

Executive Summary

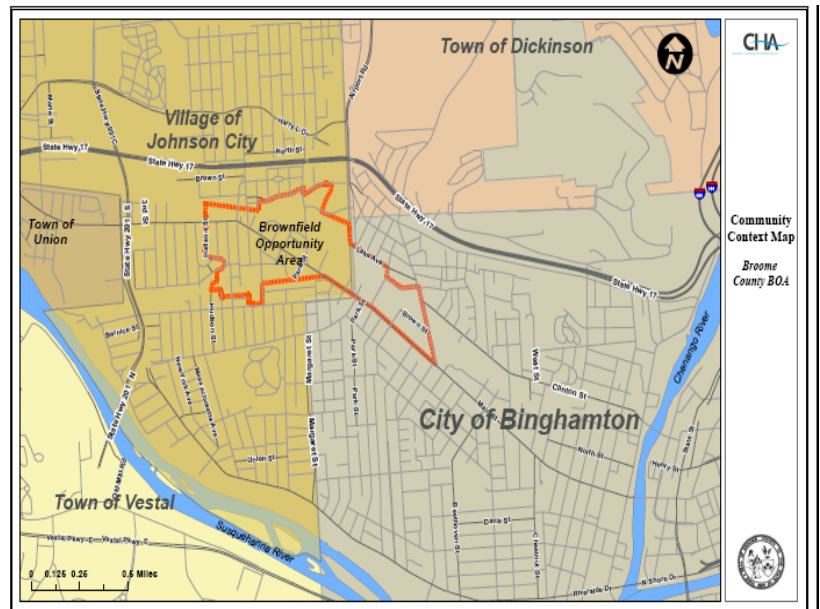
Introduction

The Brownfield Opportunity Area (BOA) Program is an interdisciplinary effort by the NYS Department of State and Department of Environmental Conservation, which provides municipalities and community based organizations with assistance to complete revitalization plans and implementation strategies for areas affected by brownfield sites. The BOA Program enables communities to put strategies in place to return dormant sites and areas back to productive use and simultaneously restore environmental quality.

By identifying the Endicott-Johnson (E-J) Industrial Spine as a Brownfield Opportunity Area, the Broome County community recognizes its potential to once again provide economic and cultural benefits to the region and beyond. This BOA Nomination Study report provides an in-depth description and analysis of existing conditions, opportunities, and redevelopment potential of properties located in the BOA, emphasizing the identification of strategic sites that may serve as catalysts for revitalization.

Following the conclusion of the Nomination Study process, an Implementation Strategy will be developed for the E-J BOA. This process will advance environmental assessment of the area and provide a detailed plan to implement improvements to the E-J BOA Study Area.

To the right, the *Community Context Map* shows the BOA location in the context of the surrounding community. The Study Area covers approximately 230 acres of land at the western boundary of the City of Binghamton, extending into the Village of Johnson City.



The BOA is approximately one mile west of Downtown Binghamton. The Chenango and Susquehanna Rivers are located to the east and south, respectively. State Highway 201 to the west, and State Highway

17 to the north, provide easy access to the Interstate Highway System. From State Highway 17, the Study Area is directly accessible via Exit 71 at the northern boundary of the study area near CFJ Park. Glenwood Avenue serves as the Study Area's eastern boundary; Main Street serves as a

southern boundary across much of the area, and a portion of the southern bound is extended to include key Grand Avenue properties. Hudson Street marks the western boundary of the study area. CFJ Park is located in the northernmost part of the study, and CFJ Boulevard is the northern boundary.

Vision Statement and Goals

The following vision statement was established through the planning process for redevelopment of the Endicott-Johnson Industrial Spine:

The Endicott-Johnson Industrial Spine Brownfield Opportunity Area will continue to undergo an urban transformation, and will emerge from its relatively blighted condition to become a highly functional, productive district offering a diverse range of employment, housing and cultural opportunities. Redevelopment efforts will build upon the area's strengths as a walkable historic district that includes some of the region's premier health care and performing arts establishments. The redeveloped Brownfield Opportunity Area will offer a host of cultural and other amenities that enhance the quality of life not only in the immediate neighborhood, but, throughout the broad metropolitan area and beyond.

Goals for redevelopment of the Study Area include the following:

- 1: Direct development efforts to distressed properties while preserving viable sites and operations
- 2: Ensure that the revitalization plan is well-grounded in current market conditions, reflective of the E-J BOA study area's character, and realistically addresses environmental constraints
- 3: To guide future development, create a General Land Use Plan that will serve as a basis for a Master Plan of the study area.
- 4: Use the existing character to provide recommendations specific to each BOA sub-area
- 5: Connect the BOA internally, to adjacent neighborhoods, and to the larger region
- 6: Provide appealing, marketable opportunities for private investment
- 7: Create the Willow Street Business Park
- 8: Revitalize priority sites in a manner that is consistent with community plans, needs and vision
- 9: Capitalize on the emerging Goodwill Theatre district by expanding cultural and recreational opportunities available to residents and employees
- 10: To ensure the redevelopment process remains grounded and does not lose momentum; continue to foster partnerships with institutions and stakeholders

Public Participation

The E-J BOA Nomination Study's Public Participation Plan consists of four elements: steering committee meetings, property owner interviews, public informational meetings, and agency involvement.

1. Steering Committee

Committee members representing a spectrum of interested parties gathered periodically throughout the nomination process. A series of Steering Committee meetings were held to discuss key topics related to the Nomination Study. The Steering Committee has provided perspective and experience to help guide the planning process, and is involved in the review of Nomination Study documents.

2. Property Owner Interviews

The purpose of stakeholder interviews is to inform and solicit comments from BOA property owners whose involvement is important to the project's success. Private interviews were held between the project consultant and local property owners.

3. Public Meetings

Public meetings were held to solicit and obtain community input regarding elements of the Nomination Study. Community members were invited to forums designed to inform the public of the purpose, benefits, and recommendations of the BOA program. Public input was recorded and considered throughout the planning process. Public meetings were publicized using various media, including direct mailings to study area property owners, fliers, press releases, email, and announcements posted to community websites, in order to encourage participation in the public meetings.

4. Public Agency Involvement

Input was sought from the DOS, DEC, and various county and municipal departments. Consultation with public agencies is ongoing, and representatives from public agencies are involved in steering committee activities.

Strategic Brownfield Sites

A primary purpose of the E-J BOA Nomination Study is to identify strategic brownfield sites with the greatest redevelopment potential, and to provide plans to stimulate their improvement for the benefit of the community. Study Area properties meeting one or both of the following criteria were identified as strategic brownfield sites, and these properties were considered in detail throughout the analysis:

- Known or suspected contamination is present onsite, due to current or past uses. Determinations were based upon a review of each property's environmental history documented by existing environmental reports, reported spills and the Broome County database of brownfield sites.

- Abandoned, vacant or underutilized status was determined through Steering Committee input and field observations. Signs of deterioration such as boarded or broken windows, overgrown vegetation and/or other signs of neglect were used to identify such properties.

Most, if not all of the strategic brownfield sites identified, have been occupied by industrial operations in the past. Due to the nature of these past uses, many of these properties contain known or suspected contamination, which presents an obstacle to investment in – and redevelopment of – these sites. By identifying the properties best suited for redevelopment, and providing opportunities to study and potentially remediate their environmental condition, the BOA program helps to overcome the barriers presented by the area’s industrial history.

Study Area Conditions

Several large, vacant Endicott-Johnson and other manufacturing plants are located in the BOA Study Area. These properties have deteriorated over years of inactivity, and now contribute to the area’s distressed character. Much of the BOA land surrounding the E-J Industrial Spine was historically used to support plant operations, employees, and their families.

The Study Area is dominated by commercial and industrial uses, and these uses define its character. In total, industrial, office/commercial, and warehouse/distribution land uses cover more than 47% of the Study Area. The Main Street corridor is lined with small retail shops, mixed-use properties, and small office buildings. The corridor is highly walkable, with on-street parking and urban-scale setbacks from the street. Land use surrounding the BOA is primarily residential. Within the BOA, most residential properties are concentrated between Arch Street and Lester Avenue in Johnson City, and south of Brown Street in the City of Binghamton. BOA residential properties were generally built in the early to mid-Twentieth Century, and most remain in fair to good condition.

The northern portion of the Study Area has experienced an influx of commercial investment in recent times, including establishment of the nearby Gannett facility and a Walmart Supercenter that was recently constructed. These commercial investments have drawn the attention of the development community in recent years, and redevelopment plans can look to feed from this momentum. The new Walmart is expected to increase flows of consumer traffic throughout the Study Area, and will provide opportunities for spinoff growth.

Wilson Hospital, located in the heart of the Study Area, supports hundreds of employees in medical and healthcare-related fields and is a regional destination for medical services. Looking ahead to the future, healthcare services rank among the region’s top growth industries. This core use has potential to expand and draw related economic growth to the Study Area.

The historic Goodwill Theatre, located on Willow Street in the western portion of the Study Area, is the target of a major renovation effort and is poised to re-emerge as one of the region's premiere arts destinations. In the future, the Goodwill Theatre Complex will include additional ancillary space and other arts facilities, and will provide valuable cultural amenities in the Study Area.

Village of Johnson City zoning applies to the western portion of the Study Area, and City of Binghamton zoning applies to the eastern portion of the Study Area. Industrial zoning designations cover much of the area, including nearly all strategic brownfield sites. General commercial zoning covers the area surrounding Main Street in Johnson City; Wilson Hospital is located in a multi-family residential district and is permitted as a special use.

All utilities are available throughout the Study Area, and there is adequate capacity to support the area's redevelopment and growth into the future.

An Economic and Market Trends Analysis was performed to identify market opportunities for the Study Area's redevelopment; following is a summary of the market findings in terms of the area's strengths and weaknesses.

Summary of Economic and Market Trends Analysis

- The Study Area is readily accessible from I-81, I-88 and NYS Route 17, which is due for conversion to I-86 in the near future.
- Wilson Hospital is a major employer in a regional growth industry, and can potentially serve as an anchor institution helping to draw related healthcare and other services, as well as housing, to the area.
- As an employment center, employees tend to commute into the Study Area on a daily basis.
- Fine arts and cultural uses are well represented in the Study Area: The Goodwill Theatre/Firehouse Stage Complex is located in the heart of the Study Area, as well as the Spool Art Gallery and other studios, are actively involved in building an arts community.
- The Main Street corridor provides a commercial gateway linking the City of Binghamton with Johnson City and Endicott.
- Existing water and sewer infrastructure is sufficient to support future development without constraints.
- Recent development activity includes development of the Gannett facility and the Walmart Supercenter north of the railroad tracks, and restoration of the Goodwill Theatre complex on Willow Street.
- A population of students and young professionals resides in the area, particularly along Main Street.
- The area's urban location provides an alternative to suburban office and/or industrial spaces.

Priority Sites for Redevelopment

All of the Study Area's brownfield sites were reviewed in the context of these strengths. Those sites with the most potential to harness the Study Area's redevelopment potential are located at the following addresses:

- **96 Corliss Avenue,**
- **42/44 Corliss Avenue,**
- **48 Corliss Avenue,**
- **18 Park Street/25 Ozalid Road**
- **59 Lester Avenue**

The map on the following page shows the locations of the priority sites.

The majority of the priority sites are located in a concentrated area. These sites became a focus of the study's recommendations, specifically because of their existing conditions and current impact on their surroundings. Additional reasons for selection of these sites include:

1. These sites are in close proximity to the Wilson Memorial Regional Medical Center, a major campus of United Health Services, one of the region's largest employers. Based on the economic and market trends analysis (discussed below), it was determined that properties surrounding Wilson Hospital could potentially be occupied by healthcare-related uses, or provide other services to hospital employees or patrons.
2. These sites are located near to the Goodwill Theatre Complex, which is currently being renovated and is expected to become a major attraction as one of the Broome County's arts and cultural centers.
3. This area has very good access to the area's major routes, including Interstates 81 and 88, and Route 17 (future Interstate 86).

Development projects involving several of the selected priority sites are currently either underway or in the planning stages. It is important to capitalize on the area's momentum in ways that will complement, rather than compete against, these proposed projects.

The brownfield sites located at 96 Corliss Avenue, 42/44 Corliss Avenue, 46 Corliss Avenue, 48 Corliss Avenue, and 18 Park Street/25 Ozalid Road were selected as priority sites for redevelopment largely because of the contiguous nature of these priority sites. Together, they have a unique potential to support an urban light industrial/business district in the heart of the Study Area. A business district in this location provides opportunities to leverage and complement recent public investments in the Goodwill Theatre Complex and at 46 Corliss Avenue (demolition funded by Restore NY) along with the fact that the high-tech manufacturing operation at 18 Park Street/25

Ozalid Road may serve as an anchor use. It is in close proximity to Wilson Hospital which offers potential locations for spinoff medical-related uses and is within walking distance to Main Street and its amenities. The existing structures located within the proposed business district are highly underutilized, and improvements are crucial to the overall welfare of the Study Area. Medical services, light industrial operations, research and development and professional offices are among the potential occupants of the Willow Street Business District.

The 59 Lester Avenue brownfield site was selected as a priority site because it has good exposure to Lester Avenue, which will carry much of the customer traffic to and from the Walmart Supercenter. The property is visible and readily accessible from NYS Route 17 (future I-86) which gives it the potential to draw commercial/retail activity from the northern portion of the Study Area towards the heart of the Study Area. The former E-J Victory Building located at 59 Lester Avenue is large and highly underutilized, and is suitable for flex and/or office space. This building once rehabilitated will meet the demand for development formats identified in the market analysis. *General Commercial* uses such as building trade contractors, cabinet makers, equipment repair and maintenance services, food and beverage suppliers, food preparation and service, computer and technical repair, and others are among the potential occupants of a redeveloped Lester Avenue Commercial Site.

Willow Street Business District

42/44, 46, 48, and 96 Corliss Avenue, and 18 Park Street/25 Ozalid Road comprise what is described as the Willow Street Business District. The district includes the properties listed above, and is bounded by Baldwin Street to the west, and Park Street to the east. The option of demolishing all of the buildings at these locations and constructing new, modern buildings in their place was reviewed during the planning process. This option does not appear to be financially feasible. The concept plan presented below illustrates how each building would fit into the Willow



Street Business District with the benefit of shared parking (550 parking spaces), walkways, landscaping, curbing and a common driveway access. If public funds are used to subsidize the buildings' redevelopment, a recommended funding requirement would be to allow the Goodwill Theatre to use Willow Street Business District parking lots for overflow parking.

59 Lester Avenue



It is recommended that the first floor of this building, totaling 45,000 sf, be rehabilitated for use as office and flex space that can be customized to suit the specific needs of future occupants. As previously stated, this site is noted as a potential site for building trade contractors, cabinet makers, equipment repair and maintenance services, food and beverage suppliers, food preparation and service, computer and technical repair. The upper floors which together total 217,700 sf would be “mothballed” for future use as the market demands. The exterior of the building would be enhanced with new windows, paint and architectural detailing. 130 parking spaces would be provided on the adjacent parcels that are currently owned by the same owner. Site features would be landscaped and the appropriate signage would be added. The concept plan for this site is illustrated above.

Study Area General Land Use Plan

Considering the Study Area's existing conditions and the redevelopment opportunities identified, a Study Area Land Use Plan was created to identify the recommended future land use patterns and public improvements throughout the Study Area. Future land use recommendations are represented in the Land Use Plan. These land use categories are summarized as follows.

1. Hospital District Uses

The Hospital District includes the area covered by Wilson Hospital and associated uses, between Hudson Street and Arch Street in the western part of the Study Area. This area is currently zoned Multi-Family Residential (RM), and the hospital is allowed by special use permit. Various medical and commercial uses have purchased residential properties to the west of Wilson Hospital in the recent past, intending to introduce new commercial uses to this area. However, the Study Area offers an abundance of space potentially suited for these uses. In order to preserve the existing neighborhood to the west and to promote improvement of the Study Area, it is recommended that future hospital expansions and other medical-related or commercial uses occur in an eastward direction from the existing complex.

2. Main Street Commercial Uses

Mixed-use development with first-floor specialty retail and upper-floor apartment or office space is recommended as a primary use along the Main Street Corridor. Churches, civic uses, public parks, and medical/professional offices are recommended as secondary uses. Much of Main Street is lined with traditional urban structures, and the recommended uses would help to retain the corridor's historic charm and walkability.

The Main Street Corridor is currently zoned General Commercial (CG). Establishment of a Main Street Overlay District is recommended in order to preserve the area's character, in keeping with the vision expressed for this local historic district through the Susquehanna Heritage Area program. The overlay designation would require that buildings maintain the corridor's historic setback, and that off-street parking is located to the rear of buildings. Design guidelines provide a mechanism to help maintain the character of buildings along the corridor. The overlay district may apply to the entire corridor, or alternatively to only the Downtown area between Lester Avenue and Hudson Street.

3. Residential Uses

Three pockets of multi-family residential use are recommended in the western portion of the Study Area. Urban-style housing for seniors, students or young professionals is in demand, and may be suitable for the area north of Main Street. Hospital employees represent a large pool of prospective Study Area residents, the vast majority of whom currently commute from beyond the

direct area. Housing development and/or rehabilitation should cater to these target populations. Live/work housing arrangements would complement the fine arts emphasis in the area surrounding the Goodwill Theatre Complex. In the southernmost part of the Study Area, a private developer has proposed apartment-style housing at 135-139 Baldwin Street; the housing complex would potentially cater to students and/or young professionals.

The two northern residential land use areas as identified on the Study Area Master Plan are currently zoned General Commercial (CG), and the southern residential area is zoned Industrial (IN). The northern areas should be designated for Multi-Family Residential (RM) uses, as should the southern area – contingent upon the environmental suitability of sites and structures for residential uses.

4. Government Center (Municipal Service Uses)

Municipal service uses including the Village of Johnson City administrative offices and the Johnson City Police Department are concentrated in the area designated as the Government Center. The Government Center should remain a hub of not only government activity but also of civic involvement. For instance, the Village of Johnson City may wish to introduce a public square for community events and gatherings. By improving its connections to Main Street and the surrounding area, the Government Center can strengthen its place as a community fixture. This area is currently zoned General Commercial (CG), and Government Center uses align with this designation.

5. General Commercial Uses

Commercial uses are recommended throughout much of the central portion of the Study Area surrounding Lester Avenue. The Walmart Supercenter will provide momentum for expanded community-scale retail development north of the rail lines in the future, as retailers are attracted by increased consumer traffic. Incoming commercial uses should feature design consistency throughout the area, and site layouts should promote internal circulation. South of the rail lines, several commercial and distribution properties are located east of Lester Avenue, and circulation improvements could help to shape this area's identity as a functional business district.

The *Lester Avenue Commercial Site* at 59 Lester Avenue is well suited for commercial development that could include retail, service commercial, and/or office uses. This key property has good redevelopment potential due to its prime location and visibility from Route 17. Its improvement is likely to stimulate further investment in the Study Area. This area is currently zoned General Commercial (CG), and the recommended uses align with this designation.

6. Service Commercial Uses

The Service Commercial area is located north of Main Street in the eastern portion of the Study Area, on either side of the rail lines. Contractors and warehouse/distribution operations could benefit from the area's accessibility and industrial character, and are among the recommended Service Commercial uses.

This area is currently zoned Light and Medium Industrial (I-2), and the recommended uses align with this designation.

7. Willow Street Business District

Establishment of the *Willow Street Business District* is proposed on properties along and to the south of Corliss Avenue. Five high-priority brownfield sites (42/44, 46, 48, and 96 Corliss Avenue, and 18 Park Street/25 Ozalid Road) are concentrated in this area, providing a unique opportunity to create an urban business/light industrial park setting in the heart of the Study Area. This business district would respond to opportunities identified in the market analysis, and would feed from and support neighboring development while helping to redefine the area's image.

Building on momentum provided by recent investment and introduction of a high-tech manufacturing operation in the 18 Park Street/25 Ozalid Road building, recommended uses include light manufacturing, research and development, and medical and medical-related services that would benefit from proximity to Wilson Hospital and collaboration with hospital resources. Concept plans and specific recommendations for the reuse of the brownfield sites located within the Willow Street Business District are presented below.

This area is currently zoned Industrial (IN), and a wide range of commercial and industrial uses are permitted. A Willow Street Business District overlay is recommended for this area to allow cohesive development of the brownfield sites while restricting permitted uses to those appropriate in an urban business/light industrial park setting.

Public and Private Measures to Stimulate Investment & Promote Revitalization

Revitalization of the Study Area and redevelopment of selected priority sites depends largely upon commitment from the community and dedication of all property owners. The extensive research, analysis and community input conducted during the planning process provides a solid basis for the development of the Land Use Plan for the BOA described above, which depicts the proposed land uses for the area as well as the public and private measures needed to stimulate investment and promote revitalization.

The General Land Use Plan presents a vision for the future of the EJ Industrial Spine. This vision includes the fact that Wilson Hospital and associated businesses will continue to relocate into this area, bringing with them additional income and employees that will shop and dine in the area. The redevelopment initiatives prescribed for the selected priority sites – 59 Lester Avenue and those proposed within the Wilson Street Business District – will turn the depilated, vacant industrial buildings into thriving businesses. The Super Walmart, which was recently constructed along Lester Avenue, the promotion of the Goodwill Theatre and expansion of other cultural activities in the area will bring new life to this post industrial area. It is also envisioned that the residential area of the BOA will experience a rebirth. The apartment style housing proposed for 135-139 Baldwin Street will bring an influx of students or young professionals to the area. Hospital employees who commute to the area will look for a place to live close to work and live/work housing arrangements will compliment the fine arts emphasis in the area surrounding the Goodwill Theatre Complex.

In order to capitalize on the opportunities available to the BOA, additional public and private investments to the area are required. Physical improvements to the area’s infrastructure, pedestrian circulation and signage are also necessary to upgrade the visual and functional aspects of the BOA to create a more inviting place to work and live. The recommended infrastructure improvements and additional studies that are required are described below.

1. Streetscape Improvements

Streetscape improvements are recommended throughout much of the Study Area. This is particularly the case along the Main Street Corridor and connecting roads in the vicinity of Wilson Hospital and the Goodwill Theatre complex, as well as the Lester Avenue corridor.

South of Main Street, streetscape improvements should be focused on Hudson Street, Harrison Street, Baldwin Street, Arch Street, Broad Street, Willow Street and Corliss Avenue. Improved curbs and sidewalks, street trees and landscaping, as well as decorative lighting could be used to enhance the area’s appeal as a highly walkable urban district. These improvements will complement the traditional mixed-use development and niche retail along Main Street, They will also provide visual and physical continuity as uses transition between the Main Street corridor and employment centers in the heart of the Study Area.

2. Commercial Areas

The areas identified on the General Land Use Plan as “General Commercial” located along Lester Avenue and the rail lines is set to experience an influx of private investment as developers take advantage of prime locations in the northern portion of the Study Area.

West of Lester Avenue and north of the rail lines, the properties located at 99 and 101 Lester Avenue provide an ideal location for retail development that would benefit from customer traffic generated by the Walmart Supercenter. Conceptual plans should be created for these properties to

allow their coordinated development, design and landscaping consistency, and to ensure proper circulation.

Likewise, measures should be taken to improve the design consistency and internal circulation among commercial properties south of the rail lines and east of Lester Avenue labeled on the Study Area General Land Use Plan as “General Commercial.” This portion of the Study Area provides an ideal setting for wholesale/distribution and contracting uses, and improvements providing a business park setting would enhance its visibility and standing as an employment center.

Rehabilitation of the 59 Lester Avenue property is recommended; site improvements and future uses should be consistent with ongoing development throughout the “General Commercial” area.

Service commercial and light industrial uses are recommended in the eastern portion of the Study Area, on either side of the rail lines as identified on the Study Area General Land Use Plan as “Service Commercial.” Properties in this area could potentially take advantage of rail transportation. However, the rail corridor lacks crossings, thereby limiting automobile circulation. A plan should be created for this area, in order to provide better connections and improve its character.

3. Residential Improvements

Three pockets of residential land use are recommended in the western portion of the Study Area. Multi-unit housing is recommended based on the results of the market analysis which identified college students and young professionals, “empty nesters” and senior citizens as target groups likely to be interested in these housing locations and formats. Streetscape improvements can be used to soften the urban setting and connect residential areas with employment centers and the Main Street corridor. Studio or live/work space may appeal to future residents of the neighborhood immediately surrounding the Goodwill Theatre Complex.

4. Willow Street Business District

Rehabilitation of existing structures is recommended throughout the proposed Willow Street Business District. Exterior improvements will improve the general appearance of buildings throughout the area while retaining its historic sense of place. Shared parking will provide the capacity needed to accommodate events at the Goodwill Theatre Complex, and should be located in the rear of buildings to the degree possible. Thematic signage should be used to build identity, and signage located at the intersection of Main Street and Willow Avenue would promote the area as a business destination. Landscaping and building façade improvements should provide consistency, with paved walkways providing linkages throughout the Business District.

5. Signage and Banners

Signage plays an important role in bringing attention to an area and specific attractions. It is recommended that themed signage and associated banners be designed for the Village of Johnson City that exemplifies the history of the area. This signage could be used to direct visitors to attractions in the area including the Central Business District, Goodwill Theatre, Willow Street Business District, Wilson Hospital, the Spool Art Gallery and CFJ Park. These elements should be used along Main Street and at the gateways to the area.

6. Main Street Corridor Development Patterns

As properties within the Main Street Corridor are redeveloped, business owners are constructing new buildings back from the road and adding parking lots within the front setback. The Village of Johnson City and the City of Binghamton should amend their zoning ordinance to restrict this type of development. “Build-to” lines should be established with parking placed in the back of the building. The only exceptions to this rule should be for the creation of courtyards for restaurants to provide outdoor seating. This type of amenity brings activity and color to a street. In addition, property access points should be limited and shared where appropriate. These entrances should be well signed and landscaped appropriately.

7. CFJ Park

CFJ Park is virtually surrounded by commercial development and abuts the Route 17 corridor. As the scale of commercial development will expand in the near future, it is important to provide improved pedestrian access to and from nearby residential neighborhoods. Enhanced signage promoting the park’s amenities and historical significance may help attract new users.

8. Goodwill Theatre Complex

The Goodwill Theatre presents a unique opportunity to bring an infusion of investment to the area with its ongoing events and spinoff activities planned for the future. The theatre is considered to be a local heritage and cultural attraction that should be celebrated. Its associated buildings and properties should continue to be upgraded and its surrounding uses should be rehabilitated to support the character of the theatre complex.

Goodwill Theatre Inc. and the Village of Johnson City have received approval for funds through the New York State Quality Communities Program. These funds are to be used for the preparation of a Conceptual Master Plan for the creation of a *Health and Cultural District*. The purpose of this plan will be to integrate two major not-for-profit development projects with the existing historic retail, industrial, and residential cores of the area. It will develop recommendations for traffic and

pedestrian circulation, *District-wide* incentives, and proposals for parks, public space, and a public art program.

9. Parking Lots

The study area is encumbered by numerous, large parking lots with no vegetation to soften the view of massive areas of uninterrupted asphalt pavement. As commercial and light industrial properties are redeveloped, owners should be required to provide landscaped islands sporadically throughout their parking lots to soften their view.

Major Recommendations

Upon completion of this second phase of the brownfield nomination process, the study area master plan and the recommendations for the strategic brownfield sites should be advanced through *Step 3: Implementation Strategy* as defined by the New York State Department of State. Step 3 will allow the County to define further, the techniques and actions necessary to implement the study area master plan.