renter occupied units is below two.
- Substantial population loss (-45.3% between 2000 and 2010)
- Less than 20% of units were owner occupied
- Lack of street trees

**REDEVELOPMENT GOALS**

- Encourage or incent owner occupied homeownership
- Establish Housing Rehabilitation Program
- Provide buffers between residential areas and industrial areas
- Re-establish neighborhood connections to rest of City through the Harvester Center
- Increase the number of tree plantings



## TRANSPORTATION SYSTEMS

One of the significant assets of the Batavia Opportunity Area is its access to multiple state arterials. State Routes 5, 33 and 63 all pass through and serve the BOA for both car and truck traffic. According to the New York State Department of Transportation Urban Functional Classification System (Figure 10), Routes 5 and 63 in the BOA are considered minor arterials and Route 63 is categorized as a major arterial. The distinction between major and minor arterial is based on Route 63's function as a connection between Interstate 90 and Interstate 390, not levels of traffic.

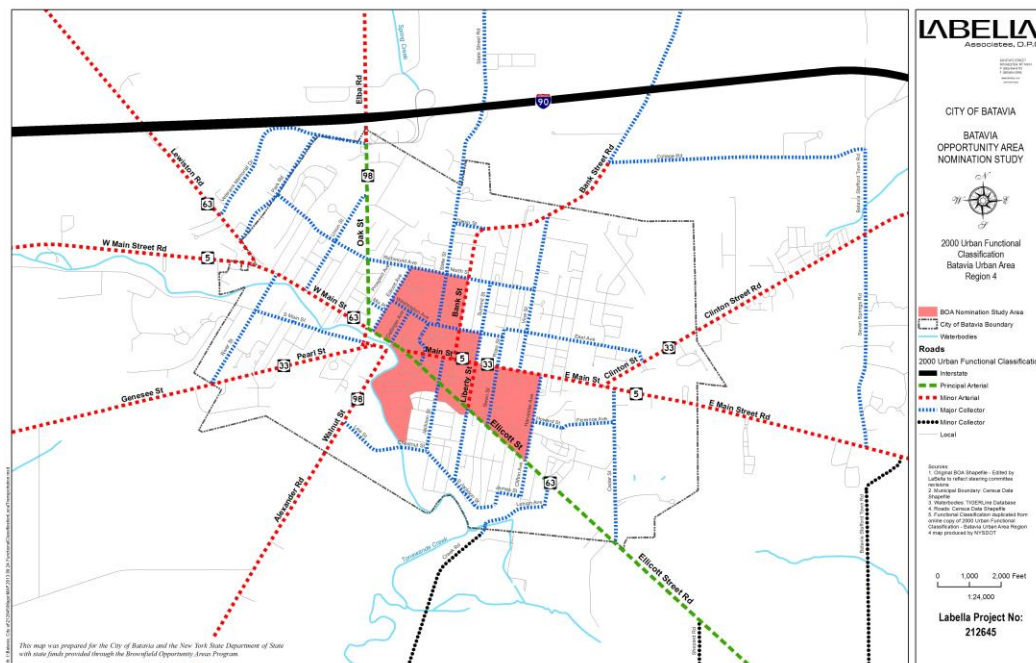


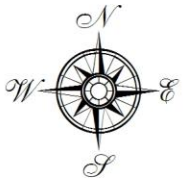
Figure 10. Urban Functional Classification System in the City of Batavia

Annual Average Daily Traffic (AADT) counts for the State Routes vary with more than 30,000 vehicles traveling daily on the section of Route 5 between Route 98 and Downtown where State Routes 5, 63 and 33 come together as one section:



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Local  
Transportation Systems

- BOA Nomination Study Area
- Strategic Sites
- City of Batavia Boundary
- Tonawanda Creek
- Roads**
  - Local Road
  - State Highway
- Railroad**
  - Railroad
- Public Transit**
  - Batavia Bus Service
    - Route 1
    - Route 2
    - Route 3 - GCC Express
    - Route 4 - Batavia to LeRoy

Figure 11. Transportation Systems

- Sources:
1. Original BOA Shapefile - Edited by LaBella to reflect steering committee revisions
  2. Municipal Boundary: Census Data Shapefile
  3. Tonawanda Creek: TIGERLine Database
  4. Roads: Census Data Shapefile
  5. Railroads: Compilation of TIGERLine Database, Genesee County Shapefile, and knowledge of the area
  6. Public Transit: Digitized from the RGRTA's Batavia Bus Service route map found online - routes are purposefully offset from road for display purposes

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Labella Project No:  
212645

Path: I:\Batavia\_City\_01212645\Maps\MAP2012.11.19\_LocalTransportation\_01\_21\_14Update.mxd

This map was prepared for the City of Batavia and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program.







Table 5. Average Annual Daily Traffic Counts, New York State Routes in Batavia (Source: NYS Dept. of Transportation)

| Route    | Section                 | AADT (Year)   |
|----------|-------------------------|---------------|
| Route 5  | Route 98 to Route 63    | 32,164 (2012) |
| Route 5  | Route 63 to Route 33    | 17,597 (2012) |
| Route 63 | Route 5 to Cedar Street | 11,253 (2012) |

As Figure 11 illustrates there are additional transportation systems in the Batavia Opportunity Area. The Genesee Valley Transportation System owns a rail spur through the center of the BOA that provides access to the CSX mainline which runs south of the City of Batavia.

In addition, the City is served by a comprehensive public transit system through the Rochester Genesee Regional Transportation Authority's Batavia Bus Service. All of the bus routes go through the BOA which is important because there are several large employers in the BOA and the BOA also is home to lower income or senior residents that do not have automobiles.

What is not shown on the maps is that all the streets in the BOA have sidewalks that provide pedestrian access to businesses and homes. The map also does not show any bike or pedestrian trail systems because there are none currently in the BOA which members of the Steering Committee and many stakeholders noted was an obvious deficiency that should be addressed.



Downtown Batavia has a good network of sidewalks for pedestrian circulation



Accident data was collected to assess what intersections are problems in the BOA (Table 6). Two intersections downtown stand out as potential problem areas. The Main Street/Bank/Center intersection and the Main/Court/Jefferson intersection had more than 10 accidents between 2010 and 2012. Overall downtown had 47 accidents over the same period which is more than twice as many as the Harvester Area.

**Table 6. Accidents, BOA intersections and Road Segments, 2010-2012**

| <b>Harvester Area</b>                                 | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>Total</b> |
|---|-------------|-------------|-------------|--------------|
| Main St / Harvester Ave intersection                  | 1           | 0           | 0           | 1            |
| Ellicott St / Harvester Ave intersection              | 0           | 1           | 0           | 1            |
| Harvester Ave segment between Main St and Ellicott St | 1           | 2           | 1           | 4            |
| Main St / Masse Pl intersection                       | 2           | 3           | 0           | 5            |
| Main St / Swan St intersection                        | 2           | 3           | 1           | 6            |
| Ellicott Ave / Swan St intersection                   | 4           | 2           | 0           | 6            |
| <b>Total</b>  | <b>10</b>   | <b>11</b>   | <b>2</b>    | <b>23</b>    |
| <b>Downtown Area</b>                                  |             |             |             |              |
| Main St / Bank St intersection                        | 4           | 5           | 5           | 14           |
| Bank St segment between Main St and Washington Ave    | 3           | 1           | 2           | 6            |
| Main St / Jackson St intersection                     | 5           | 2           | 0           | 7            |
| Main St / Court St / Jefferson Ave intersection       | 7           | 3           | 2           | 12           |
| Main St / Ellicott St intersection                    | 0           | 5           | 0           | 5            |
| State St / Alva Place intersection                    | 2           | 1           | 0           | 3            |
| <b>Total</b>  | <b>21</b>   | <b>17</b>   | <b>9</b>    | <b>47</b>    |
| <b>Evans Street Area</b>                              |             |             |             |              |
| Ellicott St / Evans St intersection                   | 2           | 2           | 1           | 5            |
| <b>Total</b>  | <b>2</b>    | <b>2</b>    | <b>1</b>    | <b>5</b>     |

Source: City of Batavia; LaBella Associates

Developers also consider parking opportunities in the downtown and multi-modal travel opportunities. As shown in Table 7, with the exception of a few narrow streets, on-street parking is available on BOA streets. This is important for businesses with entrances on the sidewalk for short term parking.

Sidewalks are also available on all the streets in the BOA. However, only Ellicott Street (route 63) has an official bike lane.



The pavement condition of the main arteries in the BOA, Main Street and Ellicott Street, are good as they both were recently improved through reconstruction or rehabilitation. Several side streets, including Washington Avenue and Harvester Avenue, are in fair to poor condition. A Capital Improvement Plan prepared by the City's Engineering Department has a detailed strategy to improve some BOA streets.

**Table 7. BOA Streets, Multi-Modal, On-street Parking and Condition Data**

| Street Name                | On-Street Parking  | Sidewalks/Bike Lanes                   | General Condition  |
|----------------------------|--|--|--------------------|
| Main St (NYS Route 5)      | North Side: Bank St to Jefferson St<br>South Side: Entire Length | Both Sides                             | Good (Recon. 2004) |
| Ellicott St (NYS Route 63) | North Side: Entire Length<br>South Side: Court St to Otis        | Sidewalks Both Sides and<br>Bike Lanes | Good (Rehab 2009)  |
| Jefferson Ave              | West Side: Alva Pl to Washington Ave                             | Both Sides                             | Good               |
| Washington Ave             | South Side   | Both Sides                             | Fair               |
| State St                   | East Side  | Both Sides                             | Good (Rehab 2012)  |
| Alva Pl                    | North Side   | Both Sides                             | Fair               |
| Bank St                    | Both Sides   | Both Sides                             | Good (Rehab 2010)  |
| Wiard St                   | None   | West Side (Partial)                    | Poor               |
| Court St                   | West Side (Recessed Area)  | Both Sides                             | Good (Recon. 2004) |
| Jackson St                 | East Side  | Both Sides                             | Good (Rehab 2011)  |
| Swan St                    | East Side (Recessed Area)  | Both Sides                             | Fair               |
| Masse Pl                   | None   | Both Sides (Incomplete)                | Good (Rehab 2011)  |
| Harvester Ave              | West Side  | Both Sides                             | Fair               |
| Evans St                   | West Side: Maple St to Mill St                                   | Both Sides                             | Good               |

Source: City of Batavia



## INFRASTRUCTURE AND UTILITY SYSTEMS

The entire Batavia Opportunity Area is served by a comprehensive network of infrastructure (Figure 12) that can support redevelopment. Infrastructure systems available in the BOA include:

### WATER

Public water supply is available on all the streets in the Batavia Opportunity Area and accessible to all the properties including the strategic sites. Large, 12 inch water distribution lines are available on Route 5 (Main Street), at the City Centre site and along the Tonawanda Creek near the Creek Area Strategic site. All the other streets, with the exception of a few in the BOA, are served by 6 inch lines.

Bank Street in the BOA is only served by a 4 inch line which may not be sufficient for either water supply or fire suppression for the proposed redevelopment on Bank Street. Liberty Street, on the other hand, is served by a 16 inch line which is larger than the main distribution line along Route 5.

### SANITARY AND STORM SEWER

Sanitary Sewer lines are available throughout the BOA. While Figure 12 does not provide the capacities of the lines the City has confirmed that the lines are of a sufficient size to support redevelopment efforts. Similarly, the Figure does not include information on storm sewers as the City has not mapped storm sewer lines to date. However, City staff confirms that all areas in the BOA are served by storm sewer also.

### TELECOMMUNICATIONS

The BOA is also well served by telecommunications services. A fiber optic line system is available on Route 5 (Main Street) in the BOA. If a company requires high speed fiber optic they could connect to the line on Route 5 via utility poles. Time Warner and Verizon also provide internet, phone and cable TV services throughout the BOA.

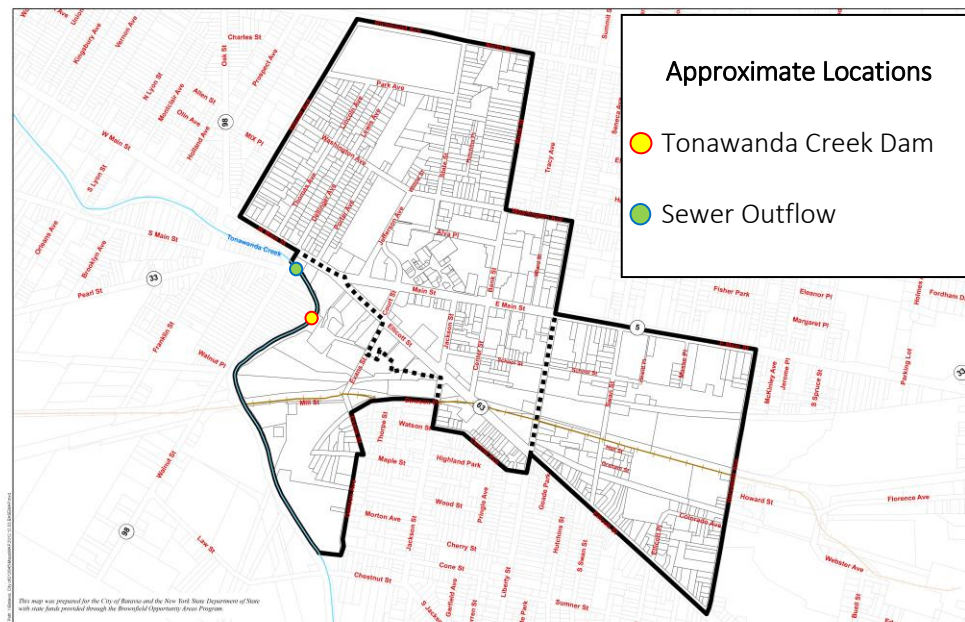
### ALTERNATIVE ENERGY

As part of the BOA analysis the City of Batavia wanted to evaluate the potential to utilize alternative energy to reduce utility costs for the City and potential BOA



developers. Modern Energy, LLC was engaged by LaBella Associates to prepare a report, entitled *Potential Renewable Energy Resources in Batavia* (Appendix E), outlining the costs and benefits of alternative energy production. The report analyzed Hydro-power and Solar Power alternatives.

Hydro-power alternatives were considered for two locations – 1) the Tonawanda Creek dam behind the Genesee County Courthouse and adjacent to the Creek Area Strategic site and 2) the municipal sewer treatment outflow pipe that discharges into the Creek near the dam:



#### Approximate locations of potential hydro power generation

The report concludes there is some potential for generating hydro power at the existing dam across Tonawanda Creek. More power than is reported here may be possible if the hydraulic turbine discharge can be located downstream of the low dam just downstream of the Creek dam. If electric from the hydro-power facility is utilized to offset purchased power at the ice arena and fire department building, there are annual cost savings of approximately \$26,000 possible. The ice arena represents a significant load that could be connected to the generator, but to do so would require modification of contract relations between the city and the ice arena operator. For there to be a reasonable economic benefit to the city from building a power plant at this location, the plant would have to be constructed at a project cost in the range of \$375,000 to \$750,000 if the ISO average 2012 price of \$29/MWh



remains in effect and output is used to offset purchased electricity at the ice arena. At these costs it would take between 15 to 30 years to generate a payback.

Table 8. Annual Benefit of Offsetting Purchased Electric

| Item                        | Current  | With Hydro-power |
|-----------------------------|----------|------------------|
| Consumption (kwh)           | 589,680  | 589,680          |
| Cost of Purchased Power     | \$53,071 | \$29,671         |
| Excess Power Produced (kwh) | -        | 88,740           |
| Revenue from Sale of Power  | 0        | \$2,573          |
| Net Cost of Electric        | \$53,071 | \$27,098         |

Source: Modern Energy, LLC

In short, to make the hydro power cost effective there will need to be gap grant funding. While there are currently no NYSERDA or other financial incentives for the development of hydro power sites, there may be funding opportunities in the future under the New York State's *Cleaner Greener* initiative.

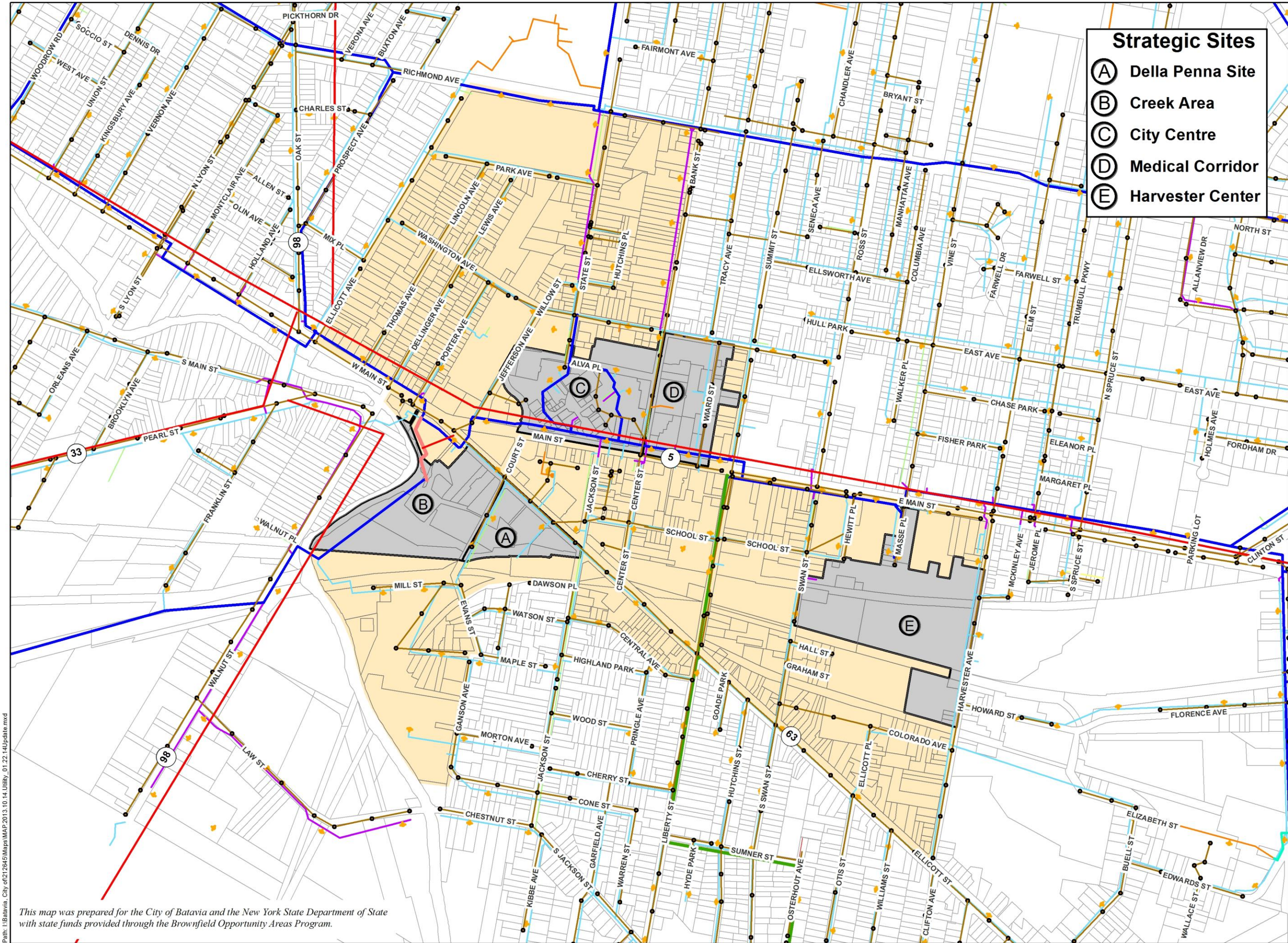
Energy generated from the outflow of discharge from the sewer treatment plant was also evaluated. The power generated from the outflow is not sufficient in terms of cost-benefit to build a generator to sell electricity back to the grid.

Solar and wind power were also considered. However, the payback on constructing such facilities is very long – 34.5 years for solar and, depending on the size of the wind turbine, more than 280 years for wind.

## OTHER UTILITIES

As private utilities, National Fuel gas and National Grid electric do not provide maps of their services but may provide information upon request. However, it is known that the entire BOA is served by electric and gas services.





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CITY OF BATAVIA

BATAVIA  
OPPORTUNITY AREA  
NOMINATION STUDY

Utilities

BOA Nomination Study Area

Strategic Sites

**Fiber Optics (Approx. Locations)**

Cable Co. Owned Fiber Optics

**Sanitary Sewer (Approx. Locations)**

Sanitary Sewer Line

Manhole

**Potable Water (Approx. Locations)**

2 inch water line

4 inch water line

6 inch water line

8 inch water line

10 inch water line

12 inch water line

16 inch water line

16 inch raw water

20 inch water line

Private

Special water line

Fire Hydrant

Sources:

1. BOA Shapefile edited by LaBella to reflect steering committee revisions
2. Water Lines and Sanitary Sewer Lines: City of Batavia Department of Public Works
3. Fiber Optics: Genesee County Department of Planning
4. Roads: US Census TIGER/Line Shapefiles

Figure 12. Utilities

500 Feet

1:8,500

**Labella Project No:**  
**212645**

Path: I:\Batavia\_City of Batavia\Map\2013\10\_14\_Utility\_01\_22\_14Update.mxd

This map was prepared for the City of Batavia and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program.







## PROPERTY OWNERSHIP

The majority of the land in the Batavia Opportunity Area is owned by private individuals or organizations as is shown by all the areas not shaded in Figure 13. Approximately two thirds of the land area and 88 percent of the parcels in the BOA are privately owned. Many of the privately owned parcels are in the residential neighborhoods.

Only 15 percent of the land and 4 percent of the parcels in the BOA are owned by public or quasi public agencies. However, a significant amount of land in the Downtown sub-district is owned by public or quasi public agencies. Many properties along Main Street, Bank Street, Jackson Street, Center Street and Evans Streets are owned by the City of Batavia, Genesee County or the United Memorial Medical Center hospital. In addition, a large majority of the public and quasi public land in Downtown is parking or vacant land. Land without buildings facilitates redevelopment because it is much easier to acquire, assemble and reorganize. Publicly owned vacant land can also be used to compensate those owners whose buildings need to be acquired to realize development plans.

**Table 9. Public Land Ownership Distribution**

| Ownership                      | Land         |         | Parcels    |         |
|--------------------------------|--------------|---------|------------|---------|
|                                | Acres        | Percent | Number     | Percent |
| <b>Private</b>                 | 204.1        | 67%     | 729        | 88%     |
| <b>Public and Quasi Public</b> |              |         |            |         |
| City of Batavia                | 46.8         | 15%     | 31         | 4%      |
| Batavia School District        | 1.4          | 1%      | 1          | 0%      |
| Genesee County                 | 7.1          | 2%      | 9          | 1%      |
| New York State                 | 0.0          | 0%      | 0          | 0%      |
| Federal                        | 0.6          | 0%      | 1          | 0%      |
| Non-Profit - Religious         | 13.0         | 4%      | 19         | 2%      |
| Non-Profit - Other             | 10.7         | 4%      | 9          | 1%      |
| Railroad                       | 11.3         | 4%      | 5          | 1%      |
| Utility                        | 0.6          | 0%      | 3          | 0%      |
| United Memorial Medical Center | 7.9          | 3%      | 16         | 2%      |
| <b>Unknown</b>                 | 0.2          | 0%      | 6          | 1%      |
| <b>Total</b>                   | <b>303.6</b> |         | <b>829</b> |         |

Source: Genesee County Real Property Services



## NATURAL AND CULTURAL RESOURCES

While natural and cultural resources are somewhat inconspicuous in the BOA, the area includes parks, open spaces, historic buildings, historic sites and water based resources. These resources are amenities which add value to BOA properties because they enhance the City's quality of life. Figures 14-16 exhibit the locations of all of the incredible natural and cultural assets in the BOA. A summary of some of the assets is described below.

### PARKS AND OPEN SPACES

Park and Open space land in the BOA is very limited. Austin Park is a small 5.7 acre park located in Downtown adjacent to the City Centre site and provides a good transition or buffer between the Downtown commercial district and the residential neighborhoods to the north and west. Passive and active recreational opportunities are also available at Austin Park including a Spray Park.

One advantage of Austin Park is its accessibility. It is within walking distance of the Downtown commercial and residential districts.

Centennial Park is an approximate 14 acre park one block north of Austin Park. The park is surrounded on three sides by residential neighborhoods in the BOA.

Centennial Park is a large urban green space filled with trees and it gently slopes down toward the south. Recreational uses at the park are generally passive and include walking, running and sledding.

While it is not a park, the Batavia Ice Arena (Faletti Ice Arena) located on Evans Street near the Creek Area Strategic Site is a major recreation asset in the City and BOA. The popular facility has one sheet of ice and hosts public skating sessions, provides ice skating lessons, is home to the Genesee Amateur Hockey Association and has started to host events such as the Genesee County Home Show.

Another "urban" park which adds significant value to the BOA is Jackson Square. Jackson Square is a former alley nestled between the rears of the historic buildings on Jackson and Center Streets in Downtown Batavia. The festival square was developed by the former Downtown Development Committee and the City of Batavia with grant funding from New York State as a venue for downtown concerts. After the Business Improvement District was formed in 1998 it continued the concert series and expanded it to the Jackson Square concert series which draws more than 500 spectators weekly in the summer.





Jackson Square is a unique open space in Downtown that provides a venue for a popular summer concert series.

## WATER BASED RESOURCES

The only water based resource, and most underutilized recreational resource in the City of Batavia, is the Tonawanda Creek. The Tonawanda Creek acts as the western border of the BOA and winds approximately three quarters of a mile within the BOA. The creek is not navigable but it is deep and wide enough for canoeing and in some areas boating and fishing.

However, the Creek's greatest assets are its views and connection to Batavia's history. The Tonawanda Creek takes a significant turn (known as the "Big Bend") from a north-south direction to an east-west direction in the BOA near the Downtown. A dam and small falls exist in the Creek section near Downtown which provides a unique visual and auditory escape from Downtown Batavia. The Creek is an "unofficial" urban open space that also provides a logical buffer between the Downtown commercial areas and residential areas to the west.



Batavia's history is also directly tied to the Tonawanda Creek. The bend in the Creek was selected by Joseph Ellicott as the headquarters for the Holland Land Office Company where all of western New York was surveyed and developed. The area near the bend in the creek was also where Batavia was originally settled and why Downtown is located where it is today.



The Tonawanda Creek is Batavia's greatest underutilized natural and recreational resource



## FLOOD AREAS

Potential flood areas designated by the Federal Emergency Management Agency (FEMA) are one of the potential constraints on development or redevelopment of properties within the BOA. As shown in Figure 15 the majority of the properties in the Evans Street sub-district are within the 100 year floodplain. At a minimum any new buildings constructed or rehabilitated in the 100 year flood plain will need to follow flood resistant design and construction standards required by FEMA and/or local and state regulations. Flood insurance will also be required for any buildings constructed or improved within the floodplain. In addition no buildings can be constructed in the floodway of the Tonawanda Creek.

Currently the City of Batavia is planning to participate in National Flood Insurance Protection (NFIP) program to identify and address the potential risks associated with flooding in the City. As part of the program the City will implement a series of actions and policy changes that will ultimately reduce flood insurance costs for businesses and residents in the City. Actions to reduce costs and impacts of flooding are especially relevant in the BOA, where developers of vacant, underutilized and contaminated properties already have enough challenges. In addition, flooding could potentially spread hazardous materials stored in BOA industrial areas.



## HISTORIC AND ARCHAEOLOGICAL RESOURCES

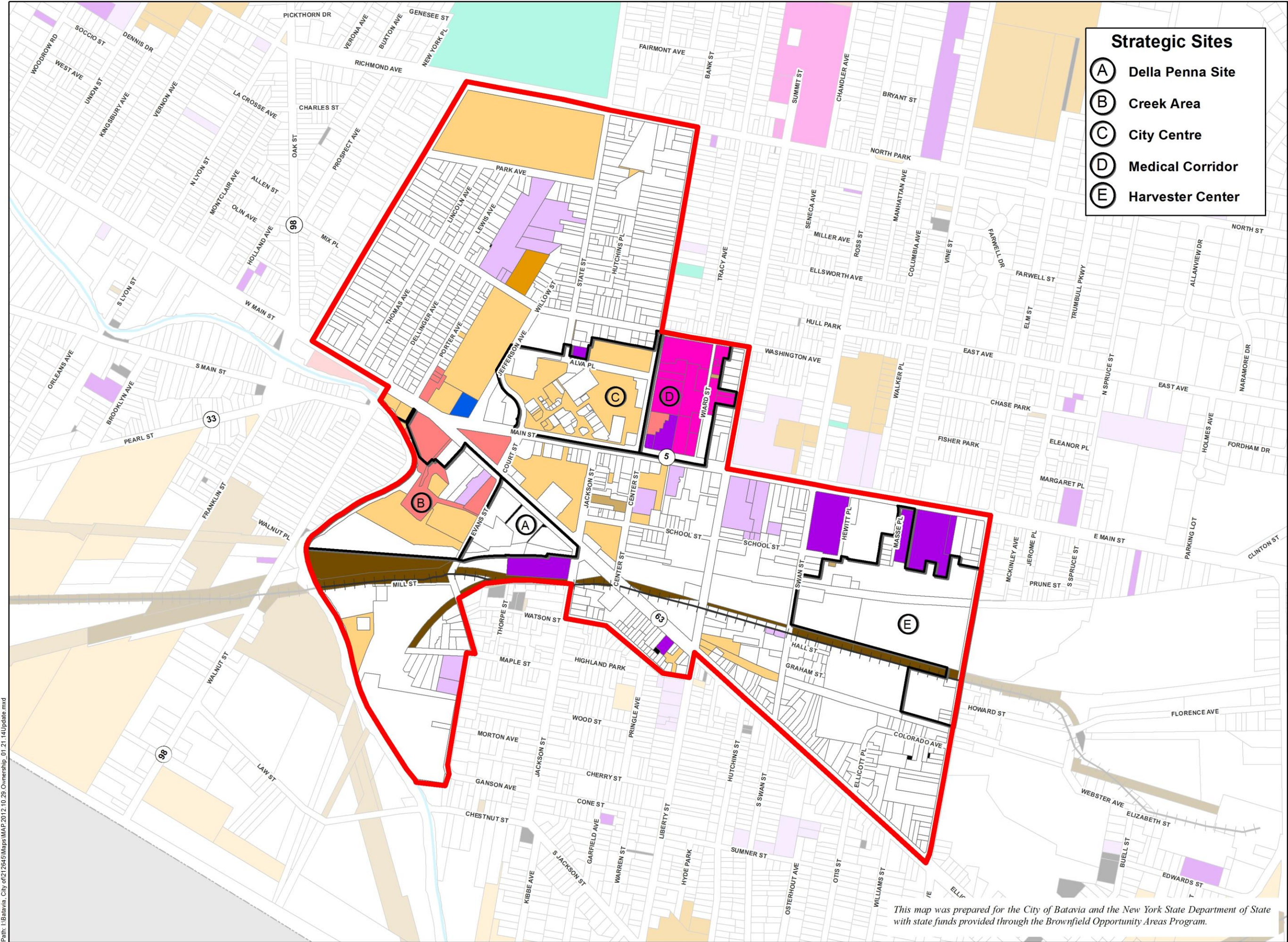
Because of the BOA's location as the origin of Batavia's founding in 1802, there are many historic and cultural resources in the area (Figure 16). The entire BOA boundary is within an archeologically sensitive area according to the New York State Historic Preservation Office. This is due partly to its location near Batavia's first area of settlement and partly due to its association with Native American tribes (some believe the site at the bend in the Creek was used as a Seneca Indian meeting place).

The BOA historic location also is home to multiple historic properties including more than 20 locally designated historic landmarks, three (3) National Historic Landmarks and the Genesee County Courthouse Historic District that includes five properties. Many of the historic properties are located adjacent to the City Centre and Creek Park Area Strategic Sites. Therefore redevelopment plans should be compatible with historic buildings and districts in the BOA.



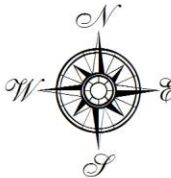
The Batavia Club (Seymour Place) is a recently renovated local and National Historic Landmark in the BOA





CITY OF BATAVIA

BATAVIA  
OPPORTUNITY AREA  
NOMINATION STUDY



Property Ownership

- BOA Nomination Study Area
- Strategic Sites
- Active Railroad
- Tonawanda Creek

Ownership

- Private Property
- City of Batavia
- Batavia School District
- Genesee County
- New York State
- Federal
- Non Profit - Religious
- Non Profit - Other
- Railroad
- Utilities
- United Memorial Medical Center
- Unknown

Figure 13. Property Ownership

Sources:  
1. Original BOA Shapefile - Edited by LaBella to reflect steering committee revisions  
2. Ownership extracted from the Real Property Database provided by Genesee County

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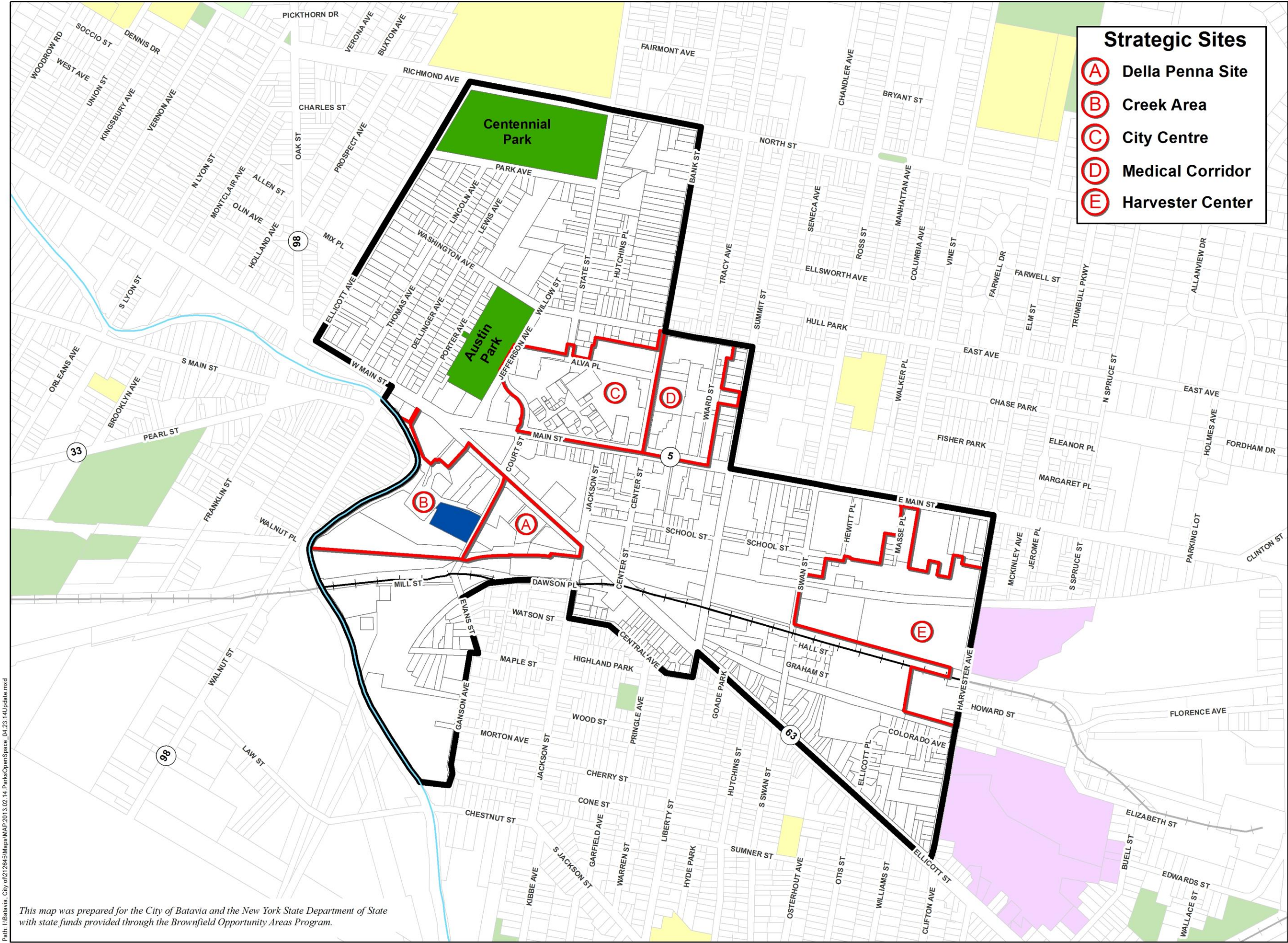
Labella Project No:  
212645

This map was prepared for the City of Batavia and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program.









CITY OF BATAVIA  
BATAVIA  
OPPORTUNITY AREA  
NOMINATION STUDY



Parks and Open Space

- BOA Nomination Study Area
- Strategic Sites
- Land Use Category
  - Municipal Park / Playground
  - School
  - Cemetery
  - Ice Rink
  - Other Land Uses

Figure 14. Parks and Open Spaces

Sources:  
1. BOA Shapefile edited by LaBella to reflect steering committee revisions  
2. Land Use extracted from the Real Property Database provided by Genesee County with slight modifications by LaBella based on aerial imagery and site visits  
3. Water and Roads: US Census TIGER/Line Shapefiles

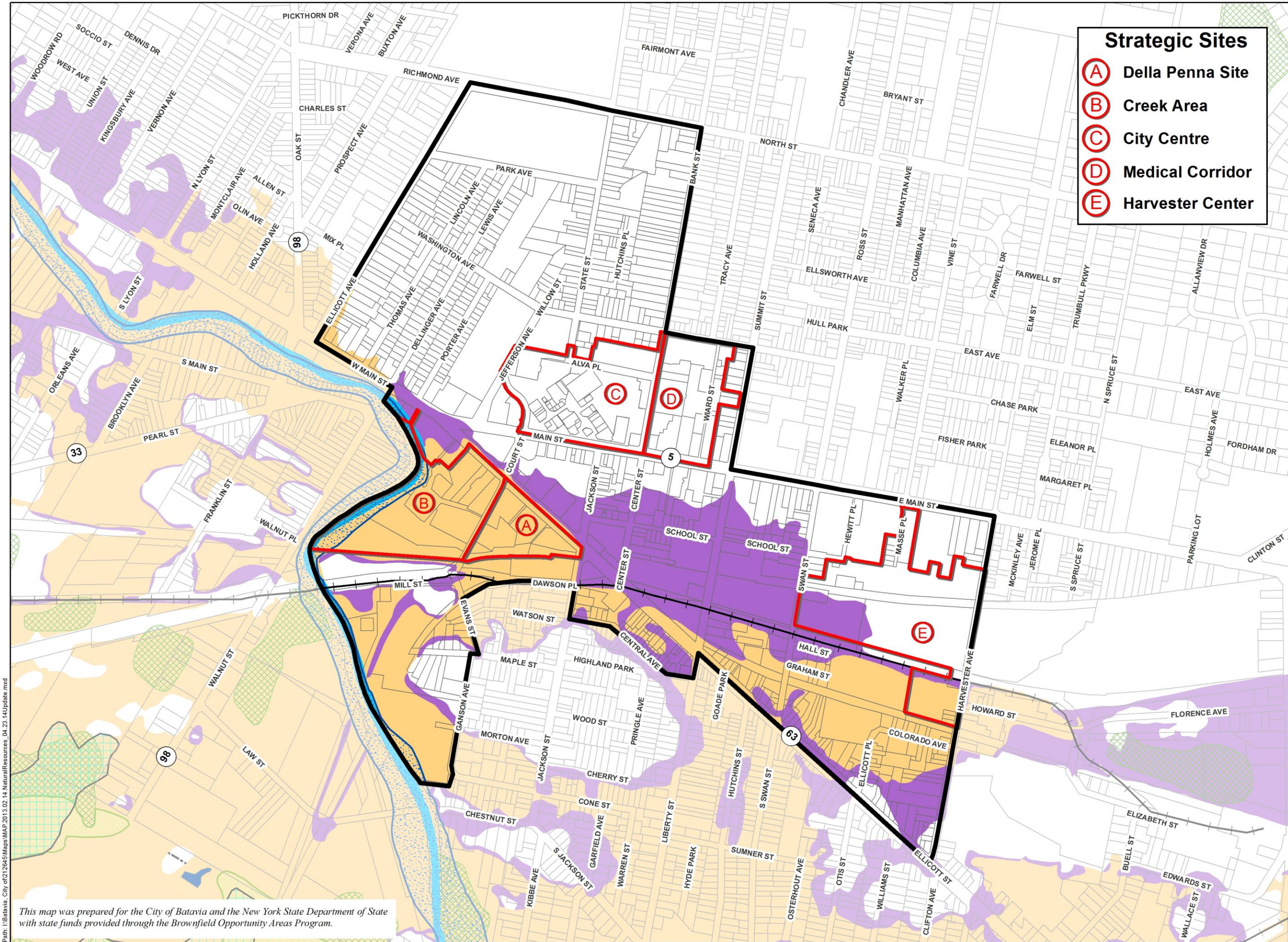
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CITY OF BATAVIA

BATAVIA  
OPPORTUNITY AREA  
NOMINATION STUDY



Natural Resources

- BOA Nomination Study Area
- Strategic Sites
- Parcels
- Federal Classification**
  - Riverine
  - Freshwater Pond
  - Freshwater Emergent Wetland
  - Freshwater Forested/Shrub Wetland
- State Classification**
  - State Wetland
- FEMA Classification**
  - 100-Year Flood Zone
  - 500-Year Flood Zone
  - Floodway (Approximate)

Figure 15. Natural Resources

- Sources:
1. BOA Shapefile edited by LaBella to reflect steering committee revisions
  2. Parcel Shapefile provided by Genesee County
  3. Federal Shapefile obtained from National Wetland Survey - US Fish & Wildlife Service
  4. State Wetlands Shapefile obtained from CUGIR
  5. FEMA Floodzone Shapefile obtained from NYS GIS Clearinghouse
  6. Floodway (Approximate) digitized from scanned copy of FEMA's Floodway, Flood Boundary and Floodway Map for the City of Batavia, NY

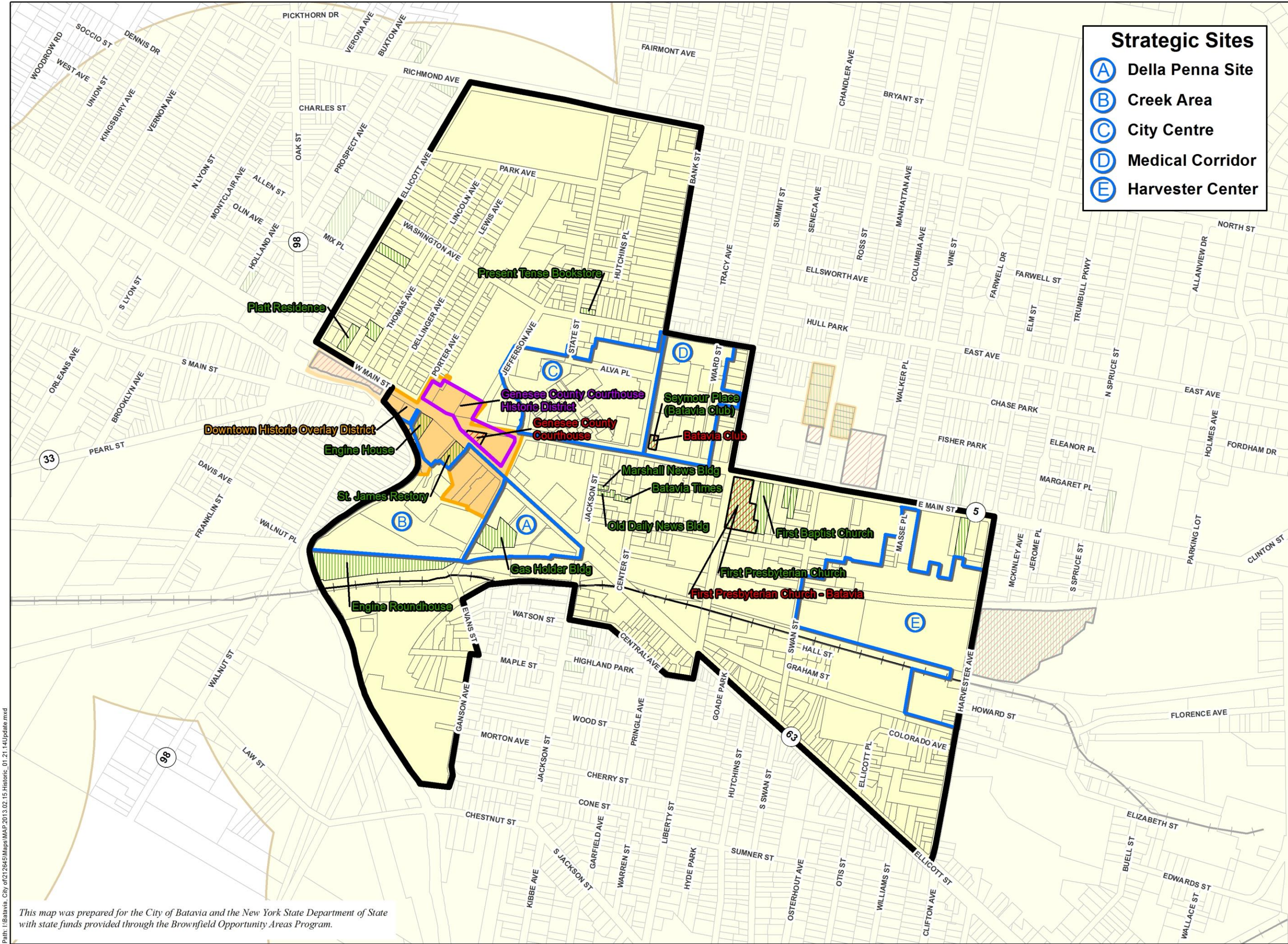
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212645









**Strategic Sites**

- (A) Della Penna Site
- (B) Creek Area
- (C) City Centre
- (D) Medical Corridor
- (E) Harvester Center

CITY OF BATAVIA  
BATAVIA  
OPPORTUNITY AREA  
NOMINATION STUDY



Historic and Archeologic  
Resources

Figure 16. Historic and Archaeological  
Resources

**Resources**

- BOA Nomination Study Area
- Strategic Sites
- Parcels

**Historic Resources**

- Local Historic Overlay District
- Local Historic Designated Property
- National Register Historic District
- National Register Historic Place

**Archeologic Resources**

- Archeological Sensitive Area

Note: Many of the local historic designated properties do not have formal names and are therefore not labeled on the map.

Sources:  
1. BOA Shapefile edited by LaBella to reflect steering committee revisions  
2. Parcel Shapefile, Local Historic Overlay District Shapefile, Local Historic Designated Properties Shapefile, and National Register Historic Place Shapefile provided by Genesee County. Shapefiles updated using current local and national listings  
3. Archeological Sensitive Areas digitized from NYS Historic Preservation Office online mapping tool

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Labella Project No:  
212645







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## ECONOMIC AND MARKET ANALYSIS

As part of the Batavia Opportunity Area Plan three economic analyses were prepared. An Economic and Market Analysis was prepared by W-ZHA consultants and was complemented by an Economic Cluster Analysis prepared by LaBella Associates. LaBella Associates also developed a Housing Market Analysis for the BOA plan.

Each of the analyses outlines the type of industries or businesses that would be feasible to attract and maintain in the BOA. The market analyses also provide the extent of space that would be needed in the BOA real estate market to accommodate the potential uses.

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## ECONOMIC FRAMEWORK

Historically, Batavia enjoyed industry and commerce owing in part to its position on the Chicago rail line out of Rochester. There is truth to the conventional wisdom that, regionally, “all roads lead to Batavia.” With a direct exit from Interstate 90, Batavia is indeed accessible, and its economy is embedded in a regional context.

The GLOW Region consists of Genesee, Livingston, Ontario and Wyoming counties. Over the last ten years, this region lost population, but it had an increase in households. The same trends are evident in Genesee County, with comparable population loss and somewhat slower household growth. Claritas, Inc., a national consumer research company, projects that the GLOW Region and Genesee County will gain population and households over the next five years, with somewhat slower growth rates in Genesee County as shown in Table 10.



Table 10. Projected Population and Household Changes, 2012-2022

|                 | Year       |         |         | Change 2012-2022 |         |
|-----------------|------------|---------|---------|------------------|---------|
|                 | 2012       | 2017    | 2022    | Number           | Percent |
| AREA            | POPULATION |         |         |                  |         |
| GLOW Region     | 210,858    | 221,004 | 213,156 | 2,298            | 1.1%    |
| Genesee County  | 60,149     | 60,400  | 60,652  | 503              | 0.8%    |
| Town of Batavia | 6,860      | 7,011   | 7,165   | 305              | 4.4%    |
| City of Batavia | 15,447     | 15,412  | 15,377  | (70)             | -0.5%   |
|                 | HOUSEHOLDS |         |         |                  |         |
| GLOW Region     | 80,397     | 81,742  | 83,110  | 2,713            | 3.4%    |
| Genesee County  | 23,879     | 24,167  | 24,458  | 579              | 2.4%    |
| Town of Batavia | 2,460      | 2,512   | 2,565   | 105              | 4.3%    |
| City of Batavia | 6,671      | 6,727   | 6,783   | 112              | 1.7%    |

Source: Claritas, Inc; W-ZHA

One of the concerns with the population makeup is the aging of Batavia area households. Currently, less than a third of the City's households have children at home (Table 11). The percentage of households with children has been decreasing in Genesee County, New York State, Batavia City and Town, but the City's rate of loss has been relatively slower. At 30 percent, the percentage of households with children under 18 is only slightly lower in the City of Batavia than in Genesee County and statewide, but is higher than the 27% of households with children in the Town of Batavia. The City's percentage of such households remained stable from 2000 to 2012, while the Town's percentage has fallen from 33% to 27%.

Table 11. Households with Children at Home

| Area            | Year 2000 W/ Children @ Home |         | Year 2012 w/ Children @ Home |         |
|-----------------|------------------------------|---------|------------------------------|---------|
|                 | Number                       | Percent | Number                       | Percent |
| New York State  | 2,466,383                    | 35%     | 2,382,821                    | 32%     |
| Genesee County  | 8,142                        | 36%     | 7,524                        | 32%     |
| Town of Batavia | 778                          | 33%     | 674                          | 27%     |
| City of Batavia | 2,022                        | 31%     | 2,004                        | 30%     |

Source: Claritas, Inc.



Another concern is income in the City - the City's median household income is below the average in the Town, County and New York State. In 2012, median household income in the City of Batavia was more than \$10,000 lower than in Genesee County and the GLOW Region. This disparity grew larger from 2000 to 2012, as the City's percentage increase in median household income lagged that of the Town, County, Region and State.

**Table 12. Median Household Income**

| Area            | Year      |           | Change   |         |
|-----------------|-----------|-----------|----------|---------|
|                 | 2000      | 2012      | Number   | Percent |
| New York State  | \$ 44,138 | \$ 53,163 | \$ 9,025 | 20%     |
| GLOW Region     | \$ 40,755 | \$ 47,511 | \$ 6,756 | 17%     |
| Genesee County  | \$ 40,829 | \$ 47,101 | \$ 6,272 | 15%     |
| Town of Batavia | \$ 38,350 | \$ 44,362 | \$ 6,012 | 16%     |
| City of Batavia | \$ 33,218 | \$ 36,867 | \$ 3,649 | 11%     |

Source: Claritas, Inc.

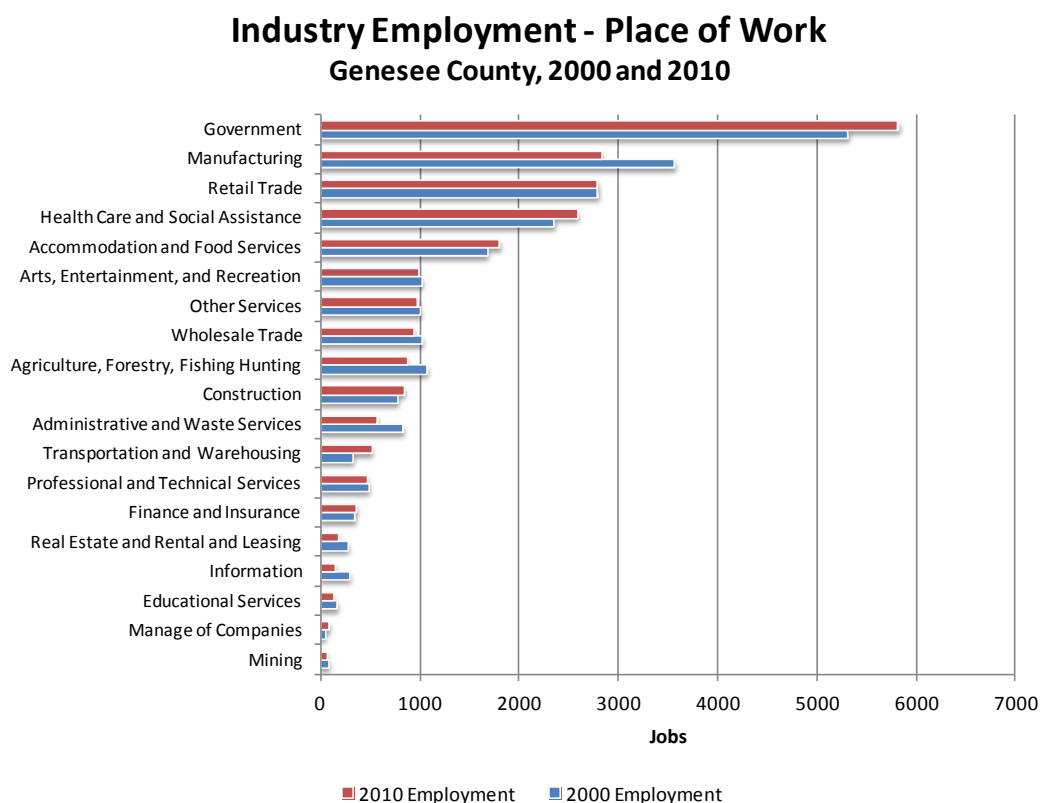
Median Household Income is related to the jobs in the area. Figure 17 shows establishment employment or jobs provided by Genesee County businesses. In 2010, Genesee County businesses and organizations provided 23,148 jobs, slightly lower than in 2000 when 23,698 jobs were available in the County.

The biggest change in industry employment was in manufacturing. In 2000 manufacturing was the largest private employment sector with 3,567 jobs in Genesee County. In 2010 it was still the largest private sector employer with 2,832 jobs, but 735 manufacturing jobs were lost in that time period.

The largest employer in the County is government, providing jobs to 5,823 individuals. Between 2000 and 2010 the number of jobs in government grew by more than 500 jobs. Other industries with job gains included Health Care and Accommodation/Food Services.

Overall job growth in Genesee County is anticipated to grow. Moody Analytics has projected that employment will grow by 11 percent between 2012 and 2022.





**Figure 17. Industry Employment, Place of Work, Genesee County**

Source: U.S. Bureau of the Census

Similar industry employment trends are expected to continue over the next five years in the Finger Lakes. The New York State Department of Labor predicts that manufacturing employment will continue to decline significantly with a projected loss of more than 13,000 jobs in the Finger Lakes Region as illustrated in Figure 18. Job gains in health care, professional services, educational services and accommodation are expected to substitute for losses in manufacturing.



### Projected Industry Employment Changes Finger Lakes Region - 2008 to 2018

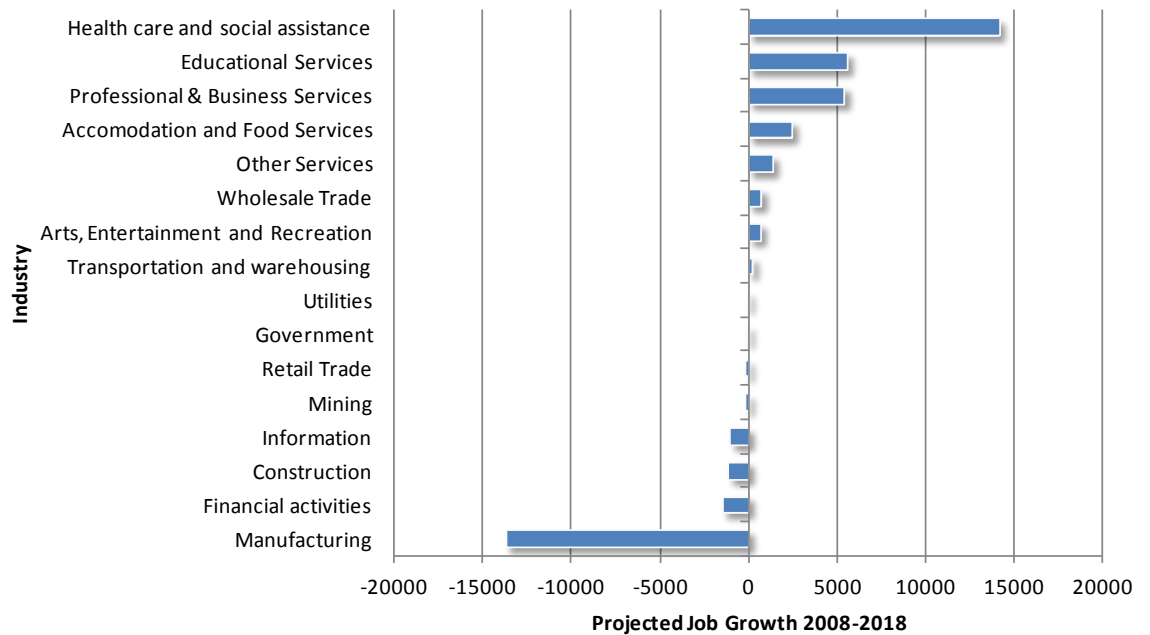


Figure 18. Projected Industry Employment Changes, Finger Lakes Region

Tourism is also a key driver in the Genesee County Economy. Tourist draws in Genesee County include Darien Lake Theme Park Resort, Batavia Downs Casino, the Batavia Muckdogs minor league baseball team, Falletti Ice Rink, many campgrounds, and a range of summer concerts and events. According to ACT Rochester, a community indicators program of Rochester Area Community Foundation:

*“Genesee County consistently attracted more tourism spending than most other counties in the region. In 2010, tourism spending amounted to \$1,350 per resident, above the regional rate of \$1,200 and not far below the state rate (excluding New York City) of \$1,630 per resident.”<sup>3</sup>*

Batavia Downs has become a successful attraction, recently reporting a greater than four (4) percent growth every year since opening in 2005. Batavia Downs, located just outside the BOA, has announced that it will begin a \$28 million expansion in 2013.



Traveler spending in Genesee County is far less than in Niagara or Erie County, but is more than double that in Wyoming County, and nearly four times as great as in Orleans County. Genesee County reported the second highest amount of tourist spending per person among the listed counties, second only to Ontario County which is in the Finger Lakes Wine Region. Genesee also had the highest recreation spending per resident in the region, at \$182 per resident in 2010.

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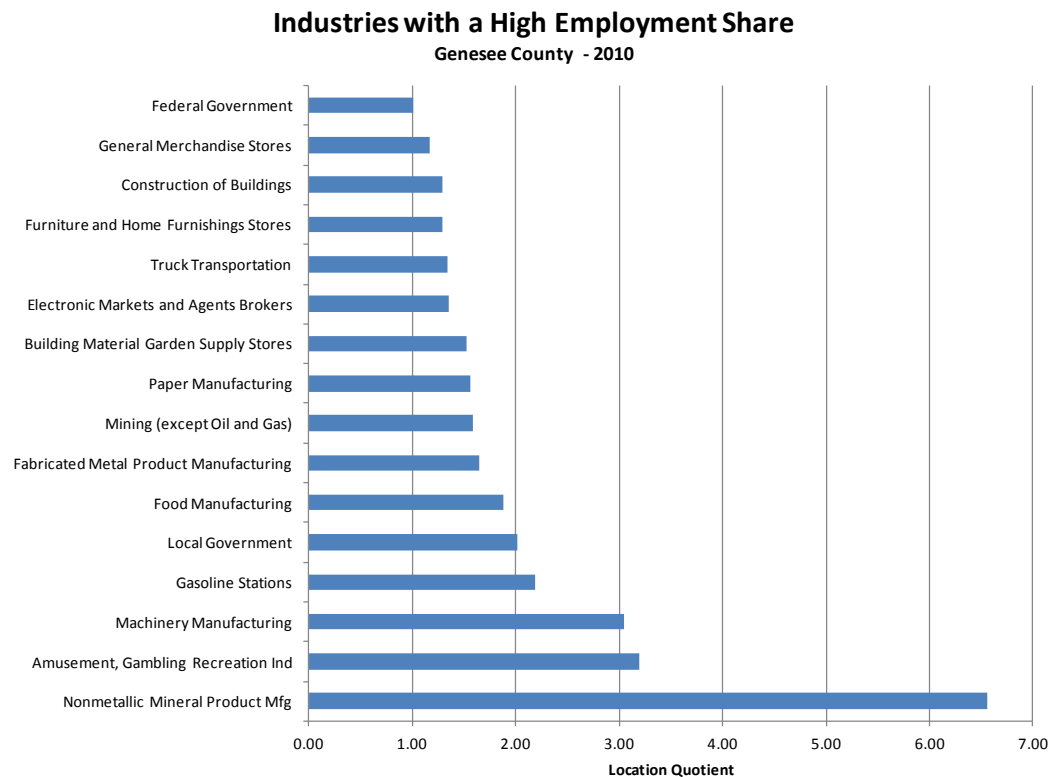
## INDUSTRY CLUSTER ANALYSIS

An Economic Cluster Analysis was prepared as a complement to the Economic and Market Analysis. Whereas the Economic and Market Analysis provides a general macro level analysis of conditions within the market, the Economic Cluster Analysis provides a more detailed breakdown and analysis of the strengths or weaknesses of specific sub industries within the larger industry categories.

For example, the manufacturing industry overall is declining in the market area and the BOA. However, food manufacturing and machinery manufacturing continue to thrive. The Economic Cluster Analysis assesses why certain sub industries like food manufacturing and machinery manufacturing are performing better than others in the market and vice versa. This is an important exercise because it identifies current and emerging strengths within the market, as well as retention targets, that economic development agencies involved in City redevelopment can strategically concentrate on for targeted economic development attraction and retention activities.

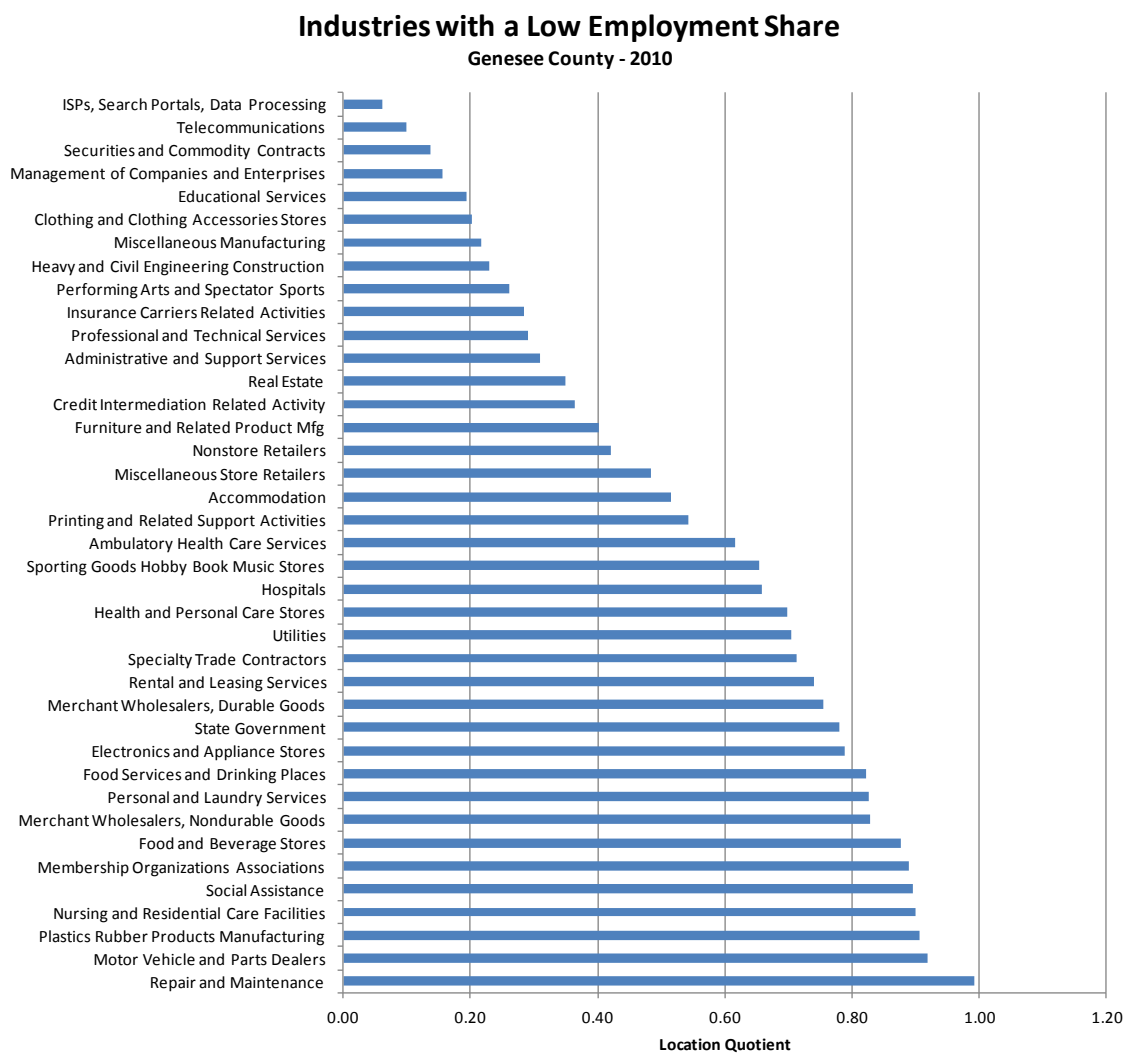


Figures 19 and 20 show industries that either have a high or low share of employment within the Genesee County market at a specific point in time (2010). This is measured by the location quotient which is a ratio of the share of industry employment within Genesee County relative to the share of industry employment in the United States for the same industry. Those industries with a high location quotient not only have a high relative employment share in Genesee County compared to the US overall, but they are likely exporting goods or services outside the market area and also have a competitive advantage, or perform well, in that industry because they are in Genesee County. A low location quotient, on the other hand, is not necessarily a negative factor. Some industries with a low location quotient may just be emerging businesses with employment growth that do not have a large share of employment in the region yet.



**Figure 19. Industries with a High Employment Share**  
Source: U.S. Bureau of the Census, LaBella Associates



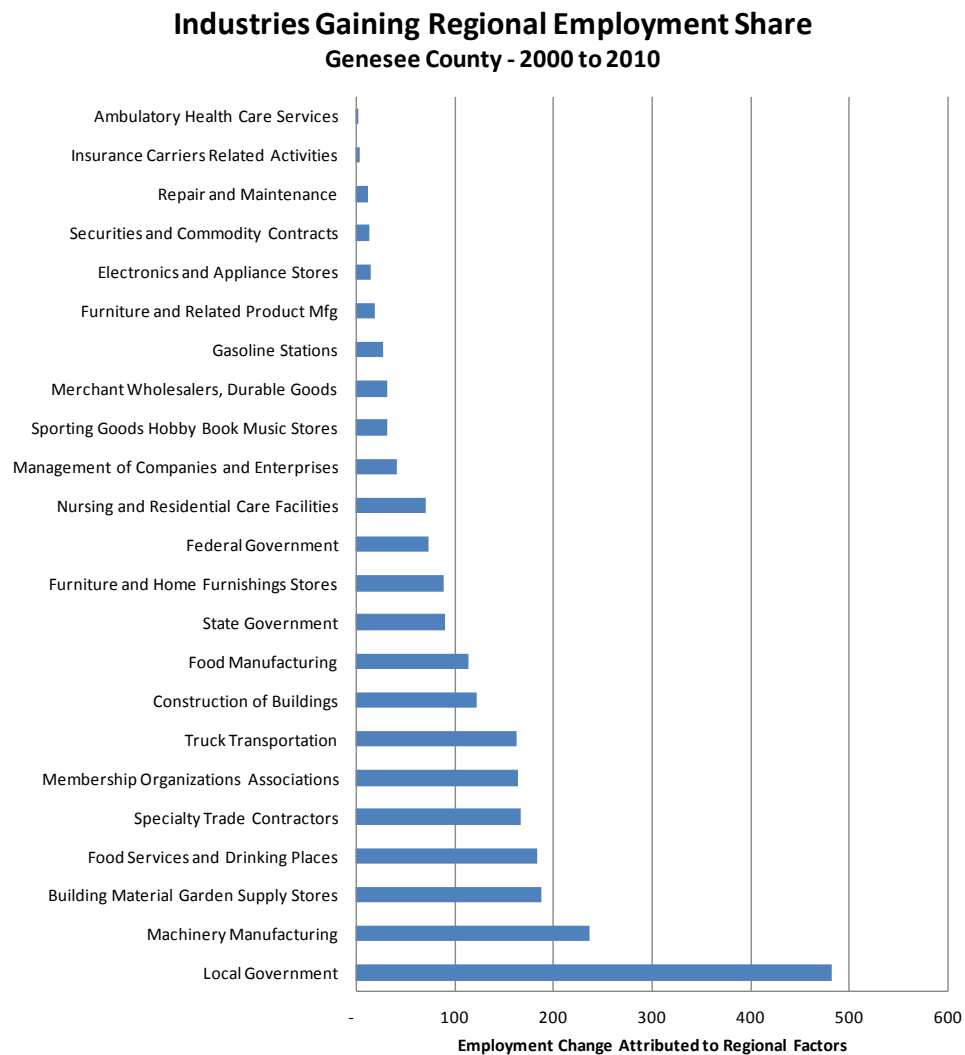


**Figure 20. Industries with a Low Employment Share**

Source: U.S. Bureau of the Census, LaBella Associates



Figures 21 and 22 measure industry employment strength in a different manner. These figures show how much of the employment change over time (2000 to 2010) in an industry is attributable to national, industry wide and regional growth factors. For instance, some industries, such as building and development, are usually related to or dependent on how well the national economy is doing. Other industries, such as food manufacturing, are growing because they have a regional competitive advantage in Genesee County (i.e. access and abundance of agricultural products in the County). Figure 21 displays those industries that have a high regional employment growth rate (some may be losing employment overall, but that is due to national and/or industry wide factors). Figure 22 shows the opposite – those industries that are not growing regionally.

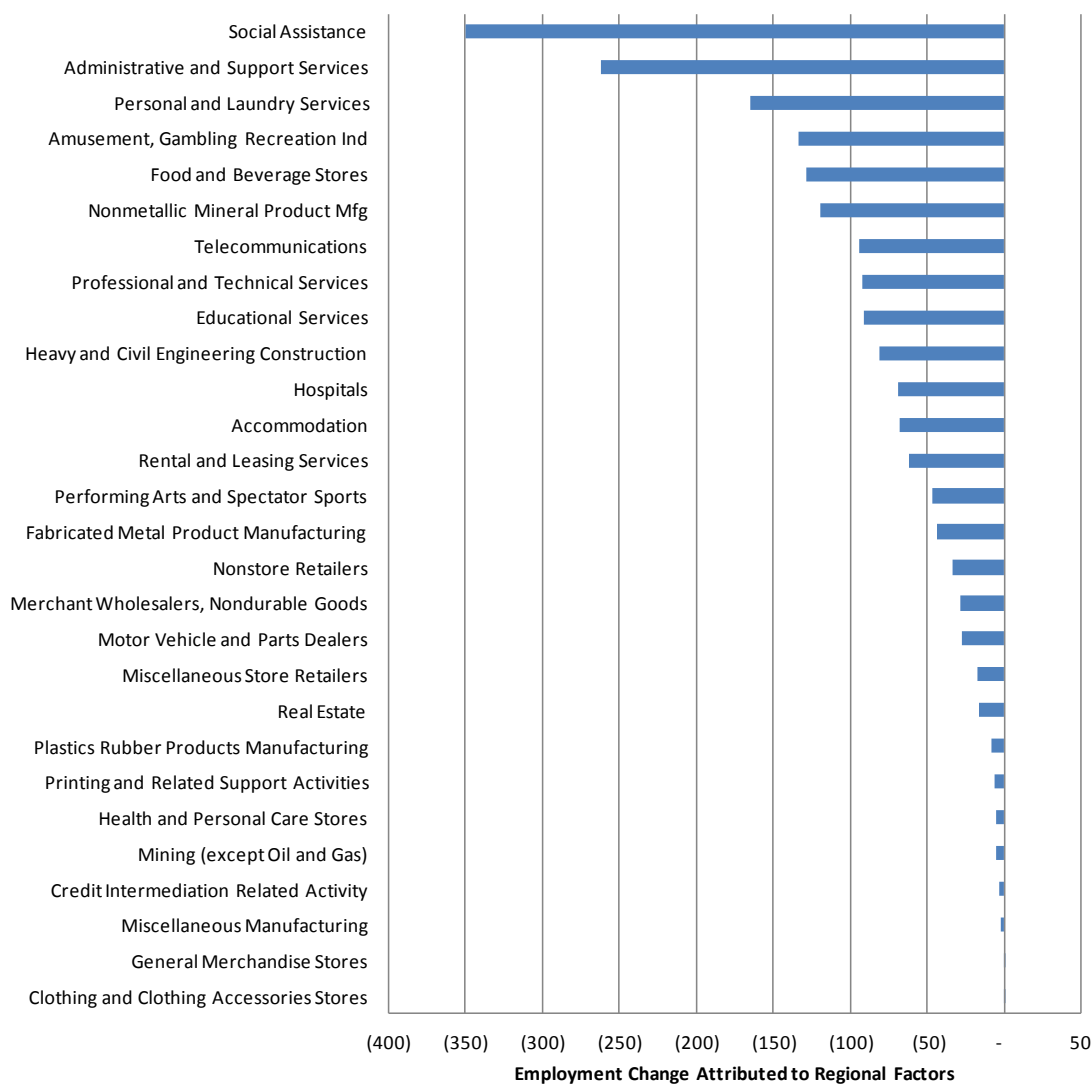


**Figure 21. Industries Gaining Employment Share**

Source: U.S. Bureau of the Census, LaBella Associates



### Industries Losing Regional Employment Share Genesee County - 2000 to 2010



**Figure 22. Industries Losing Employment Share**

Source: U.S. Bureau of the Census, LaBella Associates



Combining the two factors together – current employment share and changes in employment share – a “menu” of potential industries to select for attraction, retention or expansion emerges as shown in Table 13 and divided into:

- *Current Strengths* – those industries that currently have a large employment share (relative to the U.S.) and also have strong regional growth over the last ten years.
- *Emerging Strengths* – those industries that currently have a relatively low employment share but have shown strong regional growth over time.
- *Retention Targets* – industries with a large employment share that are starting to lose their regional share of employment. Because of their significant employment base these industries should be targeted for retention.
- *Dependent Industries/Limited Prospects* – these industries do not have a large employment share in the market relative to the share of that industry in the US and they are losing their regional share of employment. Industries in this category are mostly “dependent” industries – meaning that their growth or decline is dependent on the overall performance of the area’s economy- while others are industries that would need (or already have) significant economic development incentives to succeed in Genesee County.

The list is a “menu” because economic development agencies can strategically choose which industries to focus on. For instance, food manufacturing is a current strength and has already been selected by local economic development agencies as an industry for targeted attraction and retention. Gasoline stations, on the other hand, is an industry that certainly produces significant sales tax benefits for the County, but is probably not a strategic economic development target.

Similarly, the growth in local government is typically not an economic development objective as it impacts tax rates. However, some federal government jobs in the area (i.e. Immigration and Naturalization) as well as State government jobs (i.e., SUNY – GCC) generate significant total wages and average wages for the area and should not be discounted for potential economic development efforts.



Another factor to consider in selecting targeted industries for attraction and retention are number of jobs, total wages generated for the County and the average wage of workers (see Table 13). Generally, economic development efforts should be focused on those industries that will create the greatest number of jobs and wealth in the economy. Again, the food manufacturing industry is a perfect example of strategic economic development targeting with more than 500 jobs currently, expected increases of more than 200 jobs and an average wage of more than \$46,000.

On the other hand, there are a significant number of jobs in food services and drinking places that both have a very low average wage. However, that industry is important for the tourism sector and certainly creates vitality within the BOA. In short, Table 1 should be used as a guide for economic development targeting but careful consideration should be given to each industry and the potential direct and indirect benefits each provides to the local economy.



The Genesee County Economic Development Center has been successful in attracting food processing manufacturers to the Genesee Valley Business Park located just outside the BOA (Source: GCEDC)



Table 13. Industry Clusters in Genesee County

Source: LaBella Associates; NYS Department of Labor; US Bureau of the Census

■ - BOA inclined industries

■ - Smaller and/or younger/entrepreneurial companies within these industries may be BOA inclined

| Industry  | 2011       |                |              |
|---|------------|----------------|--------------|
|   | Employment | Total Wages    | Average Wage |
| <b>CURRENT STRENGTHS</b>                        |            |                |              |
| Local Government                                | 4,467      | \$ 161,616,578 | \$ 36,180    |
| Machinery Manufacturing                         | 649        | \$ 38,014,929  | \$ 58,575    |
| Federal Government                              | 602        | \$ 35,019,948  | \$ 58,173    |
| Food Manufacturing                              | 570        | \$ 26,517,253  | \$ 46,521    |
| Truck Transportation                            | 359        | \$ 14,798,229  | \$ 41,221    |
| Construction of Buildings                       | 303        | \$ 12,837,355  | \$ 42,368    |
| Building Materials and Garden Supply Stores     | 374        | \$ 11,000,415  | \$ 29,413    |
| Gasoline Stations                               | 370        | \$ 8,269,015   | \$ 22,349    |
| Furniture and Home Furnishing Stores            | 97         | \$ 3,819,666   | \$ 39,378    |
| <b>EMERGING STRENGTHS</b>                       |            |                |              |
| State Government                                | 591        | \$ 32,008,395  | \$ 54,160    |
| Merchant Wholesalers, Durable Goods             | 505        | \$ 23,915,731  | \$ 47,358    |
| Specialty Trade Contractors                     | 494        | \$ 22,800,100  | \$ 46,154    |
| Food Services and Drinking Places               | 1,582      | \$ 21,180,232  | \$ 13,338    |
| Nursing and Residential Care Facilities         | 578        | \$ 13,125,583  | \$ 22,709    |
| Repair and Maintenance                          | 270        | \$ 8,971,536   | \$ 33,228    |
| Membership Organizations                        | 476        | \$ 5,244,425   | \$ 11,018    |
| Management of Company and Enterprises           | 99         | \$ 4,523,658   | \$ 45,694    |
| Electronics and Appliance Stores                | 57         | \$ 1,982,532   | \$ 34,781    |
| Securities and Commodity Contracts              | 25         | \$ 1,492,203   | \$ 59,688    |
| Sporting Goods, Hobby, Book and Music Stores    | 86         | \$ 1,228,221   | \$ 14,282    |
| Furniture and Related Product Manufacturing     | 30         | \$ 993,855     | \$ 33,129    |
| <b>RETENTION TARGETS</b>                        |            |                |              |
| Non-Metallic Mineral Product Manufacturing      | 425        | \$ 20,655,720  | \$ 48,602    |
| Amusement, Gambling and Recreation Industries   | 861        | \$ 12,481,154  | \$ 14,496    |
| Fabricated Metal Product Manufacturing          | 488        | \$ 25,736,784  | \$ 52,739    |
| <b>DEPENDENT INDUSTRIES / LIMITED PROSPECTS</b> |            |                |              |
| Hospitals*                                      | 770        | \$ 41,018,000  | \$ 53,270    |
| Ambulatory and Health Care Services             | 779        | \$ 29,908,501  | \$ 38,393    |
| Professional and Technical Services             | 480        | \$ 21,772,371  | \$ 45,359    |
| Administrative & Support Services               | 533        | \$ 21,187,913  | \$ 39,752    |
| Merchant Wholesalers, Non-durable Goods         | 377        | \$ 15,732,606  | \$ 41,731    |
| Motor Vehicle Parts and Dealers                 | 320        | \$ 10,876,966  | \$ 33,991    |
| Social Assistance                               | 479        | \$ 9,114,709   | \$ 19,029    |
| Credit Intermediation Related Activity          | 204        | \$ 8,937,097   | \$ 43,809    |
| Food and Beverage Stores                        | 427        | \$ 8,819,567   | \$ 20,655    |
| Insurance Carriers and Related                  | 129        | \$ 6,551,660   | \$ 50,788    |
| Plastics Rubber Manufacturing                   | 135        | \$ 4,587,879   | \$ 33,984    |
| Personal and Laundry Services                   | 213        | \$ 4,404,922   | \$ 20,680    |
| Health and Personal Care Stores                 | 134        | \$ 3,618,065   | \$ 27,000    |
| Accommodation                                   | 200        | \$ 2,985,712   | \$ 14,929    |
| Educational Services                            | 154        | \$ 2,876,944   | \$ 18,681    |
| Rental and Leasing Services                     | 86         | \$ 2,528,882   | \$ 29,406    |
| Real Estate                                     | 96         | \$ 2,387,561   | \$ 24,870    |
| Heavy and Civil Engineering Construction        | 41         | \$ 2,127,790   | \$ 51,897    |
| Telecommunications                              | 23         | \$ 1,909,522   | \$ 83,023    |
| Clothing and Clothing Accessory Stores          | 63         | \$ 1,135,927   | \$ 18,031    |
| Misc. Store Retailers                           | 73         | \$ 1,126,623   | \$ 15,433    |
| Non-Store Retailers                             | 42         | \$ 1,111,919   | \$ 26,474    |
| Performing Arts and Spectator Sports**          | 23         | \$ 616,926     | \$ 26,823    |
| * Estimated Data; UMMC Annual Report            |            |                |              |
| ** 2010 data                                    |            |                |              |



## MARKET ANALYSIS

Utilizing the Economic Framework and the Industry Cluster Analysis as a base a market analysis of space needs can be completed. Market analyses for office, medical office, restaurant, and hotels as performed by W-ZHA, LLC in a report in Appendix F.

### GENERAL OFFICE MARKET

Batavia is the government and economic center of Genesee County. The Batavia Opportunity Area (BOA) contains the City Hall, City Court, Genesee County offices and the County Courts. As the County's Central Business District, the BOA's office supply is occupied by doctors and law offices, finance and insurance companies and other professional services firms.

The US Census has at-place employment statistics for all geographic areas. The most recent data is from 2010. In 2010, the BOA contained approximately 3,740 jobs. Comparing BOA jobs to the US Census' data on 2010 County jobs reveals that the BOA contained 18 percent of all County jobs.

The BOA contains a particularly high share of the County's jobs in the government, finance and insurance, and real estate sectors. This data confirms that the BOA is the primary business center of the County.

Industries that typically occupy general office space are as follows:

- Information
- Finance and Insurance
- Real Estate
- Professional, Scientific, and Technical Services
- Management of Companies

In general, employment in these "office-inclined" industries drives the demand for general office space. According to the US Census data, in 2010, the Batavia area (both the Town and the City) contained approximately two-thirds of the County's jobs in these office-inclined industries. Batavia's BOA contained 31 percent of the County's office-inclined jobs.



Office-inclined industries are projected to grow by approximately 360 jobs or 19 percent between 2012 and 2022. Assuming one job generates the need for 250 square feet of office space, County employment growth will generate the need for 89,000 square feet of office space.

The BOA is in a great position to capture a significant share of this office potential. The BOA is the government and commercial hub of the County. Importantly, unlike other locations in the County, the BOA offers goods and services within walking distance.

According to US Census data, in 2010 BOA contained 31 percent of the County's employment in the office-inclined industries. At a minimum, the BOA should be able to capture 30 percent of the new office-inclined jobs.

Given the presence of existing office space and potential office space in the BOA that can be made available at reasonable rents, it is reasonable to assume that the BOA has the potential to capture 35 percent of new County office space demand.

#### General Office Market Conclusion

*W-ZHA consultants conclude that over the next 10 years between 27,000 and 31,000 square feet of office space can be captured in the BOA. Most of this space will likely occupy existing available space in the BOA.*

## MEDICAL OFFICE MARKET

United Memorial Medical Center is located in the City of Batavia within a half mile of the BOA. The BOA contains numerous doctors and dentists' offices as well as medical-related uses like imaging centers. According to the US Census employment data, the BOA area contained 28 percent of the County's jobs in the health care and social service industry in 2010.

A portion of the health care and social service industry contains a variety of sub-sectors. These include hospitals, nursing and residential care facilities, social assistance, and ambulatory care. The ambulatory care sector includes doctors, dentists, psychiatrists/psychologists, chiropractors and other medical services that often demand general and medical office space.



County Business Patterns provides employment data on an industry sub-sector basis. According to this source, in 2010, approximately 33 percent of Genesee County's health care and social services jobs were in the ambulatory care sub-sector.

Moody's *economy.com* projects that there will be approximately 630 more jobs in Genesee County's health care and social services industry by 2022. Employment in this industry is projected to grow by 25 percent between 2012 and 2022. As ambulatory care jobs are approximately 33 percent of all jobs in the County it is projected that 209 jobs will be created over the next 10 years that will create a demand for 52,000 sq. ft. of medical office space in the County.

According to US Census data, in 2002 and 2010, the BOA contained 28 percent of the County's health care and social services employment. At a minimum the BOA should be able to maintain its capture of jobs in the health care and social services industry. It is not unreasonable to assume that the BOA's share could increase to 35 percent.

#### Medical Office Market Conclusion

*The BOA has the potential to capture 15,000 to 18,000 square feet of medical office space by 2022.*

## RETAIL MARKET ANALYSIS

When comparing Genesee County resident's retail spending potential to actual County retail sales, the data indicate that there is a surplus of retail spending (or "Inflow") and an "outflow" of eating and drinking spending to the Buffalo and Rochester metro areas. Retail sales in Batavia are 58 percent higher than the Town's and City's residents' spending potential. Local residents, County residents and tourists are shopping in Batavia. However, the largest concentration of retail sales and employment is on the west end of Batavia outside the BOA and therefore, the BOA needs to find ways to attract shoppers from that area to its niche retailers. To determine what the potential inflow of retail dollars could be in the future for the market overall, the City or another economic development agency may want to perform a shopper intercept survey on the west end to find out where the additional shoppers are coming from (tourists, adjoining counties?).



Table 14. Retail and Eating/Drinking Sales, Genesee County, 2012

|                     | Spending       | Actual         | Inflow/         |
|---------------------|----------------|----------------|-----------------|
| Industry            | Potential      | Sales          | Outflow         |
| Retail              | \$ 550,828,307 | \$ 582,920,154 | \$ 32,091,847   |
| Eating and Drinking | \$ 88,929,842  | \$ 58,920,099  | \$ (30,009,743) |

Source: Claritas, Inc.

Typically, when communities experience significant retail spending inflow they also experience eating and drinking spending inflow. Shoppers come to shop and often spend money in local restaurants. This is not the case in Batavia. In the Town and City combined, eating and drinking sales closely approximate the spending potential of Town and City residents. In fact, there is a slight outflow of eating and drinking spending to the Buffalo and Rochester metro areas.

As is typical of a Central Business District, the BOA captures a much larger share of the City and Town's eating and drinking sales, 16 percent. These eating and drinking establishments benefit from Downtown employees and visitors.

According to Claritas, Inc., eating and drinking sales in the BOA account for 8 percent of the County's eating and drinking sales. This is a relatively low capture for a place that is the government and economic center of the County. Strong Central Business Districts can capture 20 percent of their region's eating and drinking sales. This level of capture typically occurs when a Downtown is a government and economic center as well as a cultural center. Evening activity is critical. The arts are an important ingredient to growing the eating and drinking economy in the BOA.

Both of the metro Buffalo and Rochester areas are less than an hour's drive from Batavia. Both offer a broad range of cultural activities. However, assuming that the BOA grows as an employment center and gains traction as a cultural center, it is not unreasonable to assume that the BOA should be able capture 12 percent of the County's eating and drinking sales.

#### Retail Market Conclusion

*A BOA capture rate of 12 percent of County eating and drinking sales translates into a market for 7,000 to 8,000 square feet of eating and drinking space in the BOA. This translates into 3 to 8 establishments over the next 10 years.*



## HOTEL MARKET

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Smith Travel Research tracks supply and demand data for the hotel industry and provides hotel performance data. According to Smith Travel Research, Batavia has twelve hotels with 807 rooms. Slightly over 20 percent of Batavia's room supply was developed within the last 10 years. All of the newer hotels in Batavia are limited service hotels.

In 2012, the average occupancy among the sample hotels was 48 percent. Hotel occupancy varies widely by time of year. Hotel occupancy peaks in July and August when Darien Lake is most busy. There are only two months of the year when occupancy exceeds 65 percent. The cyclical nature of the demand illustrates that most of the overnight stays are related to tourism, not business.

Some interviewees suggested that a boutique hotel be located in the BOA. The thought is that the BOA could offer goods and services within walking distance as well as proximity to the Hospital and government uses.

### Hotel Market Conclusion

*With revenues per available room below \$50 and a highly cyclical season, there does not appear to be market potential for an additional limited service hotel in Batavia. If hotel investment does occur over the next 10 years, it will likely come from a hotel franchise intent on replacing existing, older hotel room stock. This type of limited service hotel investment will likely locate near the Interstate to capture the tourist trade. However, the BOA could offer a Downtown environment, distinct from the suburban setting the existing hotel stock offers. There is some merit in this argument as the limited service hotels near the Thruway cater to the tourist industry and business travelers may demand a different kind of hotel in a different location.*



## INDUSTRIAL MARKET

The Genesee County Economic Development Center (GCEDC) has identified three strategic industries in Genesee County: advanced manufacturing, life sciences and agri-business/green energy. The Genesee Valley Agri-Business Park is a 200-acre industrial park dedicated to agri-business and renewable energy. The Buffalo East Technology Park in Pembroke and the Genesee County Science Technology and Advanced Manufacturing Park (“STAMP”) target the advanced manufacturing industry. The Upstate Med and Tech Park is designed to support the life sciences. Despite State employment trends, GCEDC has been very successful at recruiting companies to these industrial parks and facilities.

Moody’s Analytics projects County employment by industry through the year 2022. The following table summarizes these projections for industries that typically occupy industrial space. Moody’s projects that County manufacturing employment will increase from 2012 to 2017 and then decline between 2017 and 2022. The reason for the decline in food manufacturing after 2017 is unknown and, in WZHA’s estimation, is dubious given GCEDC’s successful track record to date.

**Table 15. Select Industry Employment, Genesee County, 2012-2022**

| Industry                          | Year |      |      | Change 2012-2017 |         | Change 2017-2022 |         |
|-----------------------------------|------|------|------|------------------|---------|------------------|---------|
|                                   | 2012 | 2017 | 2022 | Number           | Percent | Number           | Percent |
| <b>Manufacturing</b>              | 2992 | 3087 | 2868 | 95               | 3.2%    | -219             | -7.1%   |
| Food Manufacturing                | 569  | 589  | 559  | 20               | 3.5%    | -30              | -5.1%   |
| Non-metallic Mineral Product Mfg. | 437  | 447  | 428  | 10               | 2.3%    | -19              | -4.3%   |
| Fabricated Metal product Mfg.     | 535  | 524  | 480  | -11              | -2.1%   | -44              | -8.4%   |
| Machinery Mfg.                    | 688  | 739  | 668  | 51               | 7.4%    | -71              | -9.6%   |
| Wholesale Trade                   | 1005 | 1099 | 1109 | 94               | 9.4%    | 10               | 0.9%    |
| Transportation & Warehousing      | 557  | 588  | 588  | 31               | 5.6%    | 0                | 0.0%    |

Source: Moody’s Analytics

There are no third-party employment projections (from the State or Moody’s Analytics) that anticipate Genesee County’s success in food manufacturing. For planning purposes, it is not unreasonable to assume that an additional 100 food manufacturing jobs could be added to the County economy by 2022. At 1,000 to



2,000 square feet per employee, this translates into 100,000 to 200,000 square feet of food manufacturing space.

Genesee County may also defy the State's and Moody Analytics' projections regarding nonmetallic mineral product manufacturing and machinery manufacturing. Both of these industries had jobs gains during the 2000s and are projected to continue growing through 2017. Rather than job losses, there may be job gains in these manufacturing sub-sectors.

The fabricated metal production industry lost jobs (135 jobs or 20% decline) from 2000 to 2012. The State projects that the Finger Lakes Region will continue to lose jobs in this industry. Moody's projects job losses from 2012 to 2017 and from 2017 to 2022. Fabricated metal product manufacturing is an important component of the County's and City's economy with an average wage above \$52,000 so it should be recognized as a priority retention target.

Employment is projected to grow in the wholesale and transportation and warehousing industries. According to Moody's Analytics' projections, there will be over 100 new jobs in the wholesale trade and approximately 31 jobs in the transportation and warehousing industry. These jobs could generate demand for 300,000 square feet or more of warehouse and distribution space.

Most of the new development occurring as a result of job gains in the manufacturing, wholesale and transportation and warehousing industries will likely occur in existing industrial parks where there is excellent road access and plenty of land.

The BOA, however, may be able to position itself to take advantage of this economic growth. Growth in food manufacturing and/or other manufacturing sub-sectors may drive the demand for supportive specialty industries. The BOA itself, or a building within the BOA, could function as an "incubator" for such specialty industries like fabricated metals and machinery manufacturing.

Entrepreneurs, start-ups, or established businesses could locate in the BOA and have the advantage of an urban environment that is convenient to the major manufacturers in Genesee County. Initiating such a strategy will likely require a package of incentives to attract such businesses.

The Harvester Complex in the BOA offers large expanses of space at relatively low cost. This low cost, flexible space may be well positioned to capitalize on the national "maker movement". The "maker movement" is an outgrowth of the Do It Yourself (DIY) trend.



## HOUSING MARKET

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This section is a summary of the Housing Market Analysis report prepared by LaBella Associates and included in Appendix C. Some of the key relevant trends based on existing conditions and projections include:

- **Genesee County's population is getting older** with a median age of 41.5 years of age, more than three years higher than the state average of 38 years of age. By year 2030 47 percent of the County's population will be over 45 years of age.
- Despite the County's minor population loss **the number of households increased between 2000 and 2010**. Population decreased while households increased because **the average household size decreased** from 2.34 to 2.22 between 2000 and 2010.
- Although the overwhelming majority (76 percent) of County households are occupied by less than three persons, **most existing owner occupied homes in the County (80 percent) are large with three bedrooms or more**. Conversely, only 20 percent of owner occupied homes are smaller units with two bedrooms or less.
- Single family homes dominate the County housing market but **the number of townhouse and large multi-family units in the County are increasing at a faster rate** than single family homes.
- The majority of housing units in the County are more than 50 years old and more than 70 percent of City homes are greater than 50 years old.
- The County's median family income is approximately \$61,000; the majority of younger and senior households make less than \$50,000.
- Most households moving within the County or from other areas are young and primarily renters.
- The **sales prices of single family homes were greater than the sales prices of two family homes** between 2007 and 2012.
- Residential permit activity, while erratic, has generally trended downward in the last 10 years.

Additional analysis was conducted to provide estimates of the market for housing based on 2010 City income profiles. Data from the 2010 Census provides the number of households in various income categories. For this analysis income was divided into



four categories based on Genesee County's Median Family Income for a family of four (a common figure used in many housing programs).

The four categories therefore were:

- Median Income below \$50,000 - Below Market Rate – for families that may need some kind of housing subsidy to make housing affordable. Based on households spending no more than 30 percent of their income for housing costs these families could afford sale prices below \$125,000 (accounting for mortgage, taxes, insurance) and rents (including utilities) below \$750/month, potentially with a housing subsidy.
- Between \$50,001 and \$74,999 - Middle Class – Above Market Rate – this category represents the income range for one out of every four families in the County that could afford most of the homes available in the City of Batavia; these families could afford housing sales prices of between \$125,000 and \$175,000 and rents (including utilities) of between \$750 and \$1,499/month.
- Between \$75,000 and \$99,999 – Above Middle Class – Above Market Rate – these families could afford homes between \$175,000 and \$250,000 and rents between \$1,500 and \$1,999.
- Above \$100,000 – Above Market Rate – for families that could potentially afford higher end housing options; these families could afford housing sales prices above \$250,000 and rents above \$2,000.

Using the data and assumptions an estimate of the City of Batavia market (excess demand) in 2010 is provided in Table 16

Table 16. City of Batavia Housing Market Estimates (units)

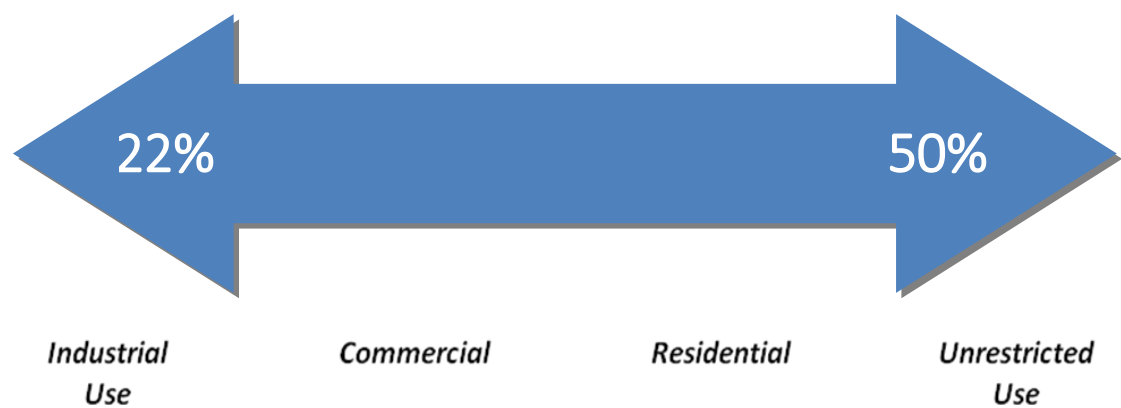
| Income                                 | Value/Rent                 | Demand | Supply | Market |
|--|----------------------------|--------|--------|--------|
| Owner Occupied For Sale                |                            |        |        |        |
| Less Than \$50,000 (Below Market Rate) | Less Than \$125,000        | 121    | 132    | -11    |
| \$50,000 - \$74,999                    | \$125,000 to \$174,999     | 54     | 22     | 32     |
| \$75,000 - \$99,999                    | \$175,000 to \$250,000     | 32     | 17     | 15     |
| \$100,000+                             | \$250,000+                 | 33     | 8      | 25     |
| For Rent                               |                            |        |        |        |
|  | Rent (including utilities) |        |        |        |
| Less Than \$50,000 (Below Market Rate) | Less than \$750/mo         | 181    | 185    | -4     |
| \$50,000 - \$74,999                    | \$750 - \$1,499/mo         | 81     | 77     | 4      |
| \$75,000 - \$99,999                    | \$1,500 - \$1,999/mo       | 48     | 10     | 38     |
| \$100,000+                             | Above \$2,000/mo           | 50     | 0      | 50     |

Source: U.S. Bureau of the Census; LaBella Associates



## ECONOMIC DEVELOPMENT INCENTIVES AVAILABLE FOR CONTAMINATED BOA PROPERTIES

Fortunately, there are multiple state programs to incentivize cleanup and redevelopment of brownfield properties. The Brownfield Cleanup Program (BCP) is the most beneficial state program as it provides tax credits for both cleanup and redevelopment especially for contaminated sites in weak real estate markets. The BCP Brownfield Cleanup tax credit program provides refundable income tax credits of between 22 percent and 50 percent depending on the level of cleanup as described in the figure below:



The BCP Brownfield Redevelopment tax credit is available for expenditures on actual redevelopment of the site or property. The tax credit is between 10 and 12 percent depending on how a company is set up. An additional two (2) percent can be added if the site is redeveloped for unrestricted use; another two percent can be added if the site is within an Environmental Zone; and another two percent (proposed to be increased to 5%) added if the site is within a BOA.

To complement the redevelopment and cleanup tax credits additional real property tax credits are available for a 10 year period and can be equal to 100 percent of the real property tax. Insurance tax credits are also available, but rarely used, equal to 50 percent of the premiums for property insurance on the brownfield property.

To take advantage of the program property owners must plan early, identify all incentives up front and overlap or combine the tax incentives with other grant programs. The advantage of the Batavia Opportunity Area project therefore is the additional two percent redevelopment tax credit available to owners within the BOA



and the due diligence studies and assessments done through the BOA program that will provide owners with information to apply for the tax credits.

Unfortunately, the BCP program is being reformed, causing uncertainty in the marketplace. New York State recently failed to extend the BCP program through the annual budget and have instead waited to address it through ancillary legislation and budgeting.

There are also additional funding sources for redevelopment or evaluation of contaminated sites including:

- Brownfield Opportunity Area Funding – Funds are available for Phase II environmental analyses for multiple properties in the Implementation Phase. Batavia will be applying for Implementation Phase funding but unfortunately New York State did not fund the BOA program in the recent budget.
- U.S Environmental Protection Agency (EPA) Brownfield Program – Funds are available annually through this program for environmental assessments and cleanup.
- National Grid Brownfield Redevelopment Program -Provides grants to fund utility related infrastructure improvements and other costs that are necessary to progress the redevelopment of a brownfield site or vacant building.
- Environmental Restoration Program (ERP) – This New York State program through the Department of Environmental Conservation periodically has funding available for assessment, remedial action plans and cleanup. Unfortunately the program is significantly underfunded.
- Batavia Micropolitan Loan Fund –Provides low interest gap financing for underutilized sites and buildings in Genesee County.
- PIF – A Payment in Lieu of Taxes



## Case Study: PILOT Increment Financing (PIF) Supports \$230 Million in Private Sector Investment in Genesee County

In 2005 business and municipal leaders in Genesee County formulated plans to create a shovel-ready food processing park, known as the Agri-business Park, to provide agriculture producers new markets. As agriculture is the core economic driver in the County and the surrounding region it was a natural strategy to encourage food processing companies to locate near an abundant resource supply. After the initial strategy was developed and an ideal site location was identified, capital was then needed to purchase land, complete necessary environmental reviews, conduct pre-permitting, and extend infrastructure to the site.

While plans were being finalized for the Ag Park, the GCEDC assisted the Empire Pipeline project in 2007. Empire's project involved building a natural gas transmission line to provide incremental gas supply to New York State and the North East. The project included a \$2.9 million capital investment that was used to construct a turbine compressor station in Oakfield, NY. This station allowed the pipeline to be extended through five southern tier counties.

The Empire Pipeline project requested a Payment in Lieu of Taxes (PILOT) from the GCEDC as part of the incentives they needed to complete their project. PILOTS are payments that the company or developer agrees to make to local tax Jurisdictions instead of paying property taxes due to the tax-exempt status of the property

During the pipeline project planning and the negotiating stages the GCEDC requested that the Genesee County Legislature consider a PIF (PILOT Increment Financing) for the new potential revenue that the pipeline project would pay to the county. A PIF is a flexible tool that allows communities to redirect property tax payments to benefit identified priority development areas through PILOT payments or new property tax revenues. PIF's are authorized by New York State statute to help revitalize an identified area and encourage private development but must be agreed upon by all taxing jurisdictions.

A PIF was negotiated to re-direct the anticipated pipeline PILOT payments into a dedicated infrastructure fund for the first phase of the Ag-Park's development. In the summer of 2007 the Empire Pipeline project incentives were approved by the GCEDC board and in October the Genesee County Legislature passed a resolution committing future county PILOT payments to the GCEDC at a fixed rate of \$205,788 for ten years to total a little over \$2 million. The resulting annual funding allocation was used to back a \$1.6 million bond issued by Farm Credit East/Rural Opportunities Inc. to the GCEDC for the purpose of financing the development of the 250 acre Ag-Park. Other funding was then leveraged from this bond financing to fully complete the park.

The utilization of a PIF to develop the Genesee Valley Agri-Business (GVAB) Park or "Ag-Park" in Genesee County, New York attracted over \$230 million in private sector investment including investments by a Colombian dairy manufacturer, Alpina Foods, who built their first US manufacturing location in the park and in 2012 Muller Quaker Dairy, a joint venture between Pepsi's Quaker and Muller Group from Germany for their first US yogurt plant. The PIF model can be a powerful tool that allows communities and development agencies to move strategic priority projects forward.

*(Provided by Rachel Tabela, Marketing Director, GCEDC)*





Genesee Valley Agri-Business Park (Source: GCEDC)



## SUMMARY ANALYSIS, FINDINGS AND RECOMMENDATIONS

The City of Batavia initiated the Batavia Opportunity Area (BOA) plan in the summer of 2012 to develop recommendations and a master plan to advance redevelopment of underutilized properties and sites. The purpose of the plan is to provide a roadmap for the redevelopment of five strategic sites in the 366 acre BOA that would have a catalytic impact on economic development not only in the BOA, but also city-wide.

The public and stakeholders were involved in the development of the plan. Two public meetings were held to describe the project and to obtain community input. Multiple stakeholders and organizations were consulted to understand their needs and opinions on the BOA overall and strategic sites specifically. A website complemented the public and stakeholder involvement by providing information about the project.

### FINDINGS – INVENTORY AND ANALYSIS

Prior to developing recommendations and an area-wide master plan for the BOA, an inventory of the BOA was conducted that included an assessment and analysis of land use, zoning, underutilized sites, transportation resources, infrastructure, property ownership, natural resources, historic/cultural resources and an economic and market analysis. Findings from the inventory include:

- **Land Use:** The majority of the property in the BOA fell into three land use categories: commercial, industrial and government reflecting the traditional makeup of a historic downtown and industrial area with a high concentration of government services.
- **Zoning:** The current zoning categories and allowed uses are well suited to accommodate a variety of uses that would be part of redevelopment plans. The only zoning issues were:
  - C-2 zoning in the Creek Area was not compatible with a potential dense development pattern and may need to be amended;
  - The I-1 Industrial Zone does not permit housing as of right which would not support loft housing; and



- Height limits of 45 feet in the C-3 district may be restrictive for certain types of mixed use development that would include housing.
- **Underutilized and Vacant Properties:** There were 75 underutilized and vacant properties in the BOA. Only seven properties had environmental records and another 33 properties had suspected uses. The majority of vacant properties were part of selected Strategic Sites.
- **Transportation Systems:** One of the greatest assets of the BOA is access to a comprehensive transportation system including:
  - Multiple State routes;
  - Rail;
  - Countywide bus system; and
  - Sidewalk system

The BOA and the City, however, does not have a bike and pedestrian trail system which the steering committee and community stakeholders thought was an important element for the BOA and community to maintain and attract residents and businesses. Another transportation issue was the number of accidents at key downtown intersections.

- **Infrastructure:** The entire BOA is well served by water, sewer, telecommunications, gas, and electric services and there are no major concerns with capacities available. However, many of the lines are aging and may require replacements in the future.
- **Alternative Energy:** Alternative energy generated at the Tonawanda Creek may be feasible to reduce electric costs at the Ice Rink but limited for other purposes. Other alternative energy options such as wind and solar are not feasible.
- **Property Ownership:** Although the majority of the land in the BOA is privately owned (partly due to the inclusion of residential neighborhoods) the City of Batavia is the next largest land owner. Other large landowners include Genesee County and United Memorial Medical Center. This is an important finding because each of the large property owners could play a significant role in BOA redevelopment as the “currency” of property is a key ingredient to facilitate economic development.



The unique property ownership arrangement at the City Centre site is a lingering concern that may need to be addressed with innovative organizational structures.

- **Natural Resources:** The Tonawanda Creek is Batavia’s greatest untapped recreational and natural resource that could be an amenity to attract development. At the same time, the flood zones around the Creek could also be a potential deterrent.
- **Historic Resources:** The majority of Batavia’s historic resources are located in the BOA and future development should be compatible with and complement those historic resources.
- **Economic and Market Analysis:** Key Findings included:
  - Households have become smaller, older and their incomes have declined;
  - Government and Manufacturing are the dominant industries in the Batavia market. Food processing, machinery manufacturing, State/Federal government, restaurants, warehousing and distribution were potential areas of job growth.
  - The market could support 27,000-31,000 sq. ft of general office space, 15,000 – 18,000 sq. ft. of medical office space, and 8,000 sq. ft. of retail/restaurant space.
  - The market for hotel and industrial space was not favorable in the BOA. Industrial space for warehouse/distribution required much larger properties than what is available in the BOA and the hotel market is saturated.
  - There is a market for more than 70 market rate apartments and 90 market rate owner-occupied properties in the Batavia area market. Currently the market rate rents and for sale price points are below the nearby metro areas causing limited returns on investment for potential developers.



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## MASTER PLAN FOR REDEVELOPMENT

To illustrate the physical and design recommendations for the Batavia Opportunity Area concept plans were developed for each Strategic Site (Figures 24 to 34) which together forms the BOA Master Plan for Redevelopment. The plans represent a synthesis and response of the inventory findings with the BOA vision developed through public and stakeholder input. Many of the concepts were hatched during BOA Steering Committee workshops where members worked together to develop a consensus on redevelopment concepts utilizing a modified design charrette format.

The plans provide concept site layouts that include recommendations for building rehabilitation, new buildings, traffic circulation, parking, landscaping and uses. More importantly, the three dimensional plans illustrate the character of development in terms of building placement, height, compatibility with existing development and building design. All the plans are based on sound urban design principles to encourage the creation of high quality spaces that celebrate Batavia's dense urban development pattern and history. Concept plans for sites in the C-3 Downtown District (City Centre, Medical and Della Penna sites) are also designed to be compatible with the Downtown Design Guidelines.

All of the plans are aligned with New York State policies for redevelopment including the State Smart Growth Infrastructure Act, Complete Streets Policies, Regional Economic Development Council recommendations and the Finger Lakes Sustainability Plan. Alignment with State policies is critical in obtaining grant funding or financing for implementation of the redevelopment plans.

The concept illustrations can also be used to promote the project. The City of Batavia and the Batavia Development Corporation intend to use the illustrations in brochures, websites and in other promotional materials to advance redevelopment at the sites.



## RECONCILIATION OF MASTER PLAN CONCEPTS WITH THE ECONOMIC AND MARKET ANALYSIS

The City of Batavia and the Steering Committee wanted to insure that the proposed concept plans were visionary, yet practical. Therefore the building programs for each concept plan were combined in terms of the net square feet for various uses and compared with the results of the market study. The results of that comparison are shown in Figure 23.

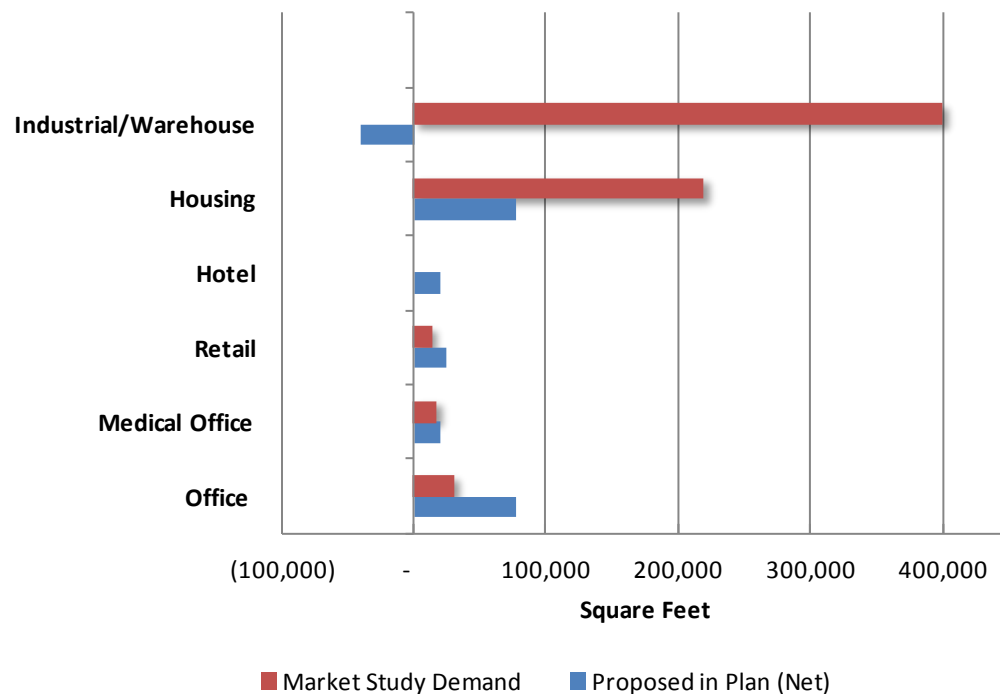


Figure 23. Master Plan vs. Market Analysis, Space Requirements, 10 year forecast

The findings shown in Figure 23 can be summarized as follows:

- **Industrial Market:** There is a significant excess demand for industrial space in the Batavia market. However the demand is primarily for warehouse or distribution type facilities which require large sites that cannot be supported at the Strategic sites. Therefore, there is actually a net decrease in industrial space proposed in the concept site plans. There is one exception at the Harvester site where a 30,000 sq. ft warehouse facility is proposed on the current underutilized parking area at 102-108 Harvester Avenue.



- **Housing Market:** The overall Housing Market is also very healthy in the Batavia area (Genesee County) as shown in Figure 23. The amount of housing proposed in the concept plans is actually less than the area demand because the plans take advantage of a the specific market for smaller units or loft units – market rate apartments and condominiums - that would be feasible and desired in the BOA.
- **Hotel:** The market analysis did not support the development of hotels. However, the market analysis looked at the overall Batavia area hotel market which is overbuilt with low to moderately priced hotels that have limited amenities and a mediocre level of quality. The steering committee felt there was a need for a higher quality, boutique type hotel in the pedestrian oriented downtown that executives would frequent as an alternative to the standard hotels near the highway. This foresight by the Steering Committee is especially relevant with the increased visits by executives to the recently completed yogurt plants and the anticipated visits by executive and professionals to the planned Science Technology and Advanced Manufacturing Park (STAMP).
- **Retail and Medical Office Markets:** For both these markets the concept plans proposed space roughly equal to the demand.
- **Office Market:** The concept plans promote more office space than could be supported based on the Market Analysis. However, the Market Analysis assumed a 30 percent capture share of the Genesee County office market which is based on historical trends. The Steering Committee believed that basing the future office market using the historical trends was somewhat flawed. The historic real estate market for the BOA will show a larger share of space devoted to industrial space, which, based on the Economic Analysis in this report and the current significant underutilization of older industrial space in the BOA, will partially be converted into office space. In addition, the Committee believed that the BOA, and in particular the Downtown area, should be and can be, with aggressive marketing and partnering, the premier location for Class A office space in Genesee County partly supported local or regional headquarters.



City Centre/ Medical  
Conceptual Plan

Redevelopment Concepts

- Break up “super block” between Bank and Jefferson Avenue by extending Jackson Street north through the site.
- Re-establish “street wall” on Main Street and Bank Street by introducing multi-story, well designed structures up to the sidewalk.
- Continue the process of turning mall “inside out” started on Main Street by introducing facades on all storefronts.
- Tie City Centre together with the Medical Campus via alignment of parking lot entrances and traffic calming of Bank Street
- Maximize use of City Centre property by re-organizing parking layout and minimizing concourse space
- Improve Circulation and Parking to support Medical redevelopment plans.

Targeted Uses

Attraction: Financial Companies, Regional Headquarters, Restaurants, Niche Retail, Home Furnishings Retail, Government Uses, High End Housing

Retention: Medical/Health Care, Professional Services, Retail

Niche Industries: Hotel/Inn



CITY CENTRE / MEDICAL



**BOA**  
REDEVELOPMENT OPTIONS

LEGEND

- EXISTING BUILDING
- NEW BUILDING
- FACADE IMPROVEMENTS

- 1 RECONFIGURED PARKING / ENTRY
- 2 MIXED USE / POTENTIAL RELOCATION OPTION
- 3 JACKSON STREET EXTENSION
- 4 REDUCED CONCOURSE
- 5 RELOCATED ENTRY / AISLE
- 6 TRAFFIC CALMING
- 7 GO ART! OUTDOOR COURTYARD
- 8 MIXED USE / MEDICAL OFFICES

Figure 24. City Centre Conceptual Plan











Figure 25. City Centre Conceptual Plan 3D View I







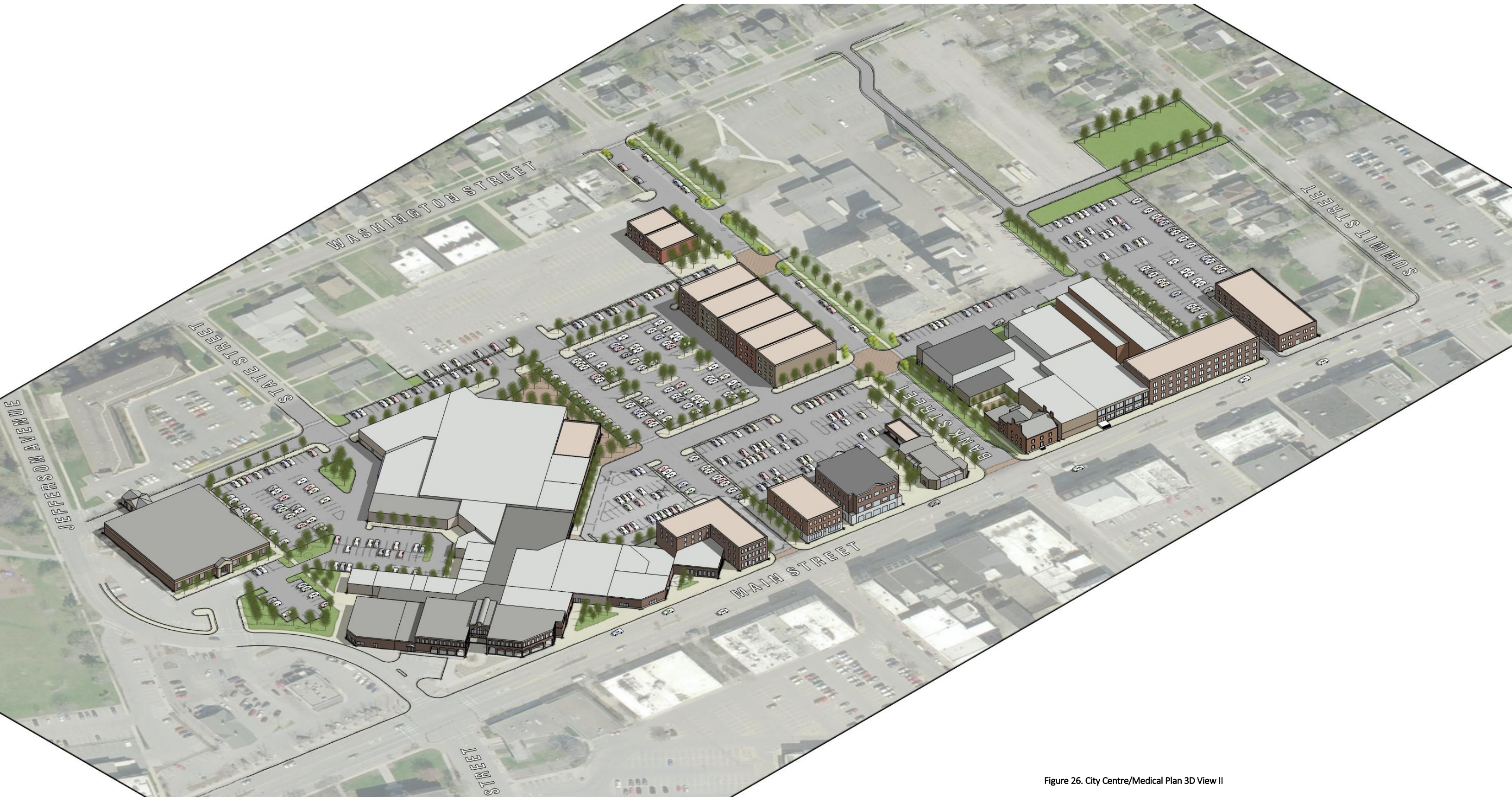


Figure 26. City Centre/Medical Plan 3D View II







Della Penna  
Conceptual Plan

Redevelopment Concepts

- Re-purpose site from industrial to mixed use commercial
- Establish street wall on Ellicott Street with multi-story mixed use buildings compatible with Downtown Design Guidelines.
- Coordinate parking and circulation with adjacent office development west of property.
- Develop Ellicott Trail on former Erie Railroad bed.
- Create an urban mixed use commercial campus.

Targeted Uses

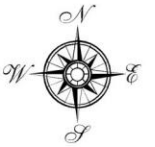
Attraction: Home Furnishings Retail, Financial Companies, Restaurants, Government Uses, Specialty Trade Contractors, Housing

Retention: Medical/Health Care, Professional Services



**ABELLA**  
Associates, P.C.

DELLA PENNA



**BOA**

REDEVELOPMENT OPTIONS

LEGEND

- EXISTING BUILDING
- NEW BUILDING

- 1 ERIE TRAIL
- 2 RAILROAD SQUARE

Figure 27. Della Penna Conceptual Plan











Figure 28. Della Penna Conceptual Plan 3D View I









Figure 29. Della Penna Conceptual 3D Plan View II







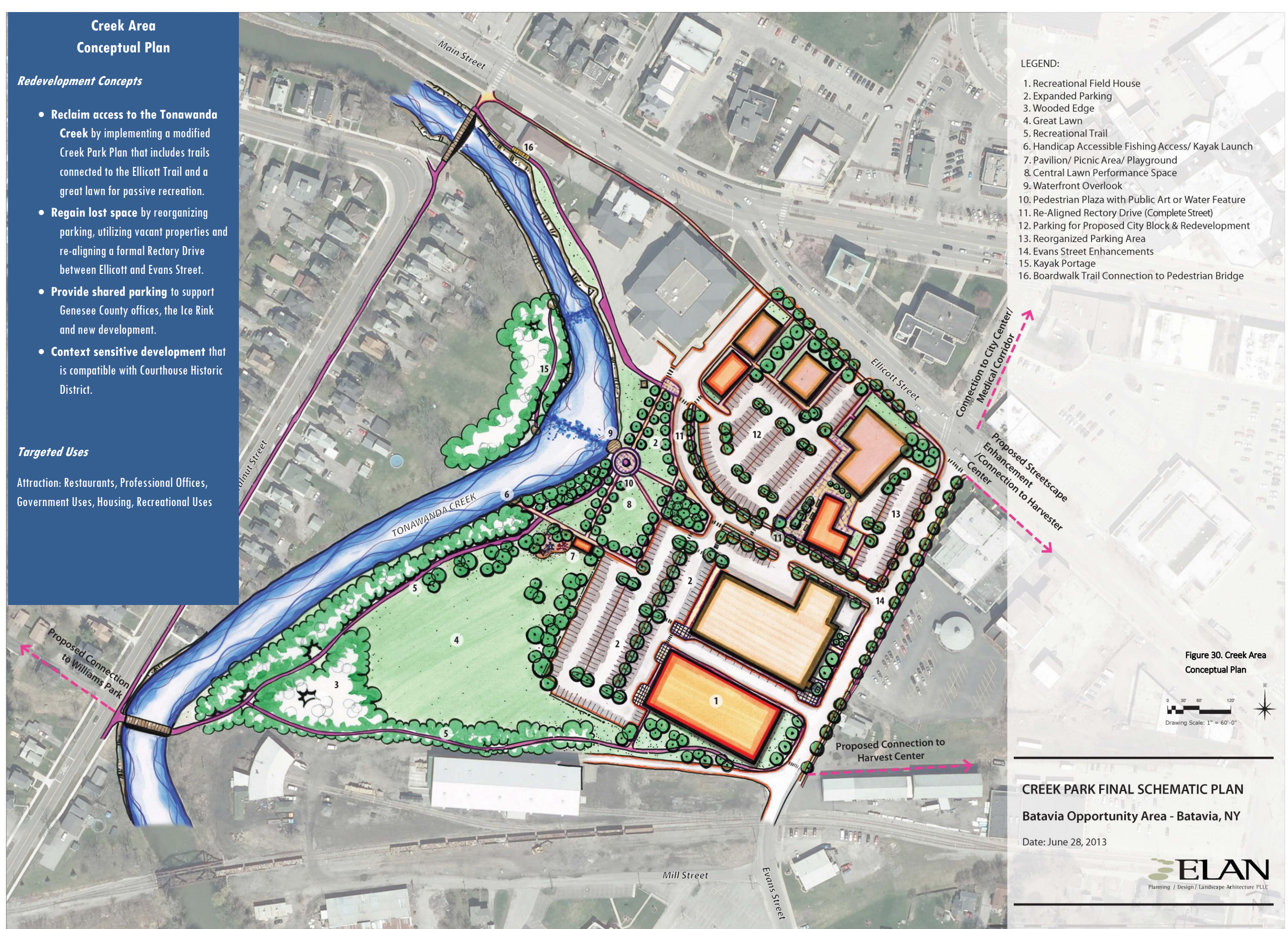
## Creek Area Conceptual Plan

### Redevelopment Concepts

- **Reclaim access to the Tonawanda Creek** by implementing a modified Creek Park Plan that includes trails connected to the Ellicott Trail and a great lawn for passive recreation.
- **Regain lost space** by reorganizing parking, utilizing vacant properties and re-aligning a formal Rectory Drive between Ellicott and Evans Street.
- **Provide shared parking** to support Genesee County offices, the Ice Rink and new development.
- **Context sensitive development** that is compatible with Courthouse Historic District.

### Targeted Uses

Attraction: Restaurants, Professional Offices, Government Uses, Housing, Recreational Uses



### LEGEND:

1. Recreational Field House
2. Expanded Parking
3. Wooded Edge
4. Great Lawn
5. Recreational Trail
6. Handicap Accessible Fishing Access/ Kayak Launch
7. Pavilion/ Picnic Area/ Playground
8. Central Lawn Performance Space
9. Waterfront Overlook
10. Pedestrian Plaza with Public Art or Water Feature
11. Re-Aligned Rectory Drive (Complete Street)
12. Parking for Proposed City Block & Redevelopment
13. Reorganized Parking Area
14. Evans Street Enhancements
15. Kayak Portage
16. Boardwalk Trail Connection to Pedestrian Bridge

### CREEK PARK FINAL SCHEMATIC PLAN

Batavia Opportunity Area - Batavia, NY

Date: June 28, 2013

**ELAN**  
Planning / Design / Landscape Architecture PLLC







Creek Area  
Conceptual Plan Alternative

Redevelopment Concepts

- Same overall concept as Creek Park Plan with a new layout that provides opportunities for new housing or mixed use development along the creek.

Targeted Uses

Attraction: Restaurants, Professional Offices, Government Uses, Housing, Recreational Uses



CREEK PARK  
ALTERNATIVE

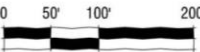


**BOA**  
REDEVELOPMENT OPTIONS

LEGEND

- EXISTING BUILDING
- NEW BUILDING
- 1 EXPANDED PARKING
- 2 WOODED EDGE
- 3 RECREATIONAL TRAIL
- 4 HANDICAP ACCESSIBLE FISHING ACCESS/KAYAK LAUNCH
- 5 WATERFRONT OVERLOOK
- 6 PEDESTRIAN PLAZA WITH WATER FEATURE
- 7 RE-ALIGNED RECTORY DRIVE (COMPLETE STREET)
- 8 EVANS STREET ENHANCEMENTS
- 9 NEW HOUSING OR MIXED-USE DEVELOPMENT

Figure 31. Creek Area  
Conceptual Plan Alternative









# Harvester Conceptual Plan Alternative I

## Redevelopment Concepts

- **Improve circulation and parking** with the introduction of additional internal streets and parking areas.
- **Right Size the facility** by demolishing select buildings to provide space for parking, green space, circulation and new development.
- **Create a mixed use Campus** with loft housing, offices and retail on the north side of the site; move heavier industrial uses to the south side of the building over time.
- **A new Erie Boulevard Complete Street** on the former Erie Railroad ROW that includes sidewalks, streetscape elements, enhanced pedestrian crossings and parallel parking.
- **Formalize Masse Place as a Gateway** by introducing additional landscaping and streetscape elements and upgrading properties.
- **Re-purpose Wiard Plow Site** on Swan for new commercial development; save historic structures if feasible.

## Targeted Uses

Attraction: Machinery Manufacturing, Food Manufacturing, Furniture Manufacturing, Warehousing - Durable Goods, Loft Housing Professional Office, Restaurants, Retail

Retention: Fabricated Metal Processing, Warehousing - Non Durable Goods

Niche Industries: Artisans



**ABELLA**  
Associates, P.C.

Figure 32. Harvester Conceptual Plan  
Alternative I

## HARVESTER CENTER



## BOA

REDEVELOPMENT OPTIONS

## LEGEND

- EXISTING BUILDING
- NEW BUILDING
- 1 WIARD SQUARE REDEVELOPMENT
- 2 ERIE BOULEVARD - COMPLETE STREET
- 3 JOHNSTON BLVD. ACCESS ROAD
- 4 MASSE GATEWAY REDEVELOPMENT
- 5 POWERHOUSE SQUARE
- 6 MASSE MARKET / COVERED PARKING
- 7 PLAZA
- 8 GREEN INFRASTRUCTURE OPPORTUNITIES
- 9 ERIE TRAIL

0 25' 50' 100'







## Harvester Conceptual Plan Alternative II

### Redevelopment Concepts

- The redevelopment concepts overall are the same as Alternative I. The only exception is Alternative II proposes demolition of different buildings along Erie Boulevard and an alternate parking plan in the same area.

### Targeted Uses

Attraction: Machinery Manufacturing, Food Manufacturing, Furniture Manufacturing, Warehousing - Durable Goods, Loft Housing Professional Office, Restaurants, Retail

Retention: Fabricated Metal Processing, Warehousing - Non Durable Goods

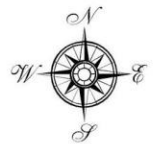
Niche Industries: Artisans



**ABELLA**  
Associates, P.C.

Figure 33. Harvester Conceptual Plan  
Alternative II

### HARVESTER CENTER ALTERNATE 2



### BOA REDEVELOPMENT OPTIONS

#### LEGEND

- EXISTING BUILDING
- NEW BUILDING
- 1 WARD SQUARE REDEVELOPMENT
- 2 ERIE BOULEVARD - COMPLETE STREET
- 3 JOHNSTON BLVD. ACCESS ROAD
- 4 MASSE GATEWAY REDEVELOPMENT
- 5 POWERHOUSE SQUARE
- 6 MASSE MARKET / COVERED PARKING
- 7 PLAZA
- 8 GREEN INFRASTRUCTURE OPPORTUNITIES
- 9 ERIE TRAIL
- 10 COVERED MARKET

0 50' 100' 200'







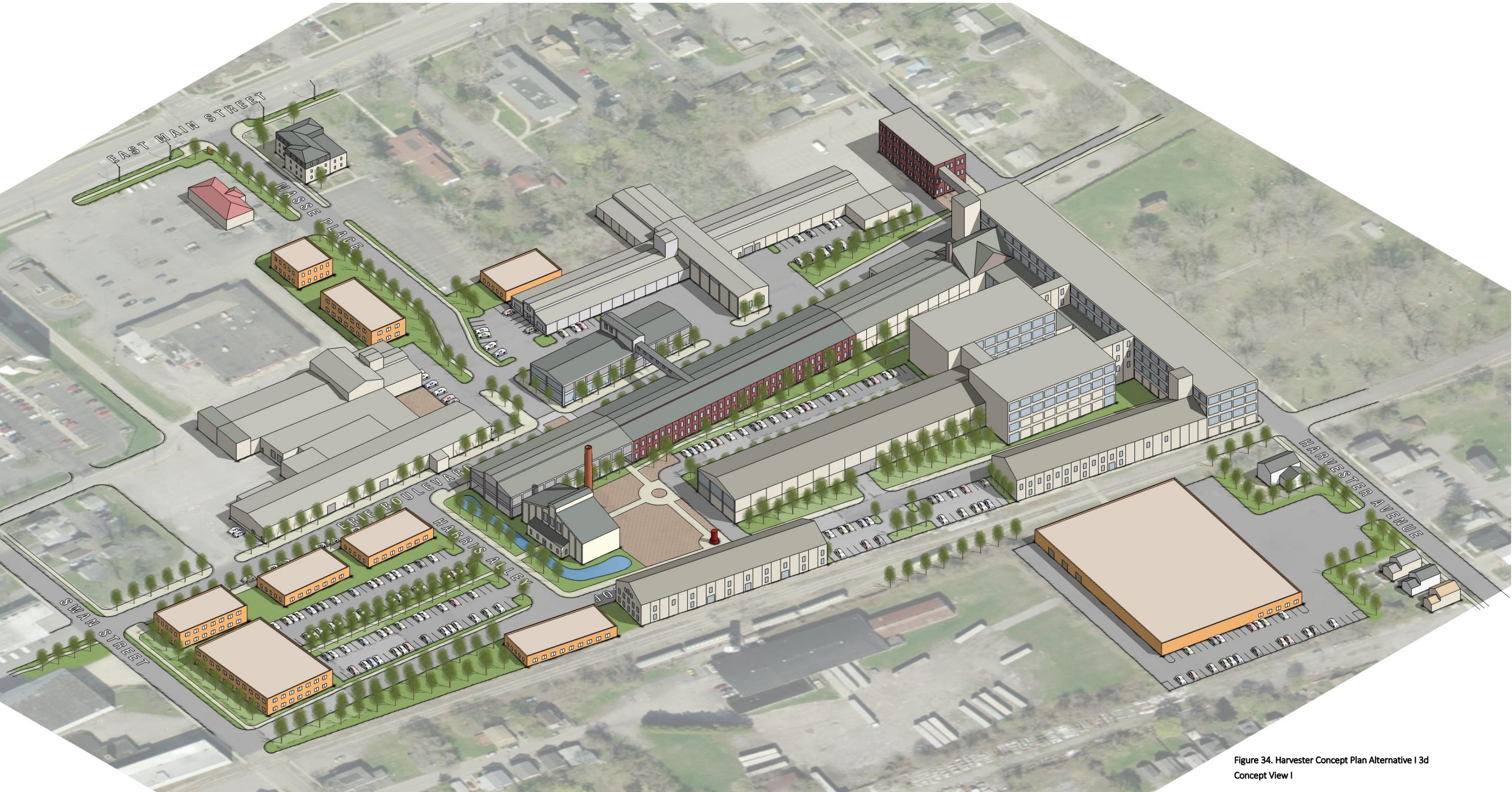


Figure 34. Harvester Concept Plan Alternative I 3d  
Concept View I







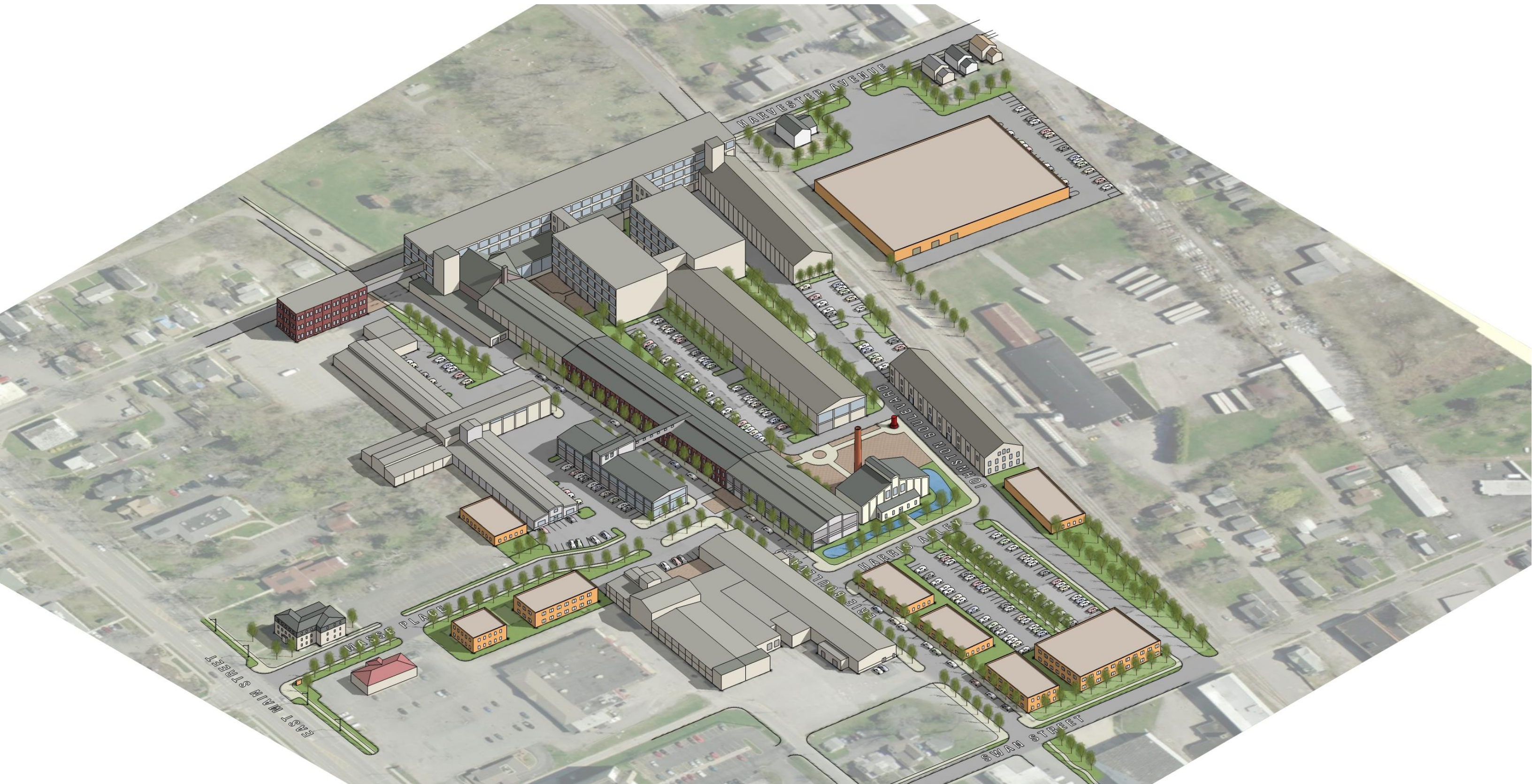


Figure 35. Harvester Concept Plan Alternative 1 3D View II







## RECOMMENDATIONS

To realize the vision embodied in the concept plans several actions will need to be taken as outlined in the recommendations below and included in Table 17. The recommendations are divided into Capital Improvements, Real Estate or Property Initiatives and Zoning Updates. To insure the recommendations are aligned with funding opportunities, there may be some redundancy in some of the recommendations with those listed on the conceptual plans.

### CAPITAL IMPROVEMENTS

- Extend Jackson Street north through the City Centre property including roadway improvements, sidewalks, streetscape and related utility improvements;
- Implement traffic calming measures on Bank Street between Main Street and Washington Avenue including sidewalks, streetscape, enhanced crosswalks, corner bump outs, parallel parking, landscaping and modifications to utilities including stormwater drainage; consider applying green infrastructure techniques to reduce stormwater infiltration;
- Install decorative streetscape improvements on all streets adjacent to, or included in, a Strategic Site including, but not limited to, Main Street, Bank Street, Jackson Street extension, Masse Place, Erie Boulevard, Ellicott Street, Evans Street, Rectory Drive, Alva Place, Jefferson Avenue, Swan Street and Harvester Avenue. Request that developers incorporate decorative streetscape improvements into any redevelopment plans;
- Re-align the City Centre Bank Street entrance between Alva and Main Street;
- Require developers to install alternative transportation improvements in development plans including sidewalks, trail connections and bike racks;
- Redesign and reconstruct City Centre parking lots for better circulation, a more efficient parking layout and improved stormwater management; consider green infrastructure for drainage;
- Obtain funding to assist responsible parties with demolition of portions of the City Centre concourse and improvements to concourse sections that remain;



- Continue with the Downtown Building Renovation Program to assist property owners with façade and building improvements including façade improvements for City Centre exteriors;
- Obtain additional economic development capital funding for new façade construction at City Centre;
- Upgrade the undersized 4" waterline on Bank Street between Main Street and Washington Avenue to support future development and to improve fire suppression downtown;
- Abandon Alva Place as a City Street and incorporate it into the City Centre parking layout as head in parking and a traffic aisle;
- Design and construct a new circulation and parking plan for the Medical Corridor to support development at the site;
- Design and construct a Complete Street at the Harvester Center to be known as Erie Boulevard including a multi-modal roadway with sidewalks, bike lanes, streetscape improvements and enhanced crosswalks;
- Upgrade or extend public and private infrastructure at all Strategic Sites to support redevelopment concepts including, roadways, sidewalks, water, sewer, telecommunications, gas and electric. Implement green infrastructure where feasible;
- Design and construct a Creek Park adjacent to the Tonawanda Creek to include recreational trails, a public plaza, landscaping and amenities such as benches to provide an recreational amenity for residents and an asset for private development;
- Construct the Ellicott Trail to connect the Creek Area, Della Penna and Harvester Strategic sites;

## REAL ESTATE OR PROPERTY INITIATIVES

- Advance the restoration of contaminated land at Strategic Sites with Brownfield Cleanup Program incentives, the Environmental Restoration Program and other grant funds;
- Support the acquisition, demolition and redevelopment of City Centre sites;



- Assist with the demolition, acquisition, assembly and redevelopment of properties at the Medical Corridor, Della Penna, Harvester and Creek sites;
- Adopt and implement a PILOT (Payment in Lieu of Taxes) increment financing (PIF) program in the City of Batavia to generate a dedicated funding source to facilitate redevelopment at BOA Strategic Sites;
- Continue to utilize the 485a tax abatement program as an incentive for redevelopment of existing buildings.
- Leverage the new GCEDC Batavia Micropolitan Loan Fund as gap financing for redevelopment of underutilized and vacant sites.

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## ZONING

- Amend the City of Batavia Zoning Map to change the zoning of all properties in the Creek Area Strategic Site from C-2 zoning to C-3 Downtown Zoning to facilitate a denser, pedestrian oriented development pattern and to maximize returns on investment for real estate investors;
- Amend the City of Batavia Zoning Ordinance text to allow loft housing in I-1 Industrial zones on upper floors as a special use;
- Amend the City of Batavia Zoning Ordinance to allow building heights above four stories in the Downtown C-3 Zone through a special use procedure or the establishment of a new acceptable height limit;
- Amend the City of Batavia Zoning Ordinance to allow 100% coverage for mixed use buildings with an upper floor residential component downtown;
- Consider amendments to the residential zoning districts to discourage conversion of homes into multi-family properties.







Batavia Opportunity Area Recommendations  
Strategic Plan

| Table 17. Recommendations |   | Implementation Item | Year |      |      |                    |                       | Team  |                                     | Potential Funding |
|---------------------------|---|---------------------|------|------|------|--------------------|-----------------------|---|-------------------------------------|-------------------|
|                           |   |                     | 2014 | 2015 | 2016 | 2017               | 2018                  | Lead  | Partners                            |                   |
| Capital Improvements      | City Centre/Medical   |                     |      |      |      |                    |                       |   |                                     |                   |
|                           | CI-1: Jackson Street Extension Design and Construction                      |                     |      |      |      |                    | CITY                  | CC, PO, NYSDOT, PD                          | TIP, TEP*, CG*, CDBG ED, GIGP       |                   |
|                           | CI-2: Bank Street Traffic Calming Design and Construction                   |                     |      |      |      |                    | CITY                  | NYSDOT, UMMC, GC                            | TIP, TEP, CG*, CDBG ED, GIGP        |                   |
|                           | CI-3: City Centre Parking Lot Redesign and Reconstruction                   |                     |      |      |      | CITY               | CC, PD                | CG*, CDBG ED, GIGP*                         |                                     |                   |
|                           | CI-4: City Centre Concourse Changes & Façade Improvements                   |                     |      |      |      |                    | TBD                   | CITY, CC, PD                                | CDBG ED, NYM, RI, ESDC, CG, NYSERDA |                   |
|                           | CI-5: Bank Street Water Line Design and Construction                        |                     |      |      |      | CITY               |                       | CDBG ED, CDBG PI, GIGP*, CG*                |                                     |                   |
|                           | CI-6: Alva Street Abandon and Incorporate into City Centre Parking Lot      |                     |      |      |      | CITY               | CC, PD                | CDBG ED, CDBG PI, GIGP*, CG*                |                                     |                   |
|                           | CI-7: Medical Corridor Circulation and Parking Plan and Construction        |                     |      |      |      | UMMC               | CITY, GC, BDC         | ESDC, CG*, GIGP*, CDBG ED                   |                                     |                   |
|                           | CI-8: City Centre Bank Street entrance re-alignment Design and Construction |                     |      |      |      | CITY               | PO                    | TIP, TEP, CG*                               |                                     |                   |
|                           | Harvester Center  |                     |      |      |      |                    |                       |   |                                     |                   |
|                           | CI-9: Erie Boulevard Complete Street Design and Construction                |                     |      |      |      |                    | PO                    | CITY, BDC                                   | ESDC, GIGP, CG, TEP                 |                   |
|                           | Creek Area  |                     |      |      |      |                    |                       |   |                                     |                   |
|                           | C1-10: Creek Park Design and Construction                                   |                     |      |      |      | CITY               | GC, PO, PD            | EPF, CG**, GIGP, TEP                        |                                     |                   |
|                           | BOA Construction and Design Standards                                       |                     |      |      |      |                    |                       |   |                                     |                   |
|                           | CI-11: Alternative Transportation Improvements Policy                       |                     |      |      |      | CITY               | BID                   | CITY OR CG***                               |                                     |                   |
|                           | CI-12: Decorative Streetscape Policy  |                     |      |      |      | CITY               | BID                   | CITY OR CG***                               |                                     |                   |
|                           | C1-13: Infrastructure Upgrade Policy  |                     |      |      |      | CITY               | NG,NF,TW              | CITY OR CG***                               |                                     |                   |
|                           | Building Improvements   |                     |      |      |      |                    |                       |   |                                     |                   |
|                           | CI-14: Downtown Building Improvement Program                                |                     |      |      |      | CITY or BID or BDC | CITY, BID, BDC, GCEDC |   |                                     |                   |
| Real Estate               | RE-1: Adopt PIF Financing Policy  |                     |      |      |      | CITY               | BDC, GCEDC            | CITY  |                                     |                   |
|                           | RE-2: Enter Strategic Sites into Brownfield Cleanup Program                 |                     |      |      |      | CITY               | BDC                   | CITY  |                                     |                   |
|                           | RE-3: Support/Assist Acquisition, Assembly and Redevelopment of Sites       |                     |      |      |      | CITY               | BDC, GCEDC            | CITY, GCEDC, ESDC, CDBG ED, RI, CG, NYM, TI |                                     |                   |
| Zoning                    | Z-1: Amend Creek Area Zoning  |                     |      |      |      | CITY               | BDC, PB               | CITY  |                                     |                   |
|                           | Z-2: Amend I-1 Zoning to Allow Residential                                  |                     |      |      |      | CITY               | BDC, PB               | CITY  |                                     |                   |
|                           | Z-3: Amend C-3 Downtown Zoning for coverage and height                      |                     |      |      |      | CITY               | BDC, PB               | CITY  |                                     |                   |
|                           | Z-4: Amend Residential Zoning to Discourage Multi-family conversions        |                     |      |      |      | CITY               | PB                    | CITY  |                                     |                   |

*Team Abbreviations:* CITY - City of Batavia; UMMC - United Memorial Medical Center; PO - Private Owners; CC - City Centre; NYSDOT - New York State Department of Transportation; PD - Preferred Developer; GC - Genesee County; BID - Batavia Business Improvement District; PB - Planning Board; GCEDC - Genesee County Economic Development Center;NG - National Grid; NF - National Fuel; TW - Time Warner

*Funding Abbreviations:* TIP - Genesee Transportation Council Transportation Improvement Program; TEP - Transportation Enhancements Program; CG- Cleaner Greener Program; CDBG ED - Community Development Block Grant Economic Development funding; GIGP - Green Infrastructure Grant Program; NYM - New York Main Street Program; RI - Rural Initiatives Program; ESDC - Empire State Development Corporation; NYSERDA - New York State Energy Research and Development; CDBG PI - Community Development Block Grant Public Infrastructure; EPF - Environmental Protection Fund; TI - Tax Incentives: PILOT, PIF, 485b

*Funding Notes:* \* - Projects could potentially be funded together for a larger, comprehensive project at the site; \*\* - Park Project with Comprehensive Cleaner Greener Redevelopment Project including private development; \*\*\* - Include updates to the City's Construction and Design Standards in a Cleaner Greener Comprehensive Plan.







## ACTIVITIES TO BE UNDERTAKEN IN THE IMPLEMENTATION PHASE

City of Batavia and Batavia Development Corporation staff met with Chris Bauer from the Department of State and members of the consultant team regarding the activities to be undertaken during the Step 3 BOA Implementation Stage. Participants at the meeting wanted to focus the Step 3 application on activities and implementation steps that could be taken in 2015 since any NYSDOS BOA contracts would likely not be executed until that date. Therefore, the Step 3 application will address general overall activities that will benefit the entire BOA and common Strategic Site needs as well as activities that will benefit specific Strategic Sites that need additional preparation to make them shovel ready for developers including:

**1. Detailed Site Plans and Elevations:** The City Centre, Medical Corridor and Harvester Center plans included concepts to demolish various buildings, construct new buildings and establish new circulation, access and parking arrangement which need to be detailed in a site layout. Detailed site plans will also provide information on access to utilities, utility relocations, parking calculations and, most importantly, realistic costs. All this information is important for potential stakeholders in redevelopment of the sites including property owners, developers, funding agencies and other development partners.

**2. City Centre Parking Strategies:** To complement the Site Plan preparation for City Centre a parking study needs to be conducted. The current layout of City Centre is a one-story suburban layout and the concept plans propose multi-story buildings and a denser, pedestrian oriented, urban downtown development pattern.

A denser development pattern also increases the total assessed value in the area and thereby increases property tax revenue. To support the new development pattern and encourage future development at the site a parking deck may be needed. Currently, the dimensions of the parking area on the east side of the City Centre are aligned closely with the recommended optimum dimensions of a parking deck. Successful small Upstate New York cities such as Saratoga Springs and Corning have successfully constructed parking decks in their downtowns.

**3. City Centre Acquisition, Assembly and Development Strategy:** To implement the concept plans proposed in this BOA plan there will need to be acquisition of property, assembly of properties, preliminary engineering, potential relocation of tenants and a the development of an acceptable organizational structure to govern the Centre. Each real estate transaction could potentially include appraisals, title



searches, surveys, agreements and financing strategies. These actions need to be identified and related documents need to be prepared.

**4. Phase II Site Assessments:** Full Phase II Site Assessments will need to be performed on all of the Strategic sites. During the Nomination Phase, several Phase I reports were prepared for the City Centre site and the Della Penna Site. In addition, a Phase II was completed for the Della Penna site as well as a limited Phase II for the Creek site. Therefore the following sites will require a Phase II assessment if funded through a Step III Implementation study:

- **Della Penna Site:** The Della Penna site included the former Della Penna property which now has a Phase II but it also included sites to the east known as the Santy's site and several to the south also owned by Santy's that will need a Phase II assessment.
- **Creek Area Site:** This site will need a Phase II full site assessment and will be included in the Step III Site Assessment budget. However, as the site may be developed prior to receiving BOA funding, the City may elect to remove the site and reallocate the assessment budget to another property.
- **City Centre Site/Medical:** The City Centre site included more than 40 properties and a Phase I was done on the entire site. However, the City intends to apply for Phase II funding under the Step 3 application for City owned parcels (parking) and those properties involved in the proposed redevelopment - approximately 6-8 properties.

At this time no properties in the Medical District would be selected for Phase II assessments.

- **Harvester Site:** The Harvester site is 23 acres but there are two properties on the site – 33 Swan and 102-108 Harvester Avenue – are good candidates for Phase II assessments.

**5. Marketing and Branding Materials:** To promote redevelopment of BOA Strategic sites the City needs to develop a package of marketing materials. These may include brochures, logos or branding, media ads, a website and lobbying for projects.

**6. Bank Street Preconstruction Plans:** The concept plan proposed traffic calming on Bank Street that would consist of corner bump outs, road narrowing, additional landscaping and enhanced crosswalks. Preconstruction design plans need to be



prepared to identify utility issues, costs, appropriate travel/parking lanes, curb design and pavement treatment.

7. **Generic Environmental Impact Statement (GEIS):** The BOA plan needs to be converted into a Generic Environmental Impact Statement to comply with the State Environmental Quality Review Act (SEQRA). This is an important activity as a GEIS will facilitate redevelopment by not requiring SEQRA review for projects in the BOA that comply with the BOA GEIS.

8. **Site Development Pro-formas** – Pro-formas to determine the feasibility and rate of return need to be prepared for the Field House proposed in the Creek Area Plans and the boutique hotel proposed in the City Centre plans.

9. **Appraisals** – In addition to the appraisals needed for the City Centre site noted above, appraisals will be needed on any site proposed for acquisition, transfer of ownership and in some instances financing or funding.







## APPENDICES

- A. Community Participation
- B. Site Profiles
- C. Housing Market Analysis
- D. Neighborhood Analysis
- E. Alternative Energy Report
- F. Economic and Market Analysis
- G. Potential Zoning Changes







## A: COMMUNITY PARTICIPATION







## B: SITE PROFILES







## C: HOUSING MARKET ANALYSIS







## D: NEIGHBORHOOD ANALYSIS







## E. ALTERNATIVE ENERGY REPORT







F. ECONOMIC AND MARKET ANALYSIS







## G. POTENTIAL ZONING CHANGES