

DRAFT



Department
of State

Village of Endicott

Imagine Endicott

Revitalization Plan

BOA Nomination Study



Acknowledgments

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This Plan was prepared for the Village of Endicott by Colliers Engineering & Design, with assistance from Sue Steele Landscape Architecture, Camoin Associates, and Lu Engineers, with funds provided by the New York State Department of State through the Brownfield Opportunity Areas Program.

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An overview of the Imagine Endicott planning process, summarizing key findings and the resulting recommendations for advancing revitalization.



Introduction

An introduction to the NYS Brownfield Opportunity Area (BOA) program and how the Revitalization Plan is designed to benefit downtown Endicott.



Existing Conditions

A demographic, economic, and physical analysis of the Study Area, highlighting key findings that shaped the Master Plan.



Master Plan

Recommendations for revitalizing downtown Endicott, including strategic development opportunities and public realm improvements.



Implementation

A prioritized strategy for advancing the Master Plan recommendations, identifying key actions, responsible partners, and potential funding sources.



Executive Summary



What is Imagine Endicott?

The Imagine Endicott Revitalization Plan is a community-driven strategy to revitalize downtown Endicott.

The Plan builds on the Village's proud industrial heritage and its emerging momentum as a hub for advanced manufacturing and technology, and imagines a new course for revitalization that is designed to unlock the full potential of downtown Endicott.

Study Area

The Imagine Endicott Study Area is centered on downtown Endicott and the Huron Campus. Bounded by Vestal Avenue to the west, Jenkins Street to the north, Hill Avenue to the east, and East Main Street to the south, the Study Area represents over 1,000 parcels totaling 450 acres. The area's history of manufacturing and industry — particularly legacy operations from IBM, Endicott-Johnson Corporation, the Old Village Dump, and various petroleum and solvent facilities — has created significant redevelopment opportunities but also complex contamination challenges. The area largely overlaps with the Endicott iDistrict and Downtown Revitalization Initiative (DRI) study areas, creating synergies across planning initiatives.

About the BOA Program

The Plan was developed as part of the New York State Department of State (NYS DOS) Brownfield Opportunity Area (BOA) Program, which provides municipalities with technical and financial assistance to assess brownfield redevelopment opportunities, build consensus around strategic reuse, and implement revitalization projects. The Village of Endicott serves as the lead agency for this project, supported by a community Steering Committee and NYS DOS as the project administrator and funding partner.

When remediated and redeveloped, brownfields can increase property values and tax revenues,

reduce public health risks, address environmental justice concerns, and stimulate further community investment. BOA designation grants communities priority access to state grant programs, enhanced Brownfield Cleanup Program (BCP) tax credits, and access to pre-development funding for implementation activities.

Current Step

Development of the BOA Plan

Comprehensive analysis identifying potential brownfields and exploring redevelopment opportunities and strategies.

Next Step

Official BOA Designation

State recognition unlocking access to additional funding and technical assistance.

Future

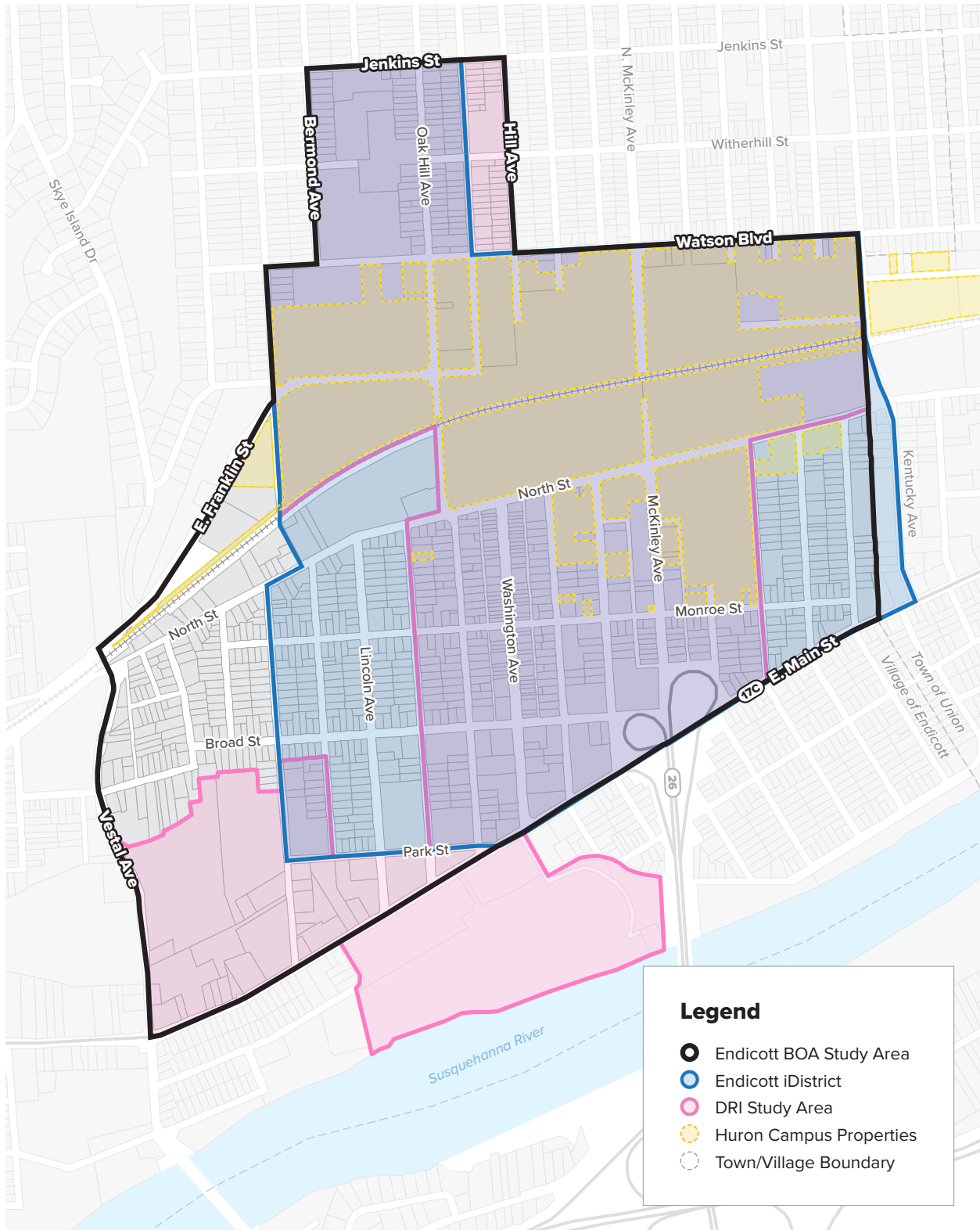
Project Implementation

State funding helps jumpstart redevelopment and advance recommendations.

For Endicott specifically, BOA designation will be transformative. The Village's concentration of brownfields — including the Huron Campus, the former Endicott Forging site, and properties around the Old Village Dump — has impacted the community's ability to attract investment and redevelop key parcels. BOA designation will establish clear remediation pathways for these properties, unlock access to resources that can make otherwise challenging projects viable, attract private investment, and position the Village to compete more effectively for state and federal funding — directly accelerating the redevelopment opportunities identified in this Plan.

Endicott BOA Study Area Map

500 ft



Source: Broome County

Vision and Goals for Revitalization



An aerial view from Main Street looking north.

The Imagine Endicott Revitalization Plan is driven by a community vision for the future of the area.

Developed collaboratively by community members and Village of Endicott representatives, this vision articulates the overarching aspirations for downtown Endicott's revitalization and paints a picture of what the community hopes to achieve. The vision is supported by goals and strategies that provide a clear roadmap for implementation. Goals represent the broader objectives needed to realize the vision, while strategies offer specific, actionable recommendations for achieving each goal. The recommendations detailed in Chapter 3 are strategically designed to advance these goals and bring the community vision to life.

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Our Vision

Downtown Endicott will be rooted in innovation, with historic assets and high-tech amenities that attract businesses and investment, foster collaboration, and welcome residents and visitors of all ages to live, work, invent, create, and build the future of the region.”

Goals



Business Growth

Foster a high-tech environment in the downtown that attracts businesses, creates jobs, and grows the workforce to expand the local innovation economy.



Connectivity and Sense of Place

Strengthen connectivity between the Downtown Core and surrounding neighborhoods, and establish a strong sense of place to ensure that these areas function as an integrated downtown community.



Downtown Quality of Life

Provide downtown amenities such as improved urban design, recreational opportunities, and arts and cultural resources to attract young professionals to live downtown.



Mixed-Use Development

Create a mixed-use district that includes housing, retail, restaurants, and cultural and civic institutions that support an active and vibrant community.



Diverse Housing Options

Increase the diversity of housing options, appealing to a wide variety of potential residents, including affordable, workforce, and senior housing.

Strategies

1 Advance the establishment and expansion of new companies with facilities and infrastructure to invest and grow downtown Endicott.

2 Stimulate economic development by activating vacant or underutilized downtown properties.

3 Reposition legacy properties to be marketable to regional strategic industries.

1 Improve multi-modal connectivity with an emphasis on biking and walkability enhancements.

2 Invest in signage and wayfinding improvements to make downtown Endicott easier to navigate for residents and visitors.

3 Create a sense of place through the integration of landscaping, gateways, street furniture, branding, public art, and civic spaces.

4 Leverage technology and best practices to further a “Smart Downtown” and enhance the function of infrastructure.

5 Enhance connections between major employers and surrounding commercial and residential areas.

1 Improve downtown by supporting enhancements to the aesthetic appeal and character of public and private property.

2 Create additional opportunities for year-round recreation and activities that appeal to all ages.

3 Facilitate the location and expansion of shopping and dining opportunities.

4 Support the growth of arts and cultural attractions and events that celebrate community diversity.

1 Support mixed-use development that provides for downtown living opportunities.

2 Invest in buildings and uses that support community-oriented organizations and services.

3 Reimagine legacy properties for new types of uses and users.

4 Create attractions that encourage people to stay downtown and explore.

1 Invest in housing that will encourage employees to live where they work.

2 Identify opportunities for infill development or redevelopment to increase housing supply.

3 Create quality, affordable housing options that can serve the needs of the workforce.

4 Provide housing opportunities that allow the elderly population to age in place.

Community Participation



Pop-up informational event at the Little Italy Farmers Market on July 17, 2025.

The Imagine Endicott Revitalization Plan is grounded in the voices of the people who live, work, and invest in downtown Endicott.

From the earliest stages of the planning process, meaningful community engagement was prioritized. Residents, business owners, and stakeholders were invited to share their experiences, identify challenges, and articulate a vision for Endicott's future. This input was used as the foundation upon which the Master Plan (Chapter 3) is built.

Engagement activities were designed to reach a broad cross-section of the community, including interactive workshops, pop-up events at neighborhood gathering spots, one-on-one stakeholder interviews, and an online survey that reached over 200 community members. Collectively, these efforts generated a rich picture of what downtown Endicott is today and what the community hopes it can become.

200+

Survey Responses

15

Stakeholder Interviews

5

Committee Meetings

3

Public Events

Key Themes from Community Input

The following themes emerged consistently across all community engagement activities, underscoring their importance to Endicott's future. These themes were used as guiding principles to inform the vision of the Master Plan, Strategic Site recommendations, and the implementation priorities found later in this report.

History and Pride: Residents express deep pride in Endicott's industrial heritage, its historic architecture, and its small-town sense of community.

Walkability and Scale: Endicott's compact, pedestrian-friendly downtown is well-liked. Residents want improvements that enhance — not replace — this intimate character.

Safety and Maintenance: Property upkeep and public safety were cited as the most urgent neighborhood concerns, with calls for stronger code enforcement and a greater sense of safety.

Retail and Business Needs: Residents strongly desire everyday conveniences, like a small grocery store, café, or a department store, alongside support for local entrepreneurs.

Green Space and Recreation: There is consistent demand for improved parks, walking trails, dog parks, and active outdoor amenities.

Housing Renovation: Community members desire increased housing variety, and prioritize renovation of existing single-family homes and development of mixed-use buildings on main roads.

Priority Investment Areas: Across all engagement activities, several locations emerged consistently as the community's top priorities for investment: the former Kmart site, Washington Avenue, the Huron Campus, and George W. Johnson Park. These locations form the backbone of the BOA's Strategic Site framework and Master Plan direction.

Community Vision

When asked to envision Endicott a decade from now, community members emphasized:

1	Thriving Historic Downtown Vibrant center with preserved character	35%
2	Family-Friendly Community Safe, welcoming spaces for all ages	25%
3	Hub for Small Businesses Strong entrepreneurial ecosystem	20%
4	Place with Great Jobs Economic opportunity and quality employment	12%
5	Place Young People Want to Live Attract younger demographics	10%

Source: Community Input Survey

Top Priorities

Community members' top priorities include:



Source: Community Input Survey

Existing Conditions

Key Findings

The conditions shaping Endicott today — from its young and diverse population to its legacy brownfields — define opportunities and challenges of revitalization.

Demographics & Socioeconomics

The Study Area is a primary growth engine for the Village.

While Endicott's overall population grew modestly by 1.8% since 2000, the Study Area captured 89% of all new residents and grew by 7.3%, underscoring its role as the community's core growth area.

Housing demand is outpacing supply.

Average household size in the Study Area increased from 2.12 to 2.32 persons per household since 2000, indicating strong demand for new residential development.

Young, diverse demographics create competitive advantages.

The Study Area's younger, more diverse population provides workforce flexibility, cultural richness, and long-term economic development potential. The area makes up a third of Endicott's Black/African American and Hispanic populations and 37% of its Asian population.

Significant economic challenges.

Median household income in the Study Area is only \$35,500, compared to \$48,000 Village-wide, with 35% of households earning less than \$25,000. Addressing income inequality will be critical for long-term stability.

Development Considerations

Nearly 40 acres of vacant land represent redevelopment opportunities.

Vacant properties represent about 11% of the Study Area, including significant large parcels such as the former Kmart site and former Endicott Forging site. Vacancies also exist along Washington Avenue storefronts and upper floors.

Remediation needs may impact redevelopment feasibility.

Many of the highest-potential redevelopment properties — including portions of the Huron Campus and the former Kmart site — are potential brownfields that may require remediation, impacting development costs and timelines.

Zoning updates will be needed to accommodate new uses.

Several priority redevelopment properties are currently zoned industrial, which precludes residential, lodging, and restaurant uses. Rezoning will be necessary to unlock their full redevelopment potential.

Phoenix Investors is a critical redevelopment partner.

Phoenix Investors owns the 122-acre Huron Campus — more than one-quarter of the entire Study Area. Their active interest in upgrading buildings and attracting tenants makes them an important partner for future revitalization.

Environmental Conditions

Legacy contamination from multiple historical sources.

IBM/Huron Campus operations, the Endicott Forging site, the Old Village Dump, and various petroleum and solvent facilities have created a complex contamination picture across large portions of the Study Area, affecting both soil and groundwater.

79 potential brownfields represent 31% of the Study Area.

Approximately 140 acres have been identified as potential brownfields. Notable properties include much of the Huron Campus (NYSDEC Class 2 Superfund site), the former Endicott Forging site (active Superfund), and several properties around the Old Village Dump/former Kmart site.

Downtown Character

Large block sizes and parking lots undermine walkability and character.

Large blocks and expansive surface parking lots throughout the Study Area make some areas feel industrial and less inviting. Redevelopment should prioritize strategies that improve walkability, break up blocks into smaller segments, and introduce mixed uses.

Some neighborhoods lack adequate access to parks and green space.

While much of the Study Area is within a 10-minute walk of a park, some neighborhoods remain underserved. New park spaces should be identified in these areas, particularly given the community's strong preference for green space and walkable streets.

Nearly 40 acres of vacant land represent redevelopment opportunities.

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Publicly owned parking lots present infill and beautification opportunities.

The Village owns approximately 6.5 acres of surface parking lots, many along the rear of Washington Avenue buildings. With abundant parking available, some of these lots may be candidates for aesthetic improvements or infill development to improve connectivity.

Transportation & Connectivity

Key gateway intersections shape first impressions and need enhancement.

Major gateways — Oak Hill Ave at Watson Blvd, North Street at Oak Hill Ave, Washington Ave at North Street, and McKinley Ave at North Street and Monroe Street — see heavy traffic but currently lack the design features to function as true welcoming entry points into the community.

Railroad tracks create a barrier between neighborhoods and downtown.

The Southern Tier Line bisects the Huron Campus east to west and can only be crossed at three locations, limiting north-south connectivity and contributing to the physical and economic disconnect between the Northside and the downtown core.

Market Conditions

Key Findings

Market conditions in Endicott show real opportunities in some sectors and challenges in others.

In general, market conditions in Endicott are relatively modest — the younger, renter-heavy, lower-income character of the Study Area drives strong demand for affordable housing but limits the market for retail and higher-end development. From a real estate perspective, the Study Area has a solid foundation of older homes and a large footprint of mixed-use and industrial properties — but the building and housing stock is aging and will require significant investment to meet modern standards.

Most development types will require public subsidies, tax credits, or other incentives to achieve financial viability. That said, meaningful opportunities exist — most notably in affordable rental housing, industrial reuse at the Huron Campus, and targeted mixed-use development. BOA designation will be a critical tool in achieving financial feasibility, unlocking access to enhanced tax credits, pre-development funding, and priority consideration for state economic development programs.

Factors Impacting Market Conditions

Young, renter-heavy population.

60% of Study Area units are renter-occupied, driving persistent demand for rental housing across all price points.

Limited spending power.

Median household income of \$35,500 constrains retail potential and limits demand for higher-end residential products.

Aging building and housing stock.

Most building stock dates to the 1940s or earlier, requiring significant renovation across all property types to meet modern market expectations.

Market Potential

Generally weak market conditions.

Multiple industries show limited market potential, including retail, office, lodging, and hospitality. Low demand, regional competition, and limited local spending power impacts viability and makes most development types economically challenging without subsidies or incentives.

Strongest opportunity in housing, especially rentals.

Housing exhibits the strongest market potential in the Study Area. Affordable rentals and for-sale condo and townhouse development show the greatest potential. This aligns with community input indicating a lack of housing opportunities for those looking to live or work in Endicott.

Mixed-use development potential exists.

High residential demand, strong industrial market conditions, and targeted retail potential create opportunities for mixed-use developments that can capture several of these market segments simultaneously.

Huron Campus vacancy creates repositioning opportunity.

Significant available space at the Huron Campus creates opportunities to reimagine the future of the campus through innovative mixed-use development, flexible tenant solutions, and strategic repositioning of existing buildings to attract occupants in key strategic industries.

Market Potential Summary Table

Potential	Space Type	Opportunities	Challenges
High	Residential: Affordable Rentals	470 affordable rental units supportable; population is younger and lower income; demand driven by turnover	High development costs; need for incentives; supply constraints and aging building stock
Moderate	Residential: Condos/ Townhomes	Existing homeowner turnover demand; demand from higher-income residents; historic housing stock could be attractive to buyers	Aging housing stock; financing and construction costs; limited new supply in recent years
Moderate	Industrial	High average asking rents (\$7.72 per square foot); Huron Campus availability; strong space inventory	Market over-saturation possible; aging stock; demand limited to specific users with unique space or infrastructure needs; some facilities may not match needs of small tenants
Low to Moderate	Retail	Opportunity for niche retail (pet care, shoes, catering); unmet demand in select categories	Lack of new retail development; insufficient foot traffic and spending power in BOA
Low to Moderate	Residential: Senior	Projected increase of 287 senior households; demand for 40 new units (26 affordable, 14 market-rate)	Limited developer interest; affordability constraints; construction costs make it hard to achieve financial viability
Low to Moderate	Residential: Market Rate Rentals	125 units of 5-year market-rate rental demand; low vacancy rate (2.6%) shows tight rental market; limited new construction	Asking rents are low; outdated rental stock; high construction costs make ROI difficult for developers
Low to Moderate	Office: Medical	Strong local healthcare employment; demand for clinics, behavioral health, or specialty uses	Flat rents; no recent construction; workforce challenges
Low	Office	Stable inventory; potential for small office users or co-working in adaptive reuse buildings	Declining office-based employment; outdated buildings; distance from highways
Low	Lodging	No current hotels; limited opportunity for boutique or mixed-use hospitality projects	Lack of demand drivers; recent hotel development regionally; proximity to stronger competitors

About the Master Plan

The Master Plan represents a community vision for the future of downtown Endicott.

The Master Plan serves as a guiding vision rather than a prescriptive blueprint — illustrating realistic possibilities for how the Study Area could evolve over the next 10 to 20 years and providing a flexible framework to guide public investment, inform private development decisions, and build consensus around shared priorities. Shaped by extensive community engagement, the plan reflects residents' consistent priorities: green space, walkable streets, historic preservation, and a thriving small-town hub for local businesses and families. It is designed to be adaptable, allowing the community to respond to emerging opportunities while maintaining focus on core goals.

Main Elements of the Master Plan

1 Strategic Sites

Eight priority redevelopment sites selected for their potential to serve as catalysts for broader investment across the Study Area. Strategic Sites were chosen based on location, adaptive reuse potential, ownership readiness, and capacity to spark neighborhood transformation.

2 Streetscape & Gateway Improvements

Enhanced corridors, public spaces, and entry points that strengthen pedestrian and vehicular connectivity, improve wayfinding, and establish a distinctive identity for downtown Endicott.

3 Targeted Improvement Areas

Focused enhancements to existing neighborhoods, commercial corridors, and the Huron Campus that build on local assets and address specific revitalization needs.

Guiding Principles

Each guiding principle of the Master Plan targets a specific opportunity to strengthen the fabric of downtown Endicott. Together, they create a unified vision where investments in public space, streetscape, housing, industry, and catalytic development combine to build lasting momentum.

Enhance Connections to and from

Washington Avenue: Build on the recent streetscape improvements by extending Washington Avenue's character southward. New mixed-use development should be positioned at the property line to reinforce the street wall and sustain the pedestrian-oriented environment. Gateway intersections and the Ideal Alleys will strengthen connectivity across the corridor.

Activate the North Street and Washington Avenue Corridors:

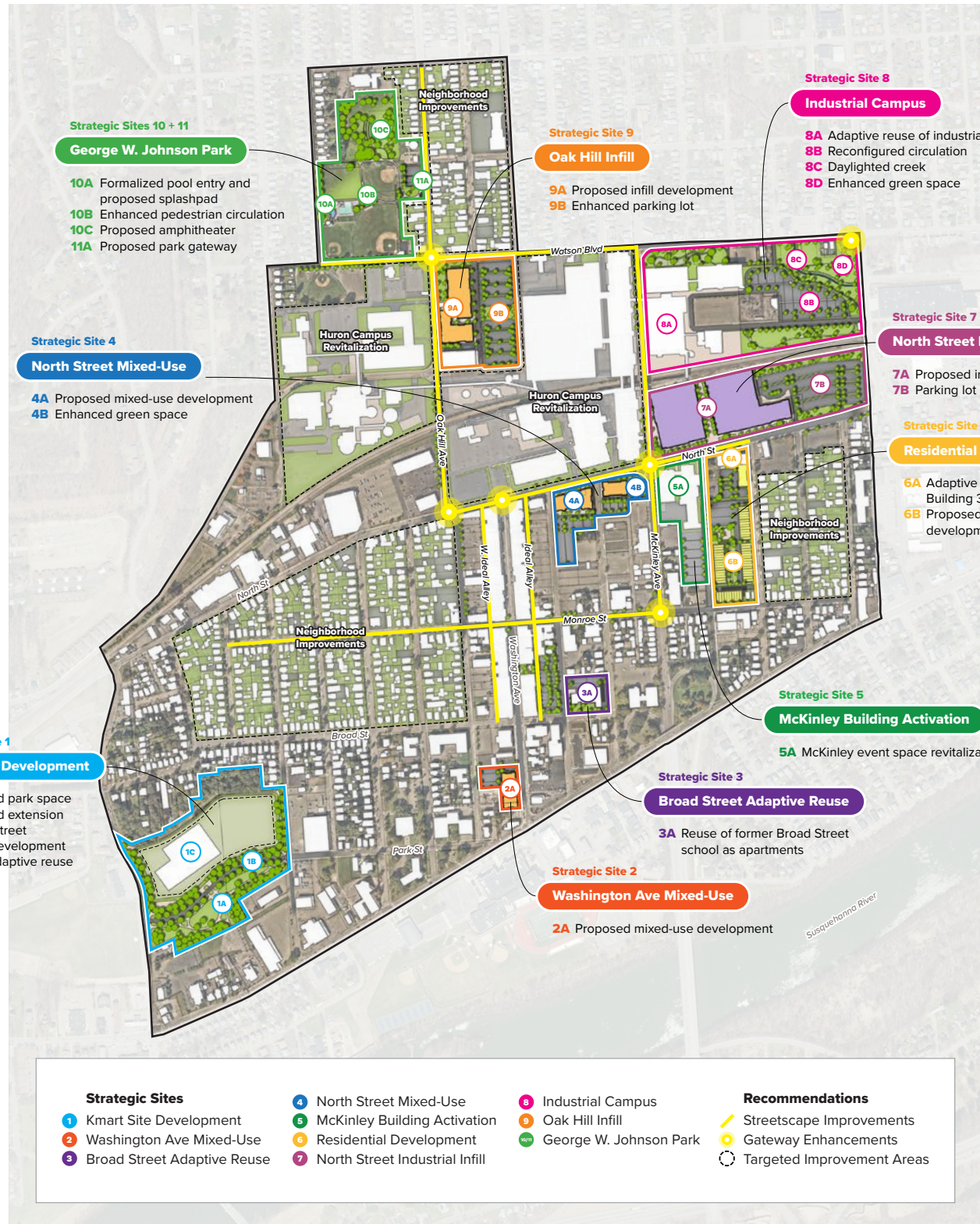
Restore the continuous, active street frontage that once characterized both corridors. Along North Street, new mixed-use infill will close gaps left by decades of surface parking, while a reconfigured street section will introduce wide sidewalks, street trees, and pedestrian-scale lighting.

Enhance the Huron Campus as the Industrial Center North of North Street:

Pursue catalytic Strategic Sites within the campus — including modern industrial infill on the vacant North Street site, flex/light industrial along Oak Hill Avenue, and campus-style improvements throughout — to build on the existing tenant base, attract new employers, and create a campus-like environment.

Prioritize Green Space, Walkability & Historic Preservation:

Consistent with community input, Master Plan strategies enhance parks, restore continuous street frontages, and build on Washington Avenue's existing character rather than replacing it. Safety, property conditions, and neighborhood quality of life inform site-level recommendations throughout.



Strategic Site Redevelopment Opportunities

Strategic Sites represent catalytic redevelopment opportunities that can help reshape downtown Endicott's physical and economic landscape.



216 HARRISON AVE, 219 VESTAL AVE

Kmart Site Development

This long-vacant former Kmart site presents one of the Study Area's most significant redevelopment opportunities. The Master Plan proposes a public park on the south side — featuring a skate park, splash pad, playground, and trails — to signal investment and prime the northern portion for future development.



214, 218 WASHINGTON AVE

Washington Ave Mixed-Use

The former Endicott Inn site offers an opportunity to extend Washington Avenue's pedestrian-oriented character southward through mixed-use development, with ground-floor retail and upper-floor residential reinforcing the street wall.



112 GRANT AVE, 114 GARFIELD AVE, 1401 BROAD ST

Broad Street Adaptive Reuse

The proposed adaptive reuse of the former Broad Street School into apartments responds directly to the Study Area's strongest market opportunity — affordable and market-rate rental housing.



11 GARFIELD AVE, 1506 NORTH ST

North Street Mixed-Use

This 4.33-acre parking lot is positioned to bring new life to North Street through mixed residential and retail development, strengthening its urban character and pedestrian experience.



22 ADAMS AVE

McKinley Building Activation

The McKinley Building is proposed to be reactivated as a premier event and conference venue. Facade enhancements and a new welcome plaza would help draw visitors and establish North Street as a thriving mixed-use destination.



22 ADAMS AVE

Residential Development

A large underutilized parking lot on the Huron Campus presents an opportunity to create a new residential block offering higher-density housing options — apartments and townhomes — in the heart of downtown. Building 32 could be adaptively reused as housing, while the adjacent parking lot would be developed as new townhouse units.



1803, 1901 NORTH STREET

North Street Industrial Infill

The former IBM buildings site along North Street offers a prime opportunity for new modern industrial development. A modern new industrial building here would help attract advanced manufacturers and light industrial tenants to the Huron Campus, reinforcing its role as Endicott's industrial center.



50 ADAMS, 1600-12, 1710 WATSON BLVD, 1901 CLARK ST

Industrial Campus

The western portion of the Huron Campus is proposed for campus-scale enhancements that create an inviting, functional environment for tenants and visitors. Recommendations include adaptive reuse of buildings for new tenants, reconfigured circulation to improve wayfinding, the daylighting of Brixius Creek, and enhanced green space throughout the campus.



4, 8 OAK HILL AVE AND 1101, 1201 CLARK ST

Oak Hill Infill

Proposed infill development and an enhanced parking lot along Oak Hill Avenue will help improve the gateway experience and add flex or light industrial space to the Huron Campus. The site's location makes it a high-visibility opportunity to signal investment along this critical north-south corridor.



119-127, 201 OAK HILL AVE, 1001 WATSON BLVD

George W. Johnson Park

Proposed enhancements to this beloved community park — including a new park gateway from Oak Hill Avenue, a proposed amphitheater, and improved pedestrian circulation — will strengthen the park as a major community anchor.

Area-Wide Recommendations

To complement the strategic sites, the Master Plan also includes area-wide recommendations that address the broader public realm and downtown fabric.



Rendering of potential streetscape improvements on North Street, looking south from the Garfield Avenue intersection.

Streetscape Improvements

Streetscape improvements can transform everyday corridors into inviting, walkable environments that reflect community character. Several corridors have been identified for targeted improvements.

McKinley Avenue

Oak Hill Avenue

Monroe Street

Watson Boulevard

North Street

Ideal Alleys

Commercial streets will prioritize tree canopy, wide sidewalks, and shared travel lanes, while residential streets will focus on tree lawns and crosswalk upgrades — together enhancing pedestrian connectivity throughout downtown.

Gateway Improvements

Gateways serve as critical transition points that signal arrival and establish identity for a neighborhood or district. Five primary gateways are proposed for improvements — featuring enhanced crosswalks, pocket plazas, wayfinding, public art, and ornamental lighting — while secondary gateways are slated for smaller-scale treatments, creating a cohesive network of welcoming gateways throughout the community.

Oak Hill/Watson

McKinley/North

McKinley/Monroe

North/Oak Hill

North/Washington Ave



Rendering of potential infill development on the Huron Campus at the intersection of North Street and Adams Avenue.

Strategic Investment Corridors

Four commercial corridors have been identified where concentrated investment can restore economic vitality.

North Street

Washington Avenue

Oak Hill Avenue

Odell Avenue

These corridors share common challenges — vacant storefronts, aging buildings, incomplete pedestrian infrastructure — but retain strong assets including walkability, historic building stock, and established community identity. Addressing these challenges through a coordinated set of priorities — façade upgrades, interior renovations, new business creation, and streetscape improvements — can collectively create a transformative and lasting impact along each corridor.

Huron Campus Revitalization

The 122-acre Huron Campus — more than one-quarter of the Study Area — represents one of the most significant and complex revitalization opportunities in downtown Endicott. Key themes for campus improvement include: adaptive reuse of existing buildings, enhanced pedestrian connections, and new green spaces and amenities.

Neighborhood Improvement Areas

Several neighborhoods have been identified where targeted enhancements can stabilize and strengthen the residential fabric surrounding the downtown core.

Little Italy

Downtown Neighborhoods