

02

Existing Conditions





Historic Context



A Company Town

1900 to 1920s

Endicott's roots in manufacturing run deep. Much of what we know as Endicott today was originally a company town constructed by and for the Endicott-Johnson Corporation, a large shoe manufacturer. At the turn of the century, the company, then headquartered in Johnson City, was experiencing explosive growth and looking to expand. The next parcel of inexpensive, level land along the railroad was a forested area around what is now the intersection of North Street and Washington Avenue. The company purchased this and several large tracts around it, built state-of-the-art factories, and laid out what is still the current street pattern of most of Endicott north of Main Street. By 1906, the Village of Endicott was officially incorporated. It grew rapidly, in part due to an influx of immigrants who sought out Endicott for its generous "Square Deal" labor policies. At its height in the early 1920s, the Endicott-Johnson Corporation employed 20,000 people in the region.

The Rise of IBM

1910 to 1950s

Another early influence on Endicott was the growth of the International Business Machines Corporation (IBM), which was originally founded in Endicott in 1911. IBM located its factory complex at North Street and McKinley Avenue, just east of the Endicott-Johnson factories. The presence of the two corporations in Endicott made the region into the "Valley of Opportunity." By the 1930s, IBM was the leading company in the world in electromechanical data processing. This success led IBM to expand its footprint in Endicott rapidly and also resulted in some residential development north and west of Endicott's original street grid. After World War II, IBM shifted its focus to computers and led an information revolution that transformed the American and world economies. IBM became one of the world's most successful corporations in the second half of the 20th century and at its peak, employed almost 16,000 people in the Triple Cities region.

IBM complex on North Street in the 1940s



An early IBM computer

T.J. Watson, founder of IBM

Washington Avenue in 1978 and 2024



The Decline of Industry

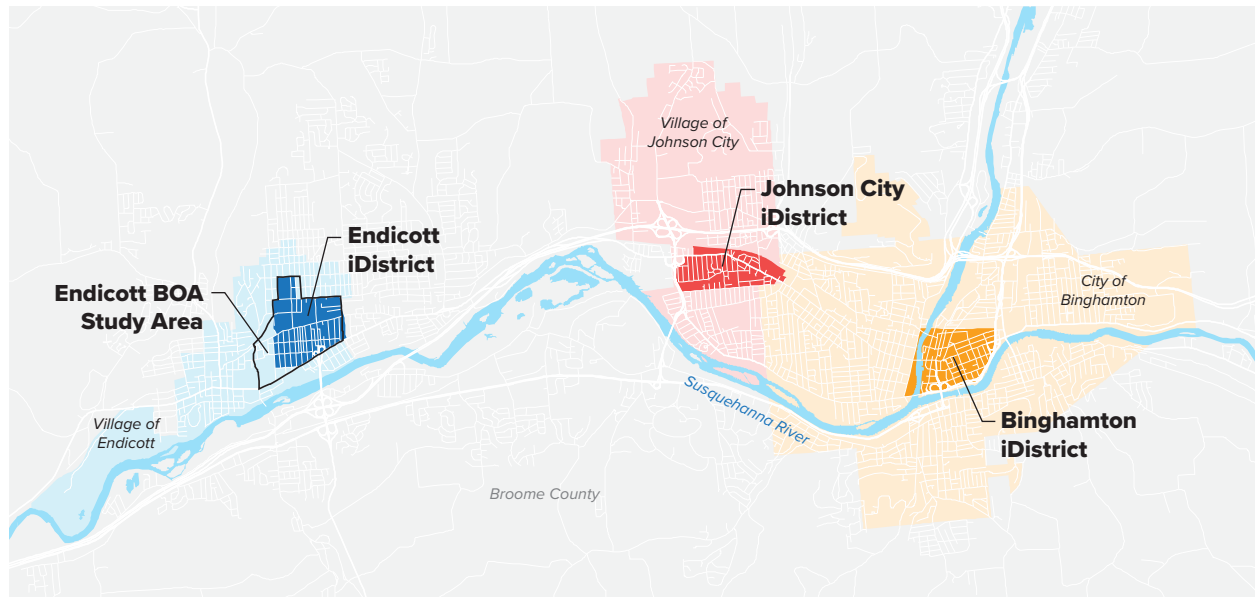
1945 to 2020s

After World War II, industry in Endicott began experiencing a slow decline. The Endicott-Johnson Corporation had trouble competing in the more affluent era of the 1950s and 1960s. The original early-twentieth century factories could not compete with foreign companies who could make the same shoes at a lower price. Loss of market share resulted in the closing and sale of the Endicott-Johnson Corporation factories. Around the same time, IBM moved its corporate headquarters to Armonk, New York and, by the mid-1960s, most of the IBM workers in the region worked at satellite facilities in Glendale and Owego. By the late 1990s, IBM began pulling out of Endicott and, in 2002, sold its complex to Huron Real Estate Associates. For several years after that, IBM leased a few buildings in the complex and now maintains a small presence on the Huron Campus.

A New Chapter

Today, Endicott is building on its historic legacy and repositioning itself as a hub for new technologies. A number of recent successes have helped this cause, including the designation of Endicott as an “Innovation District” in 2015 and the award of \$10 million in funding from the Downtown Revitalization Initiative in 2022. In addition, Phoenix Investors purchased the former IBM campus from Huron in 2021 with the commitment to revitalize it. The campus is now home to a number of tenants, including BAE Systems, a defense contractor that employs 1,300 people at its Endicott location, Global AI, and Binghamton University’s Center for Advanced Microelectronics Manufacturing (Camm). This and other investment is setting the stage for Endicott’s bright future.

Regional Context



The Study Area is strategically located in the “Triple Cities” region.

The Triple Cities region, which includes the Village of Endicott, the Village of Johnson City, and the City of Binghamton, has a strong legacy of industry. This region experienced economic prosperity for many years, but shifting economies after World War II led to economic challenges and decline in local industries. Over the past decade, the region has experienced significant revitalization efforts and is working to transform its historically industrial urban centers into modern hubs for technological innovation and economic development.

Triple Cities Innovation Corridor

In 2015, Broome County established the Triple Cities Innovation Corridor to create Innovation Districts, or “iDistricts,” in each of these communities. Each iDistrict is focused on attracting businesses and creating opportunities in areas that leverage the unique strengths of that district, from advanced manufacturing

in Endicott, to health sciences and culture in Johnson City, to technology and the arts in Binghamton. Since its establishment, the Innovation Corridor has seen more than \$500 million in public and private investment, including \$20 million from the Greater Binghamton Fund (GBF) and \$10 million in each community from the Downtown Revitalization Initiative (DRI).



Key Findings

The Triple Cities region is well-positioned for continued growth and development, with ongoing investment, strong institutional partnerships, and a growing reputation as a business-friendly environment.

Recent Plans & Projects

The Study Area has experienced significant investment in recent years.

This outcome demonstrates how decades of thoughtful planning initiatives and targeted incentives have positioned Endicott as an attractive destination for strategic investment.

Endicott iDistrict

In 2017, the Village of Endicott developed the Endicott iDistrict Plan to create a district-wide master plan for the revitalization of downtown Endicott. A number of the projects identified in the iDistrict Plan received implementation funding from the Greater Binghamton Fund (2018) and have since been completed or are in progress. These projects range from building renovation and improvement projects to public improvements, such as the recently completed transformation of the Washington Avenue streetscape (2024) with new sidewalks, landscaping, lighting, pedestrian amenities, and gateway arches at both ends of the Avenue.

Downtown Revitalization Initiative

In 2022, the Village of Endicott was selected as the Southern Tier's recipient of a \$10 million grant award from Round 5 of the NYS Downtown Revitalization Initiative (DRI). Projects funded through the DRI include pedestrian and bicycle connectivity enhancements on multiple downtown streets and the creation of a fund to support small business and property improvements, among others. Several DRI projects are currently in the process of being implemented.

Other Public Investment

The Village has also made considerable investments in upgrades to water, wastewater, and drainage infrastructure, and renovations to community facilities, including the George W.

Johnson Carousel, the Visitor's Center, and the Municipal Building.

Huron Campus Investments

Significant private investment is occurring in Endicott as well. Much of this investment is focused on the Huron Campus, where Phoenix Investors is investing in upgrading and modernizing the campus and bringing additional tenant spaces back on-line. In June 2025, demolition of several original IBM buildings east of McKinley Avenue (known as the Old Building Group) was completed after these buildings sat vacant for more than a decade. Phoenix Investors and Broome County are actively working to secure developers for this 10-acre property. Environmental remediation of the adjacent former Endicott Forging site is also ongoing, with potential for this site to be redeveloped in the future. Additional investment is planned at BAE Systems, which opened its location at the Huron Campus in 2011 and has continued to grow since. In February 2025, the company announced a \$65 million investment to build a 150,000 square-foot addition to its facilities. The expansion will house a new production line, lab space, and offices, and will support more than 130 new jobs.



Key Findings

Past investment sets the stage for future potential. The substantial public and private investments already made in Endicott have created the foundation and momentum necessary to attract additional investment and support continued economic growth.

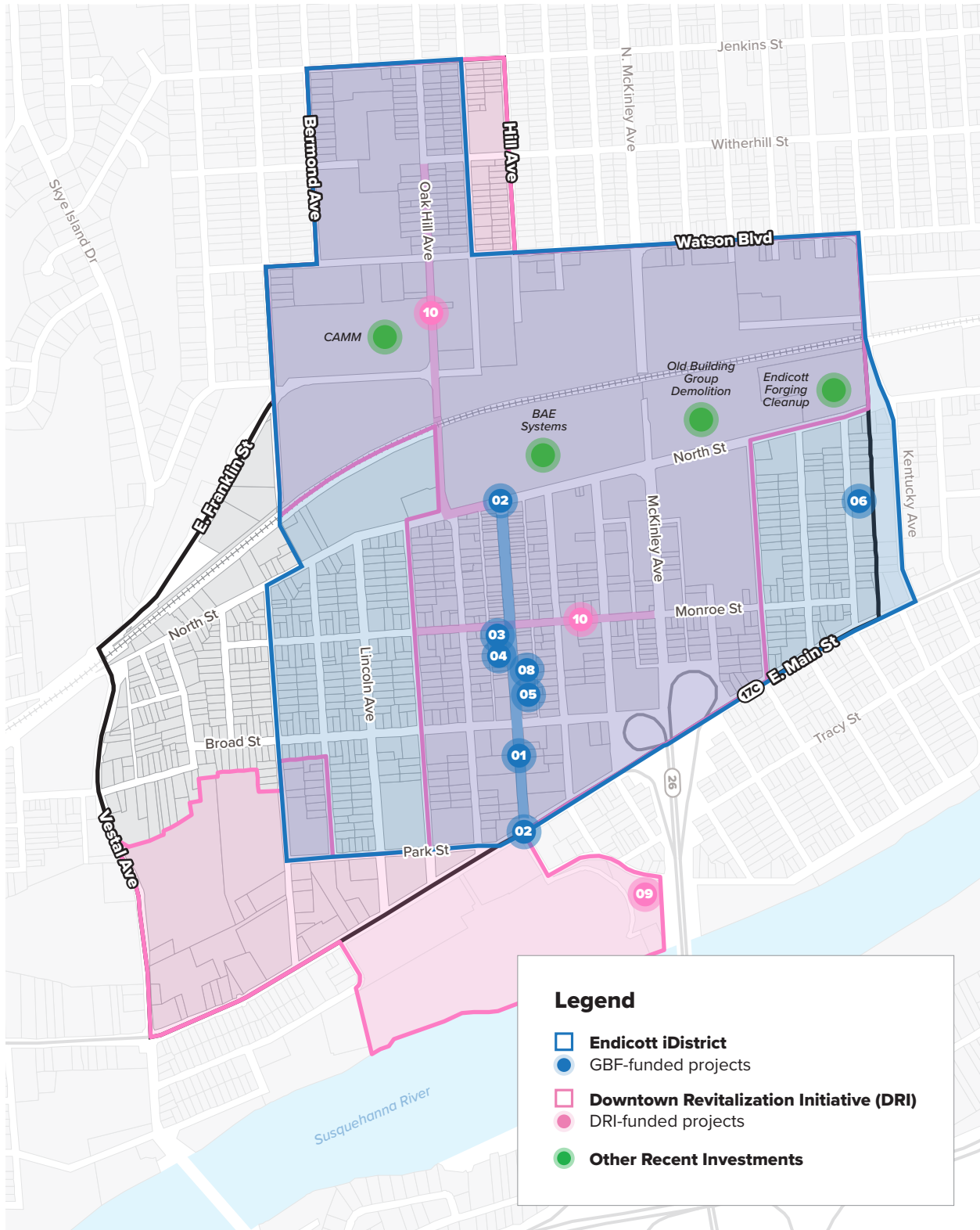
Greater Binghamton Fund (GBF) and Downtown Revitalization Initiative (DRI)

Project Summary Table

	Status	Project Name	Description
Greater Binghamton Fund	Completed	01 Washington Avenue Streetscape	Streetscape improvements with lighting, landscaping, and pedestrian amenities
	Completed	02 Washington Avenue Gateways At North and Main Streets	Entrance signage to downtown
	Completed	03 EPAC Marquee Sign 102 Washington Avenue	New digital marquee for performing arts center
	Completed	04 North Brewery Expansion 110 Washington Avenue	Production facility expansion
	Completed	05 Satco's Improvements 133 Washington Avenue	Facade renovation and storefront upgrades
	Completed	06 Endicott Square Housing 23 Jackson Avenue	Adaptive reuse of Henry B. Endicott School into 61 affordable housing units
	Completed	07 Mural Program Various Downtown Buildings	Public art installations on downtown buildings
Downtown Revitalization Initiative	In Progress	08 iDistrict Art Park 121-125 Washington Avenue	Multi-functional gathering space with public art
	In Progress	09 Southern Tier Community Center 1 Club House Road	Building renovations and facility upgrades
	In Progress	10 Connectivity Improvements Oak Hill Avenue, North Street, Monroe Street	Pedestrian/bicycle infrastructure across multiple streets
	In Progress	11 Downtown Revitalization Fund Various Properties	Grant program for small business and property improvements

Recent Plans & Projects Map

500 ft



Source: Village of Endicott, Broome County

Demographics

The Study Area represents a unique demographic profile within the Village of Endicott.

While regional trends show population decline and aging, the Study Area demonstrates opposite patterns with a younger, more diverse population that continues to attract new residents. Despite this, many residents face significant economic challenges and low incomes.

Population Trends

Since 2000, the Village of Endicott's population has grown by 1.8%, adding 232 new residents. The majority of these new residents moved into the Study Area. Despite strong growth in the Study Area from 2000 to 2024 (+7.3% cumulative), population is expected to decrease by 1.7% from 2024 to 2029. This decline is expected to occur more slowly in the Study Area than in the Village of Endicott (2.9% cumulative decline through 2029) and the larger Binghamton Metropolitan Statistical Area (2.0% cumulative decline through 2029).

Income Levels

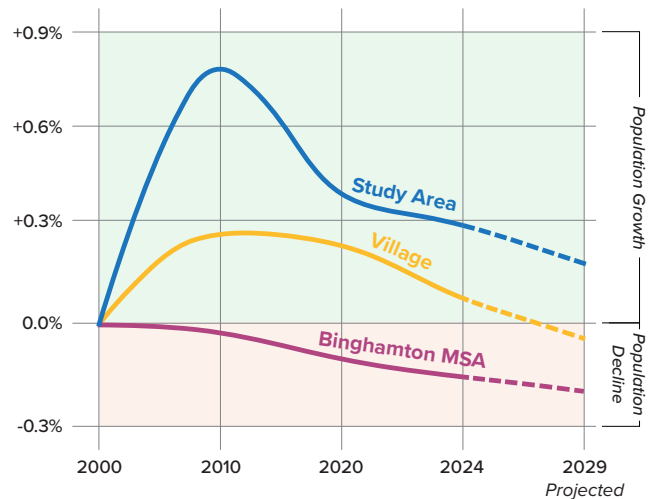
Income levels in the Study Area are low, with the median household income being approximately \$35,500 compared to more than \$48,000 in the Village of Endicott. A higher percentage of Study Area households (35%) make less than \$25,000 annually and very few households (7.5%) make over \$100,000 annually. In the Village of Endicott by comparison, only 26% of households make less than \$25,000 annually and more households make over \$100,000 (14.5%).

Age Distribution

The Study Area has a median age of 35, which is considerably younger than the Village of Endicott (40 years-old) and the Binghamton MSA (41 years-old). Compared to these other regions, the Study Area has higher proportions

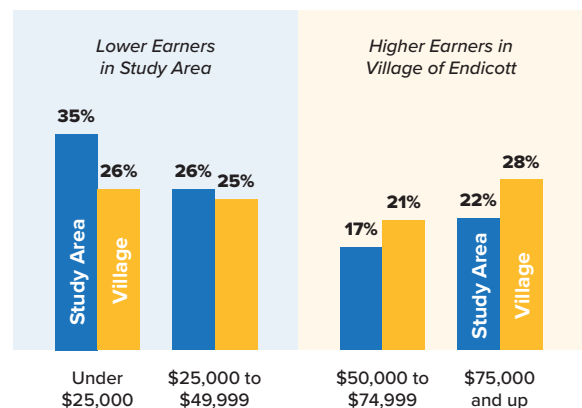
Population Trends

Yearly Rate of Population Change (2000 to 2029)



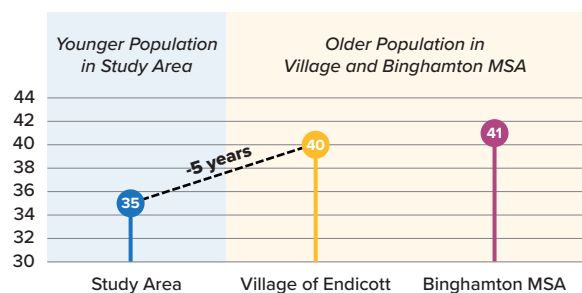
Income Distribution

Percentage of Households by Income (2024)



Median Age

Differences in Median Age (2024)



of children and adolescents (0 to 14 years-old), young adults (15 to 34 years-old), and middle age adults (35 to 54 years-old) and a lower proportion of seniors (55+ years-old).

Demographic Distribution

The Village of Endicott is more diverse than the Binghamton MSA, and the Study Area is a large source of that diversity. While the Study Area accounts for only 25% of Endicott's total population, it makes up a third of the Black/African American and Hispanic populations and 37% of the Asian population.

Household Trends

Since 2000, average household size in the Study Area has increased from 2.12 persons per household in 2000 to 2.32 persons per household in 2024. This often results from population growing faster than housing supply, and can also be an indicator of increased family formation. The opposite trend has played out in the Village of Endicott and in the larger Binghamton MSA, where average household size has decreased since 2000. Decreasing average household size is often an indicator of an aging population and decreased family formation.

Job Trends

From 2019 to 2024, which included dramatic changes in employment due to the pandemic, employment in the Village of Endicott declined by 481 jobs (3.2%). This is consistent with the level of job loss seen in the Binghamton MSA, as well. Over the next five years from 2024 to 2029, job growth is expected to be positive, with an estimated 267 new jobs being added in Endicott (+1.8%). Projections indicate significant opportunity in the "Semiconductor and Other Electronic Component Manufacturing" sector, which is expected to add 112 jobs.



Key Findings

The Study Area is attracting new residents despite Village-wide stagnation. 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%, indicating that it is the primary growth engine for the community.

The Study Area's young, diverse demographics create competitive advantages. This combination of age and diversity provides workforce flexibility, cultural richness, and family formation potential that can attract businesses and support long-term economic development.

Housing demand is outpacing supply in the Study Area. Average household size increased since 2000, indicating the potential for strong housing demand that could support new residential development in the Study Area.

The Study Area faces significant economic challenges. With a median household income of only \$35,500 compared to \$48,000 Village-wide, and 35% of households earning less than \$25,000, addressing income inequality and economic opportunity will be critical for long-term stability in the Study Area.

Zoning

The Village of Endicott's Zoning Code regulates how land can be used in the Study Area.

The Zoning Code establishes districts that specify where certain land uses are permitted. It also includes design standards that regulate things like facade design, signage, and the siting of buildings.

Commercial Districts

There are several commercial districts in the Study Area, including General Commercial, Central Business District, and Neighborhood Commercial. The commercial districts permit a range of uses, such as retail, restaurants, and offices, as well as several types of residential uses, including mixed-use and multi-family residential. The southern portion of the Study Area as well as the blocks between Garfield and McKinley were recently rezoned General Commercial to expand the permitted commercial uses in these areas.

Residential Districts

Most of the residential land in the Study Area is zoned as Urban Multi-Family, which allows the type of dense multi-family development that is typical of small downtowns. Lower density, single- and two-family residential districts can be found in the northern portion of the Study Area in the Little Italy neighborhood.

Industrial District

The Industrial District, which covers much of the Huron Campus, permits industrial and commercial uses, but does not permit residential uses.



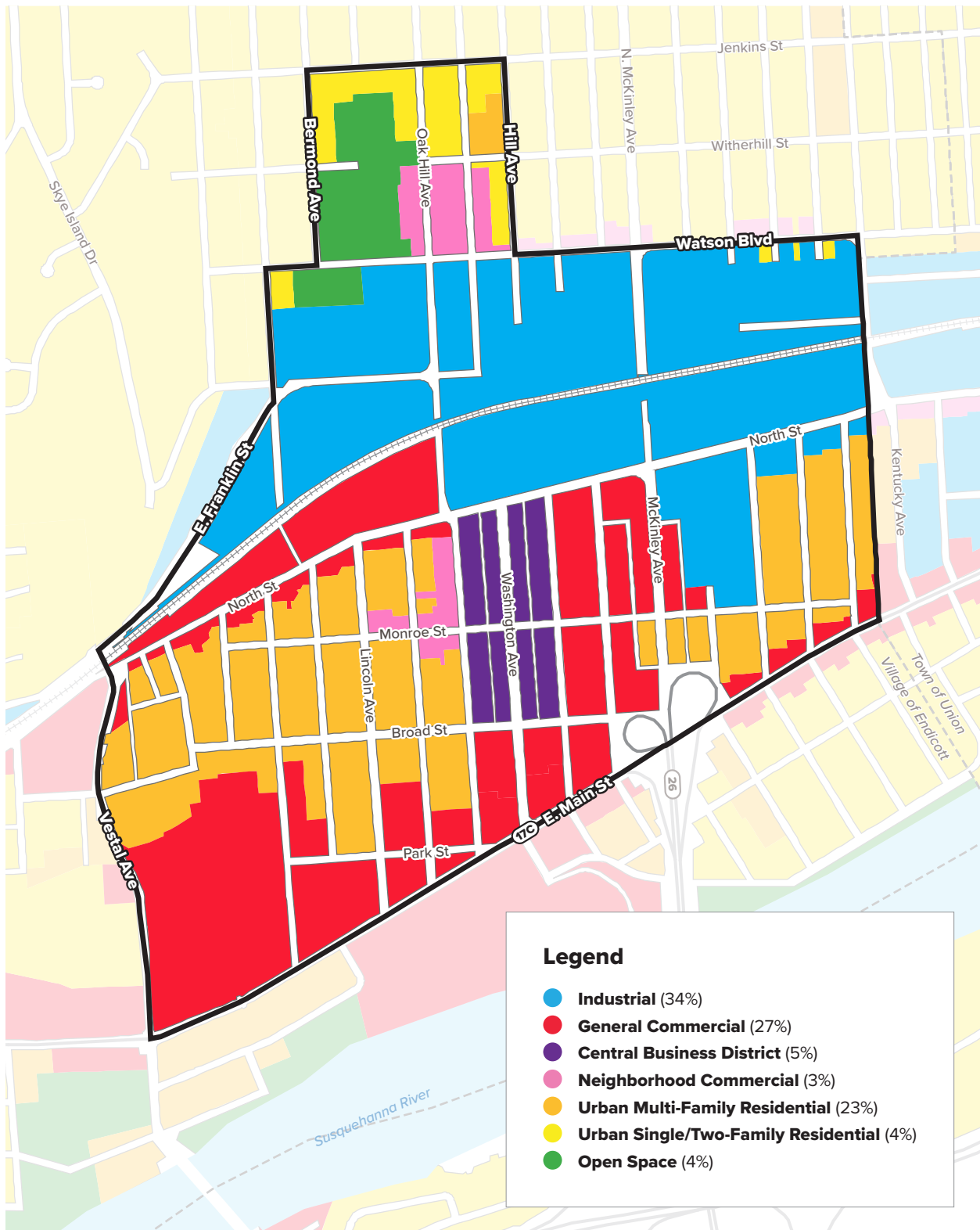
Key Findings

Potential need for zoning updates.

Several of the properties that are likely candidates for redevelopment are currently zoned industrial, which precludes certain uses such as residential, lodging, and restaurants. Updates to the Village's zoning code will likely be necessary to accommodate new uses at certain properties in the future.

Zoning Map

500 ft



Source: Broome County

Land Use



An aerial view of Main Street looking east.

Land use describes how properties in the Study Area are being used.

Land use differs from zoning in that land use describes how land is actually being used at a point in time, while zoning regulates how land can be used in the future. Because of this, land use often provides another perspective on development patterns in a community.

Land Use Patterns

Land use patterns in the Study Area reflect Endicott's strengths as a hub for industry and commerce. By area, the largest land uses in the Study Area are commercial (34%) and industrial (22%). Industrial properties are concentrated primarily on the Huron Campus. Commercial nodes can be found throughout the Study Area, including on Washington Avenue, North Street, and East Main Street. Residential land use (21%) is also common in the Study Area, especially in Little Italy and the area bounded by Parsons Avenue, North Street, Madison Avenue, and Broad Street. The character of these neighborhoods has changed over time with the conversion of formerly single-family homes into duplexes and multi-family homes. There are also several large parcels dedicated to community services in the Study Area, including the

Municipal Building, the Village Court, the Post Office, and several churches.

Vacant Properties

Almost 40 acres of vacant properties exist representing about 11% of the Study Area, including several large parcels like the former Kmart site and the former Endicott Forging site that may be potential opportunities for redevelopment. In addition, a number of vacancies were observed along Washington Avenue, both in ground-floor storefronts and on upper floors.

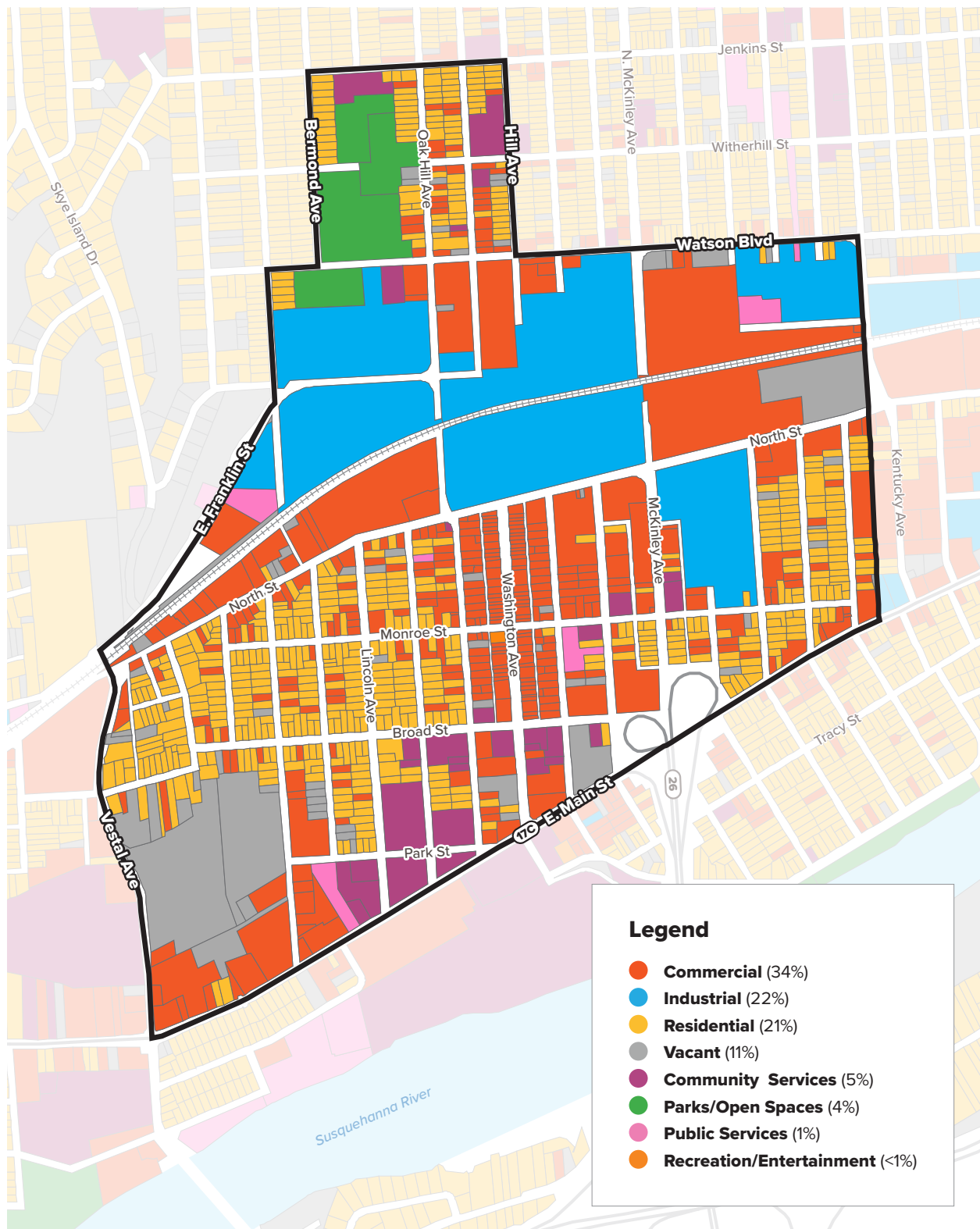


Key Findings

There are vacant redevelopment opportunities. There are a number of vacant parcels in the Study Area, including several large parcels, that represent significant opportunities for redevelopment.

Land Use Map

500 ft



Source: Broome County

Environmental Conditions

Environmental conditions in the Study Area present unique challenges for redevelopment.

The Study Area's history of manufacturing and industry has created complex environmental context including multiple sources of contamination, various contaminants, and different affected media, including both soil and groundwater. The presence of contaminants would need to be addressed as part of the redevelopment process.

Environmental Concern Areas

Several environmental concern areas have been identified in the Study Area based on state and federal databases. These environmental concern areas identify locations where multiple properties have been impacted by a particular source of contamination or past use, as described below.

Former IBM Complex

The former IBM (now Huron) manufacturing complex (NYSDEC Site #704014) was designated as a Class 2 State Superfund site in 2004 due to groundwater contamination from volatile organic compounds used for historic manufacturing at the property. Class 2 sites pose a "significant threat to public health or the environment" and require remediation. Contaminated groundwater from the site created a plume extending toward the Susquehanna River which has created soil vapor intrusion concerns for nearby buildings. Clean-up efforts are ongoing across seven "operable units" on the site. While DEC's latest assessment indicates low risk for direct soil contact and no impact to the Village's drinking water supply, soil vapor intrusion remains a concern that could affect indoor air quality in surrounding buildings both on- and off-site. This issue is being actively managed through ventilation systems and continuous monitoring.

Endicott Forging

This property is impacted by a history of heavy industrial uses, including metal forging dating back to the 1920s. Records indicate numerous oil spills impacting soil and groundwater. The property has been under DEC investigation since 2003 and is an active Superfund site. Recovery wells are in use to contain and remove impacted groundwater. In 2023, DEC sampling associated with Spill #0365048 found that the spilled oil is not migrating off the site and that it appears to be naturally degrading. Groundwater monitoring and remediation will continue.

Old Village Dump (Former Kmart Plaza)

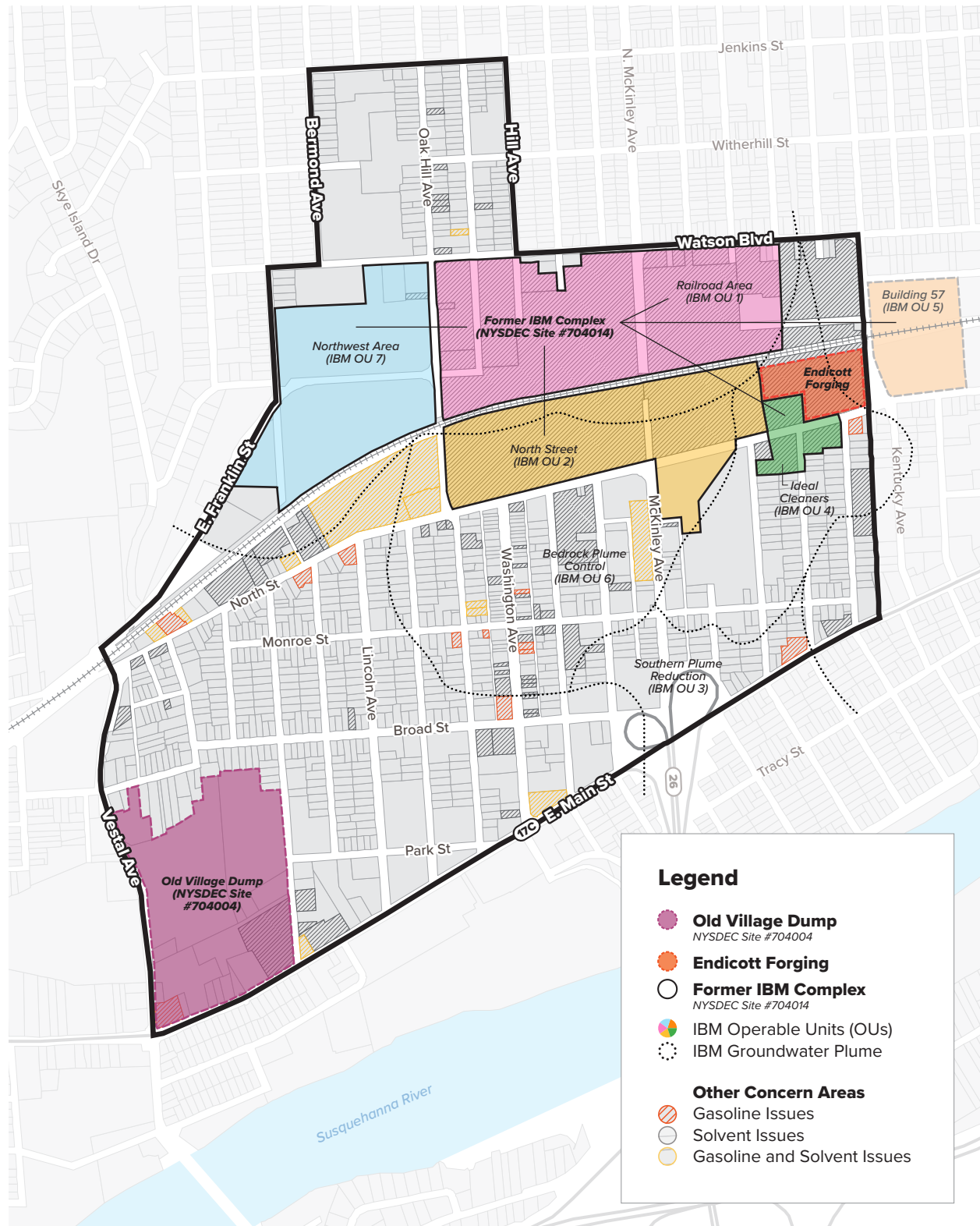
The Old Village of Endicott Dump (NYSDEC Site #704004) was built on swampy marsh land sometime in the 1920s or 30s, and accepted domestic refuse as well as industrial wastes, reportedly from the nearby Endicott Johnson Shoe Manufacturing Plant. Around 1968, the dump was paved over to allow for the construction of the Endicott Shopping Plaza (now the former Kmart site). In 1988, monitoring wells located down-gradient from the landfill detected low levels of chlorinated solvents in groundwater samples, leading to concern that the industrial wastes at the landfill were leaching into the groundwater. DEC testing at the site found that the dump does not appear to be a continuing source of contamination and that the impacted groundwater is not attributed to historic hazardous waste disposal at the landfill. At this time, the DEC considers "no further action" necessary at the site.

Other Concerns

A number of properties are also impacted by gasoline, solvents, or both, with these issues stemming from historic or current uses such as gas stations, auto repair shops, oil change facilities, and dry cleaners. For some properties, solvent contamination can also be attributed to the groundwater plume emanating from the former IBM complex site.

Environmental Concern Areas Map

500 ft



Source: Lu Engineers

Brownfields

Under New York State Environmental Conservation Law Section 27-1405, a “brownfield site” is any real property containing contaminants above the Soil Cleanup Objectives or other health-based standards set by the New York State Department of Environmental Conservation (DEC) for how that property is reasonably expected to be used in the future. The presence of contaminants makes it difficult or complicated to expand, redevelop, or reuse these sites. A number of properties within the environmental concern areas were identified as potential brownfields based on environmental review.

For the purposes of this plan, the more general term “brownfield” is used to refer to both:

- **Known brownfield sites** where evidence of contamination above threshold levels is confirmed and;
- **Suspected brownfields** where evidence of contamination above threshold levels is suspected but not confirmed.

A total of 79 properties were identified as potential brownfields, representing about 140 acres or approximately 31% of the Study Area. Notable potential brownfields include many properties within the Huron Campus (the former IBM complex), as well as the former Endicott Forging site and several properties in and around the Old Village Dump site, including the currently vacant Kmart site.

Identifying potential brownfields is crucial for informing future land use decisions, prioritizing environmental remediation efforts, and unlocking development potential at these properties.

Underutilized Sites

In addition to brownfields, 63 underutilized sites spanning over 13 acres are scattered throughout the Study Area. These properties — characterized as vacant, partially vacant, or not achieving their highest and best use — provide additional opportunities for redevelopment or reuse.



Key Findings

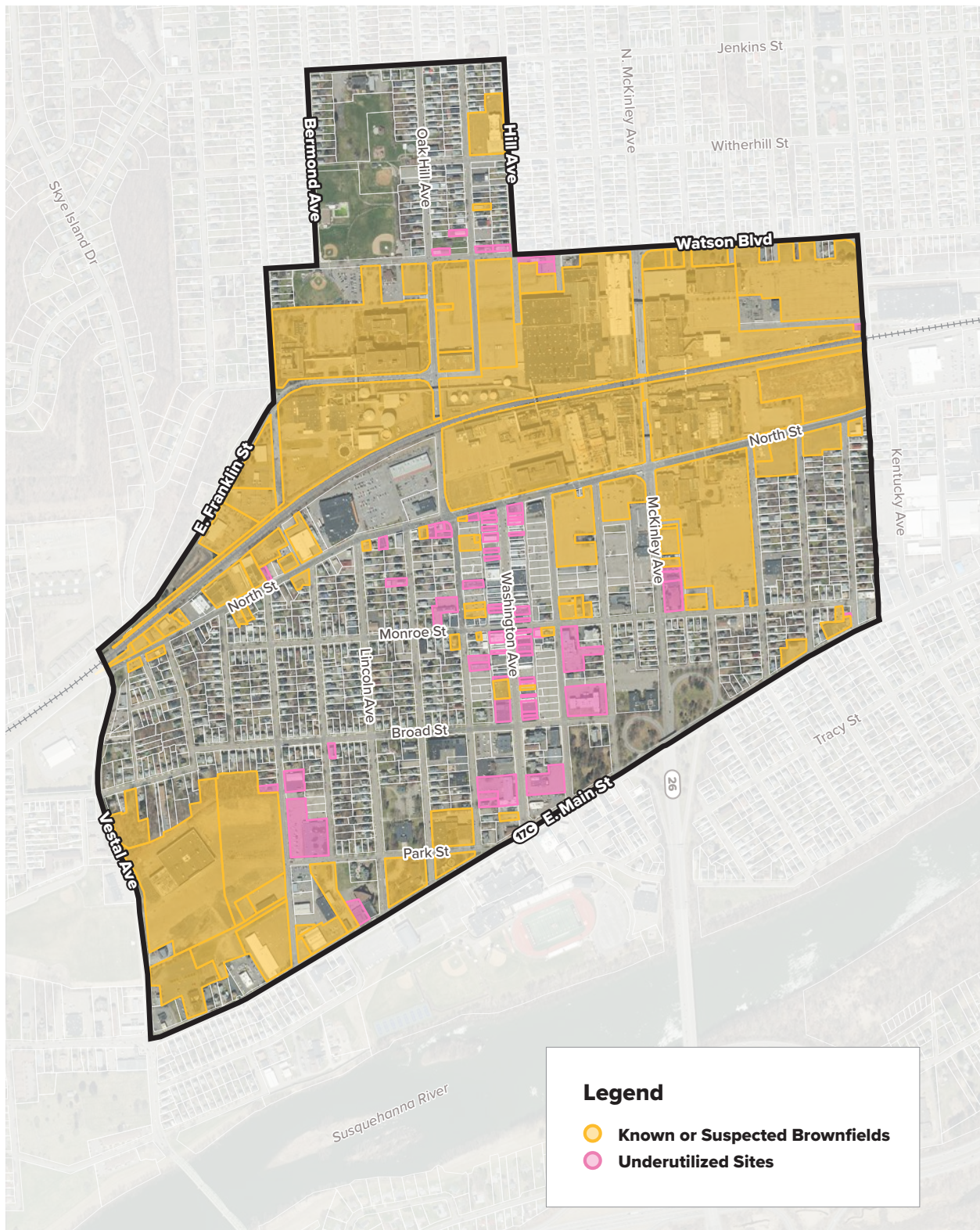
The Study Area faces environmental impairment from multiple historical sources. Legacy contamination from former IBM and Endicott-Johnson Corporation operations, the Old Village Dump, and various petroleum and solvent facilities has impacted large portions of the Study Area, creating ongoing environmental challenges.

Remediation needs may impact redevelopment potential. Many of the properties that are likely candidates for redevelopment, including portions of the Huron Campus and the former Kmart site, are potential brownfields that may require some level of remediation to support anticipated future uses. The level and type of remediation necessary may also impact development costs and viability at these properties.

Want to know more? You can find detailed profiles of each potential brownfield in Appendix B.

Brownfields and Underutilized Sites Map

500 ft



Source: Lu Engineers

Development Patterns

Development patterns describe the area's physical structure and layout.

Development patterns affect how we experience communities. People tend to be more attracted to places with smaller blocks, narrower streets, and mixed uses in close proximity because these places feel human-scale and walkable. When the opposite is true, places feel less pedestrian-friendly and less inviting.

Grid Structure

South of North Street and north of Watson Boulevard, the Study Area exhibits a traditional grid pattern, with small lot sizes and walkable-scale blocks that reflect the downtown feel of the area. By contrast, the portion of the Study Area between North Street and Watson Boulevard has a much more industrial feel. This area, home to the Huron Campus, has much larger block sizes, large buildings, and large swaths of parking lots that make the area feel less human-scale and less walkable. Similarly, the former Kmart site off Vestal Avenue is a large block with excess pavement coverage and few pedestrian amenities.

Parking Lots

There are approximately 92 acres of surface parking lots in the Study Area. Many of these lots lack green space and other pedestrian amenities. Phoenix Investors has begun improving some of its parking lots by re-planting landscape islands to add visual interest, soften the appearance of parking lots, and mitigate the heat island effect.



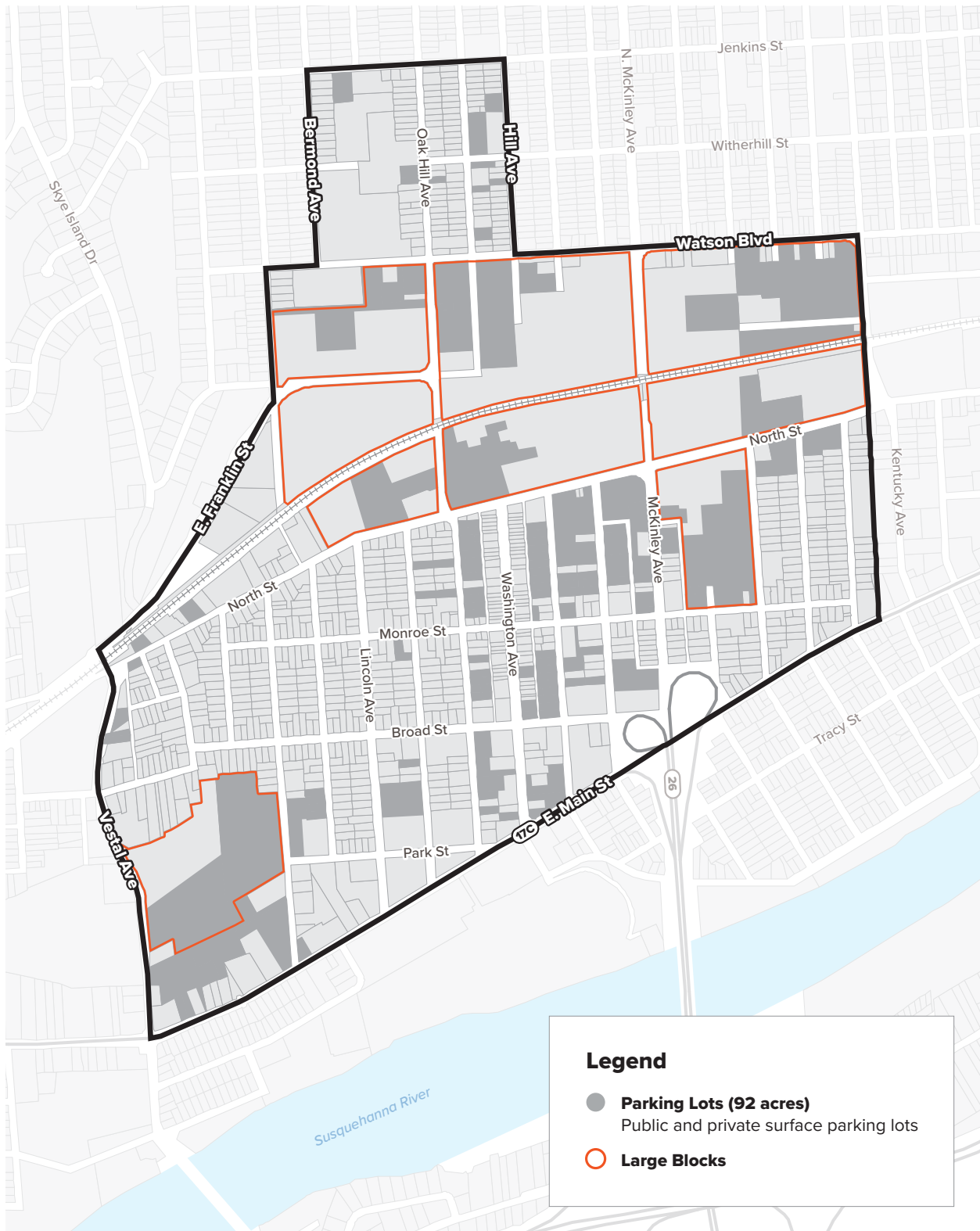
Key Findings

Large blocks impact the character of the Study Area. Large block sizes at the Huron Campus and former Kmart site make these parts of the Study Area feel more industrial and less inviting. Redevelopment of properties in these areas should consider strategies that improve walkability, break up blocks into smaller segments where feasible, and introduce mixed uses within blocks.

Parking lots disrupt the downtown fabric. The Study Area has many surface parking lots, including several very large lots, that disrupt the fabric and character of the area. These lots could benefit from aesthetic improvements, and some may be candidates for infill development.

Development Patterns Map

500 ft



Source: Broome County

Building Inventory



Building 32 and the old IBM buildings, before their demolition in 2025.

The Study Area has a varied building stock, reflecting Endicott's industrial, commercial, and residential heritage.

The building stock is diverse in age, type, and condition, reflecting layers of development spanning more than a century. From historic row buildings along Washington Avenue to large-scale industrial facilities at the Huron Campus, these structures define downtown Endicott's physical character and shape opportunities for reinvestment.

Housing

Established residential neighborhoods in the Study Area, including the Little Italy neighborhood and the blocks along the Presidents Streets, are characterized by historic converted duplexes and multi-family homes, with more than half built prior to 1939. While the dense historic fabric contributes to neighborhood character, portions of the housing stock, especially south of North Street, show signs of deferred maintenance and would benefit from rehabilitation.

Washington Avenue

Washington Avenue anchors downtown Endicott with two blocks of continuous row buildings forming a cohesive streetwall and vibrant

mix of uses. Ground-floor storefronts are complemented by upper-floor residential and office spaces, creating the layered activity that supports a healthy downtown. While some vacancy persists, recent streetscape and facade investments have strengthened the corridor's appeal — building on an urban form that is already well-suited for continued activation.

Huron Campus

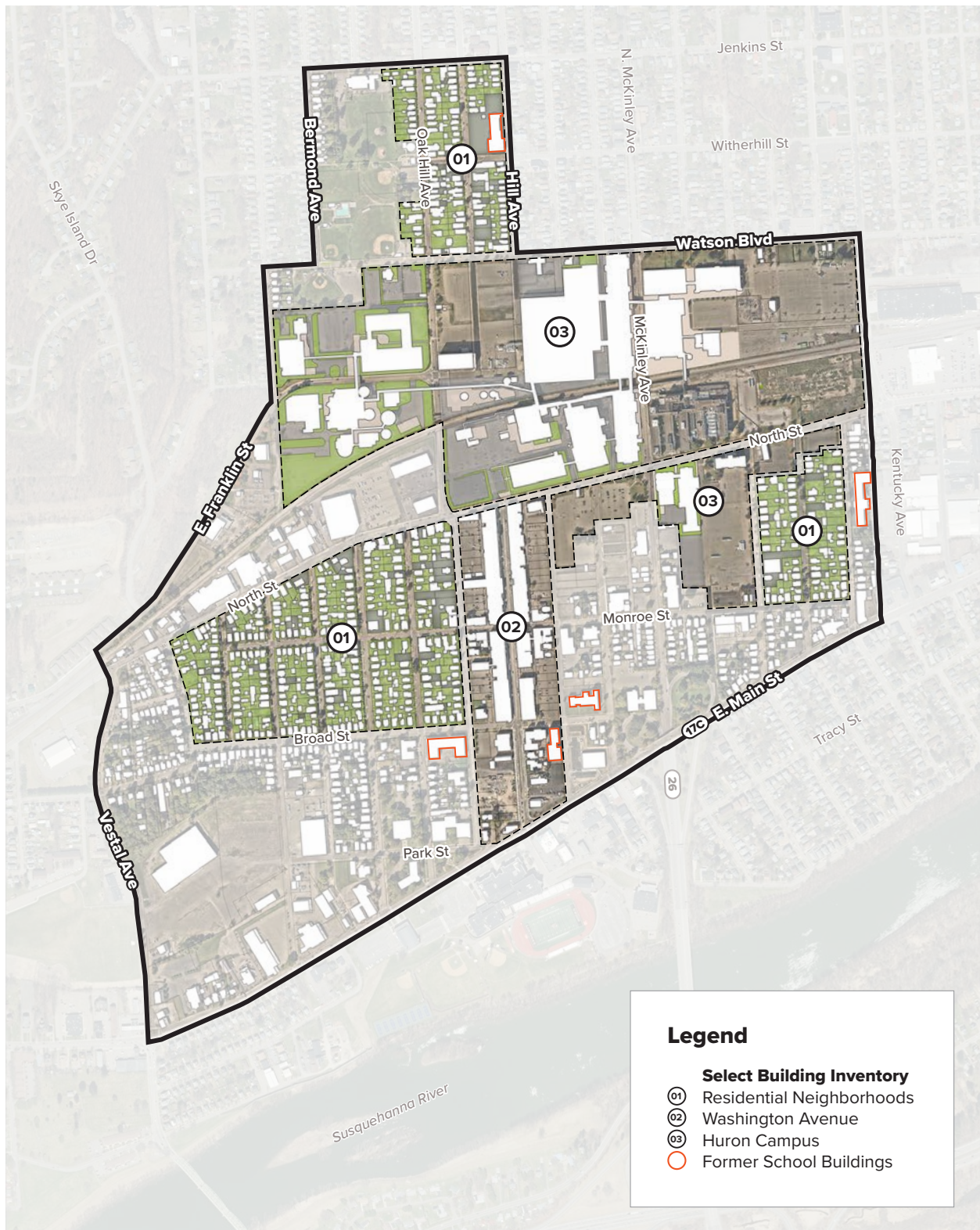
The Huron Campus is a significant industrial complex comprising more than 60 buildings and approximately 4 million square feet, much of which is currently vacant. The majority of structures were built in the mid-twentieth century and reflect the utilitarian industrial architecture of that era. Since Phoenix Investors acquired the campus, substantial reinvestments in facades and site improvements have signaled renewed momentum. The scale and availability of space at Huron represent both a challenge and a considerable opportunity for large-scale adaptive reuse and economic development.

Former School Buildings

The Study Area also includes multiple former school buildings, constructed between 1935 and 1975. Several have already been repurposed for housing and religious uses, and others represent opportunities for future adaptive reuse.

Building Inventory Map

500 ft



Source: Broome County

Property Ownership

Property ownership informs possibilities for future development in the Study Area.

Generally, publicly owned properties provide more directed redevelopment opportunities. Private property, however, typically allows for more flexible, market-driven development decisions.

Publicly Owned Properties

The Village of Endicott owns approximately 30 acres of property in the Study Area, including several public buildings, notably the Fire Department, Village Court, Municipal Building, and George F. Johnson Memorial Library, as well as George W. Johnson Park and Endicott War Memorial Park. The Village also owns a number of surface parking lots along the rear of the buildings on Washington Avenue. These parking lots may be possible candidates for aesthetic improvements or infill development.

Huron Campus

The 122-acre Huron Campus makes up more than one-quarter of the Study Area and is home to several properties that are likely candidates for redevelopment. In 2021, the campus was acquired by Phoenix Investors, a private real estate company that specializes in the redevelopment, renovation, and repositioning of industrial facilities. Since then, Phoenix has been working to upgrade buildings and attract tenants to the campus. Phoenix's active interest in the Huron Campus makes them an important partner to engage in revitalizing the Study Area.



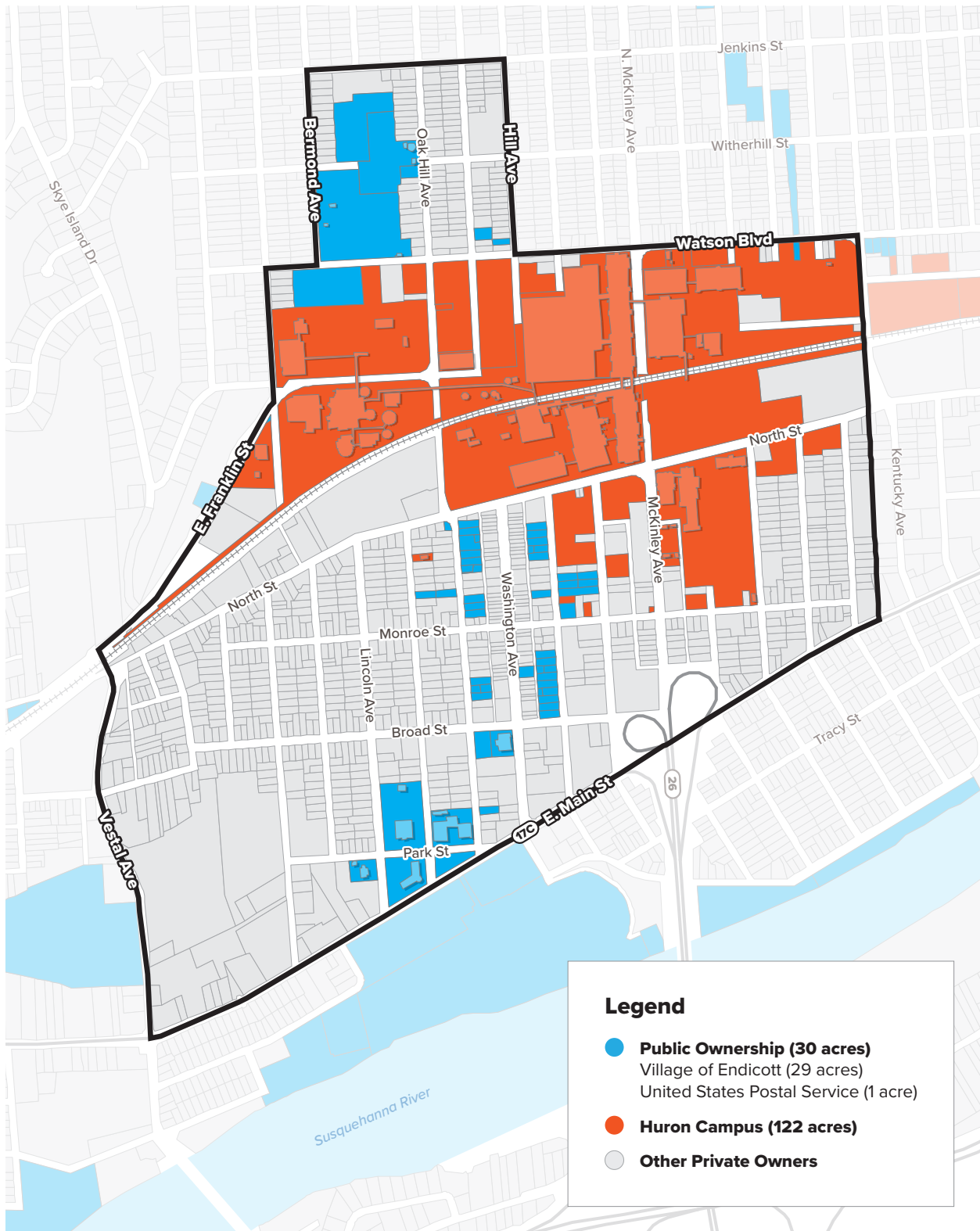
Key Findings

Phoenix Investors is a critical stakeholder. Phoenix Investors owns the Huron Campus, which makes up more than one-quarter of the Study Area. The size and significance of the Huron Campus to the revitalization of the Study Area makes Phoenix a critical stakeholder in this process.

There are many publicly owned parking lots in the Study Area. The Village of Endicott owns approximately 6.5 acres of surface parking lots in the Study Area. With a large amount of parking available in the Village, some of these publicly owned lots may present opportunities for redevelopment and improved connections to Washington Avenue.

Property Ownership Map

500 ft



Source: Broome County

Transportation



An aerial view looking down Jefferson Avenue in downtown Endicott.

Transportation options impact how connected the Study Area is to local and regional destinations.

Good connectivity ensures that opportunities are accessible to everyone, regardless of whether they own a car.

Vehicular Connections

The primary east-west corridors in the Study Area are East Main Street, which sees more than 14,000 vehicles per day, and North Street, which sees upwards of 5,000 vehicles per day. East Main Street is part of State Routes 17C and 26, with convenient access to Interstate-86. The primary north-south corridors are Oak Hill Avenue (more than 7,000 vehicles per day) and McKinley Avenue (more than 8,000 vehicles per day), while Washington Avenue serves as the de-facto downtown commercial corridor.

Gateways

Traffic flows bring people into the Study Area through several major gateways, including the following intersections:

- Oak Hill Avenue at Watson Boulevard
- North Street at Oak Hill Avenue
- Washington Avenue at North Street

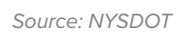
- Washington Avenue at Main Street
- McKinley Avenue at North Street
- McKinley Avenue at Monroe Street

These intersections see the most traffic in the Study Area and are critical gateways that shape visitors' and residents' first impressions of the community, making them prime opportunities for enhanced streetscape design, wayfinding, and placemaking.

Freight Connections

The Huron Campus is bisected east to west by the Southern Tier Line railroad. This line provides freight service between Buffalo and Suffern, New York and is owned and operated by Norfolk Southern Railway. Within the Study Area, the tracks can only be crossed in three places: the underpass on Oak Hill Avenue, the overpass on McKinley Avenue, and the at-grade crossing on Hayes Avenue. Limited opportunities to cross the tracks impacts north-south connectivity within the Study Area. The Village is currently working on a project to enhance the safety and pedestrian-friendliness of the Oak Hill Avenue underpass. The project, which was proposed as part of the Downtown Revitalization Initiative (DRI), includes new lighting, murals, and fresh paint on the railroad bridge.

 500 ft



Public Transit

BC Transit provides public bus service throughout Broome County. Two bus routes serve the Study Area including Route 35, which connects to Binghamton, and Route 47, which connects to Vestal. The majority of bus stops within the Study Area feature only signs, with no benches, shelters, or other amenities. As part of the refresh of the Washington Avenue streetscape (2024), stops on the Avenue were upgraded with seating, landscaping, and bike racks. This treatment could be a good example to apply to other key stops in the Study Area.

Bicycle Connections

Two local bike routes and one state bike route run through the Study Area on Vestal Avenue, East Main Street, and McKinley Avenue. These bike routes provide connections to West Endicott, Johnson City, Endwell, and Vestal. In all cases, the bike routes are shared lanes with no dedicated facilities or lane markings.

Walkability

All streets in the Study Area have sidewalks on both sides, with only a few exceptions. According to Walk Score® data, almost the entire Study Area is considered “walkable.” The downtown core is considered extremely walkable, and most daily errands can be accomplished without a car. On the periphery of downtown and north of the railroad tracks, walkability decreases slightly, with some daily errands requiring a car. This decrease in walkability is likely caused in part by the railroad tracks, which limit north-south connections to downtown, and by the topography of the Study Area, which noticeably increases moving north.



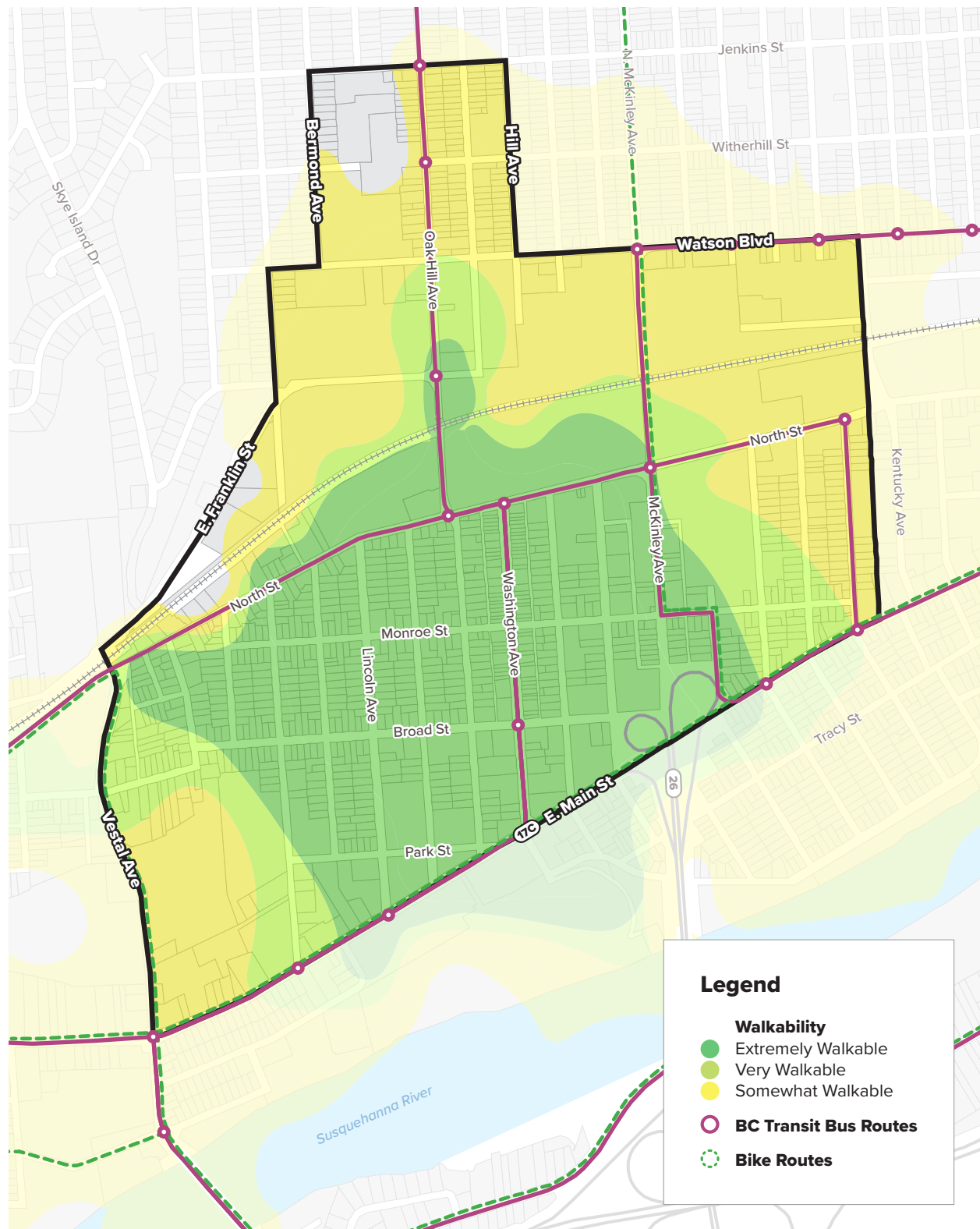
Gateway intersections present opportunities for improvement, including the North Street/McKinley Avenue intersection (above) and the Main Street/Washington Avenue intersection.



The railroad tracks and changes in topography create a disconnect between the Northside and downtown Endicott.

Multi-Modal Connections Map

500 ft



Source: BC Transit, Broome County, Walk Score

Utilities

Utilities provide access to important services like water, sewer, and power.

Sufficient and reliable utility service is important to quality of life, business operations, and development potential in the Study Area.

Gas and Electric

NYSEG provides gas and electrical service throughout the Study Area. A portion of the Study Area west of Parsons Avenue receives electrical service from Endicott Municipal Light, a non-profit public utility provider. NYSEG owns and operates the electrical distribution system in the Study Area, which includes two substations at Robble Avenue (115 kV) and Clark Street (35 kV) and several transmission lines, including a high voltage (115 kV) line that runs through the Huron Campus along the railroad. There is power headroom available at the campus for additional users, though representatives from Phoenix Investors indicated that obtaining additional capacity from NYSEG beyond that currently available may be challenging.

Water

Water service in the Study Area is provided by the Village of Endicott's public water system, which supplies residential and commercial customers in the Village and in parts of the Town of Union. The system is aging and has experienced issues with water main breaks and contamination in recent years. In May 2025, work began to drill a new well in the Town of Union, which will supplement the current water supply and provide greater resilience to the overall system. In addition, the Village is working to replace mains and service lines in tandem with street reconstruction projects.

Sewer

Sewer service in the Study Area is provided by the Village of Endicott's wastewater collection and treatment system, which also services parts of the towns of Union and Vestal. Wastewater must be

treated to meet strict environmental standards at the Village of Endicott Water Pollution Control Plant (WPCP) before being discharged into the Susquehanna River, a protected water body. The system is being strained by the age of the pipes, leading to inflow and infiltration issues which can overwhelm the treatment plant and have contributed to instances of overflow discharges into the river in the past few years. The Village is actively working to upgrade the treatment plant and has received several grants to reduce pollutant discharge and maintain compliance with state and federal regulations. The Huron Campus has its own on-site wastewater treatment facility that serves campus tenants.

Internet

Internet access is available throughout the Study Area from a number of established cable, satellite, and wireless providers, including Spectrum, Viasat, and Verizon. Fiber access is also expanding in the Study Area, with service available from a growing number of providers, including Greenlight, Empire Access, and First Light Fiber (for business).



Key Findings

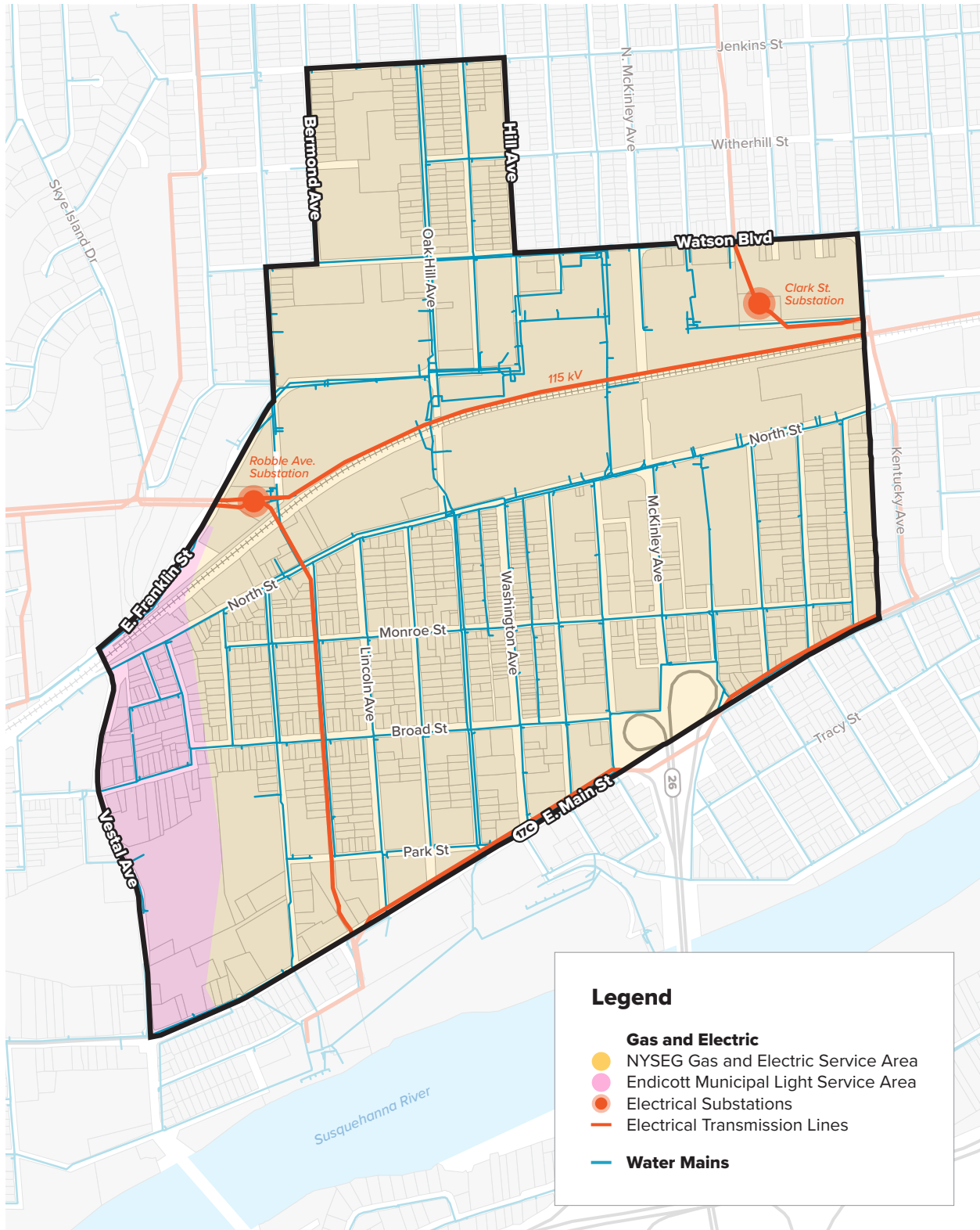
Issues with power availability from NYSEG. Uncertainty about additional power availability from NYSEG limits future development opportunities at the Huron Campus.

Aging infrastructure impacts service.

While generally functional, infrastructure in the Study Area is aging and can cause unnecessary service disruptions and impacts to the environment.

Utilities Map

500 ft



Source: Broome County, NYSEG

Parks and Recreation



A concert in the band shell at George W. Johnson Park.

Parks and recreation opportunities impact quality of life in the Study Area.

Areas with equitable access to parks and diverse recreation options have several advantages, including environmental benefits, increased public health, and better quality of life.

Parks

The Study Area is home to three public parks that provide more than 15 acres of green space. The largest of these is George W. Johnson Park (also known as Northside Park), a major community park with amenities including ball fields, playgrounds, an amphitheater, a carousel, and a community pool. Other public parks in the Study Area include Logan Field, home to Union-Endicott Little League, and the Endicott War Memorial, a small passive park. An additional green space exists at the corner of McKinley Avenue and North Street that is privately owned by Phoenix Investors but open for public use. The Village is also in the process of planning a new urban plaza along Washington Avenue with funding from the Greater Binghamton Fund. This plaza will be a multi-functional gathering space featuring public art.

Much of the Study Area is located within a 10-minute walking distance from a public park or green space, which is generally considered the longest distance most people are willing to walk

to access a park. But some areas, particularly the neighborhoods along Parsons Avenue and Fillmore Avenue, are not well served by parks and are outside this 10-minute walking zone.

Trails

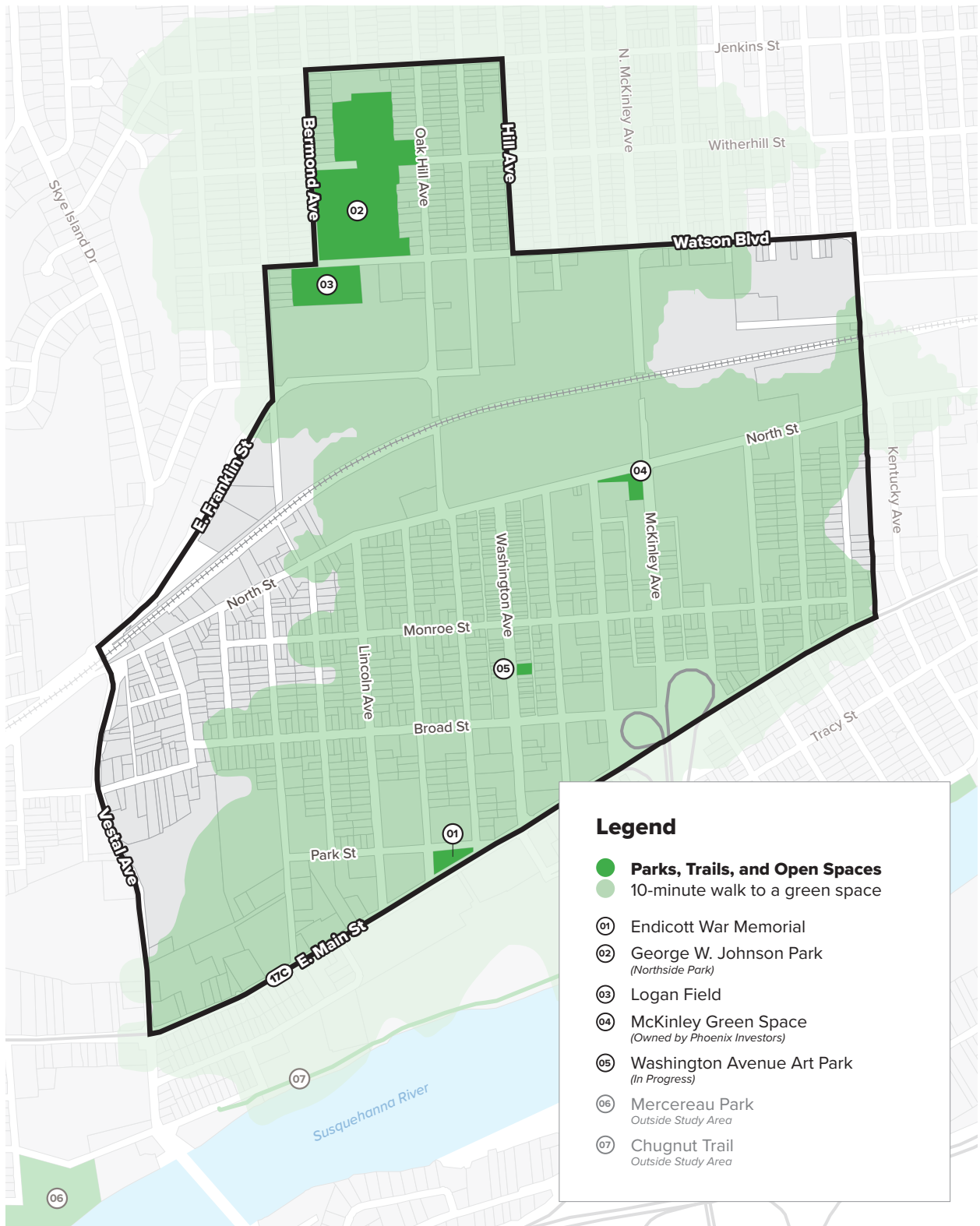
While there are no designated trails within the Study Area, the Chugnut Trail is located just south of the area along the banks of the Susquehanna River. A project was proposed as part of the Downtown Revitalization Initiative to enhance the connection between the Chugnut Trail and downtown. The Chugnut Trail is part of the larger Two Rivers Greenway trail system, which is envisioned to connect Endicott to Binghamton when complete.



Key Findings

Some areas are not served by parks.

Several neighborhoods are not within a 10-minute walking distance to a park. Opportunities should be identified for the creation of new park spaces in areas that are currently under-served.



Source: Broome County

Natural Environment



An aerial view of the Susquehanna River south of Union-Endicott High School.

Environmental factors impact where and how development can occur.

Natural features like water bodies, wetlands, and topography impact where development can be located and how it should be designed to respect the natural environment.

Topography

Endicott sits in the Susquehanna River Valley, with the Susquehanna River flowing just south of the Study Area. Much of downtown's footprint is located in the valley floor, the relatively flat, low-lying land along the riverbank. The terrain slowly increases to the north, giving way to the ridges and rolling hills that give the region its characteristic scenic quality.

Wetlands

Brixius Creek, a tributary in the northeast corner of the Study Area, is classified by the National Wetlands Inventory as a riverine wetland. These wetlands provide critical functions including flood control, water purification, and habitat formation.

Flooding

Endicott's location in the Susquehanna River Valley makes it susceptible to both riverine and flash flooding. Flooding is a significant issue in

the Village, which experienced widespread damage from floods in 2006 and 2011. Notably, the former Kmart store located off Vestal Avenue was flooded during Tropical Storm Lee (2011) and never re-opened. Approximately 17% of properties in the Study Area are located in a FEMA-designated flood zone. Much of the southwestern portion of the Study Area, is located in a 500-year flood zone. A levee system is located just south of this area along an approximately 2,500-foot stretch of the Susquehanna River. While the levee helps reduce risk, it does not eliminate risk entirely. In addition, a 100-year flood zone exists in the northeastern corner of the Study Area, along Brixius Creek. In this area, Brixius Creek is channelized and culverted below a parking lot on the Huron Campus.



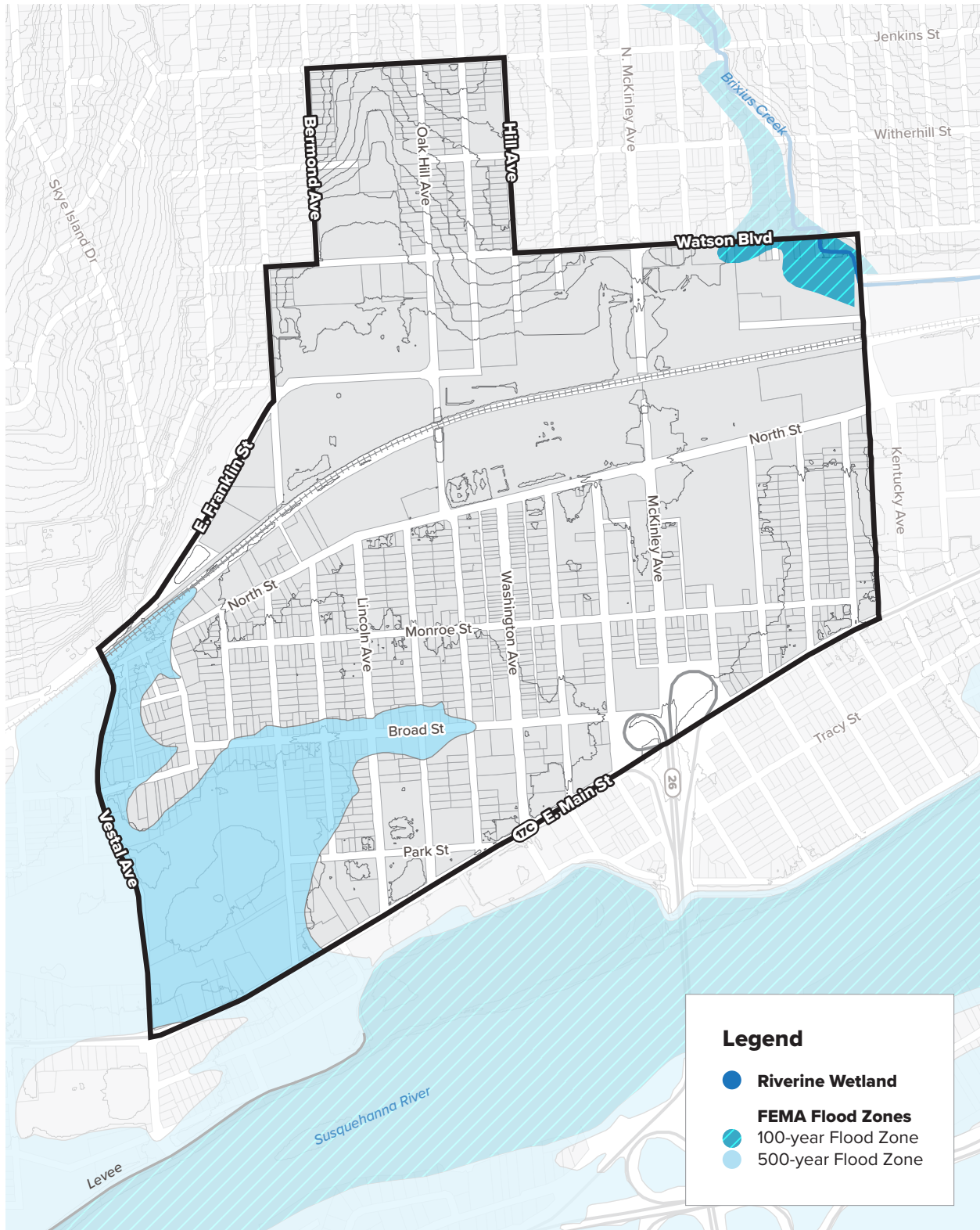
Key Findings

Consider potential flooding impacts.

Several properties, including the former Kmart site and a portion of the Huron Campus, are located in flood zones.

Natural Environment Map

500 ft



Source: FEMA, Broome County

Historic Resources



The Endicott Square Deal Arch over East Main Street.

The Study Area's historic resources reflect the rich industrial heritage of the area.

Historic resources and districts celebrate the Study Area's industrial legacy, including its connections to the Endicott-Johnson Corporation and IBM.

an arch monument across East Main Street constructed in 1920 at the original entrance to the Village by workers from the Endicott-Johnson Corporation as a tribute to the Johnson family for their fair treatment and sound labor practices; and the Endicott Post Office, designed and constructed in 1936 as a public works project during the Great Depression.

Endicott Local Historic District

Portions of the Endicott Historic District are located in the Study Area, including along the East Main Street and Washington Avenue corridors. This is a locally designated historic district designed to preserve the architectural and industrial heritage of the Village. Properties within the district are required to obtain a Certificate of Appropriateness for any exterior modifications.

National Register Historic Places

Three locations in the Study Area are recognized on the National Register of Historic Places for their historic significance. These locations include: the George W. Johnson Park Carousel, constructed in 1934, which was one of six carousels that George F. Johnson purchased and donated to Endicott and nearby communities; the Endicott Square Deal Arch,



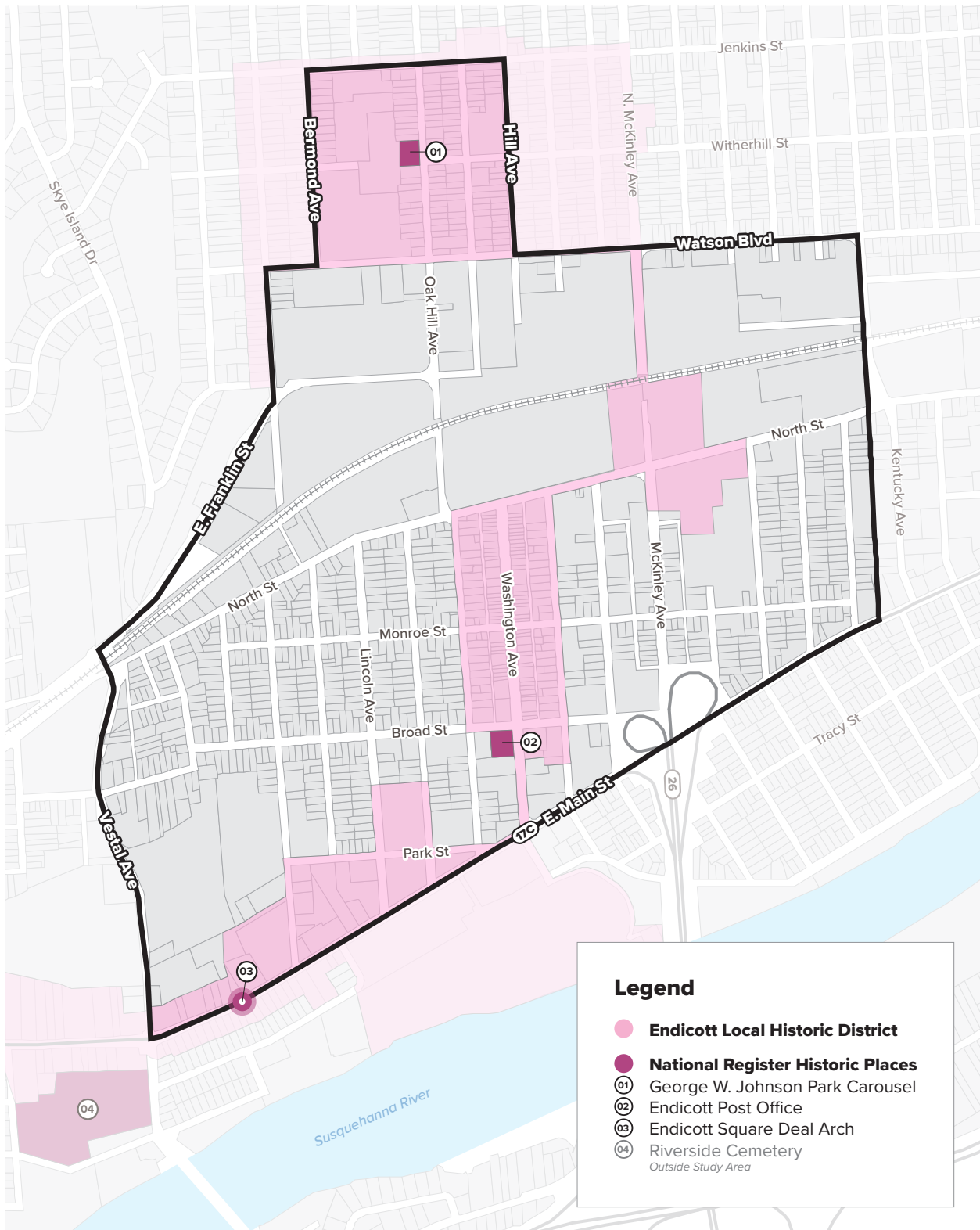
Key Findings

Opportunities to leverage industrial heritage. Strategies for revitalizing the Study Area can build on its historical strengths and position the area as a hub for a new era of innovative technologies.

Need to consider historic preservation. Several areas within the Study Area are subject to historic preservation regulations, which must be considered when redeveloping existing buildings.

Historic Resources Map

500 ft



Source: SHPO

Market Conditions

Market conditions determine the types of development that are economically feasible in an area.

A number of factors influence market conditions in Endicott, including changing demographics, income levels, projected demand, and regional market competition. In general, market potential in Endicott is relatively modest, though several sectors show bright spots, including affordable rental housing, condos and townhomes, and industrial development.

Demographic and Economic Context

The Study Area represents a distinct demographic profile in Endicott. Compared to the broader region, the population is younger, more diverse, more economically disadvantaged, and primarily comprised of renters. This profile creates both opportunities and challenges for redevelopment. The younger, renter-heavy population drives strong demand for affordable rental housing, but low incomes limit spending power and market potential for retail and higher-end residential development.

From a real estate perspective, the Study Area has a strong foundation of older homes and a large footprint of mixed-use and industrial properties. However, the building and housing stock is aging (with most residential units dating back to the 1940s or earlier) and will require significant renovation and repair to meet modern standards and market expectations.

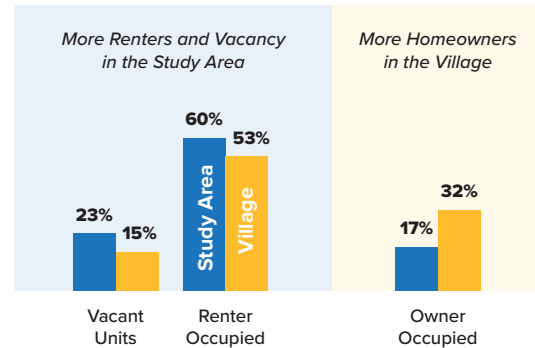
Residential

Affordable Rentals

The strongest market opportunity in Endicott is affordable rental housing. There is projected demand for 470 affordable rental units over the next five years, driven by the area's younger, lower-income population and existing residents looking to improve their living situations.

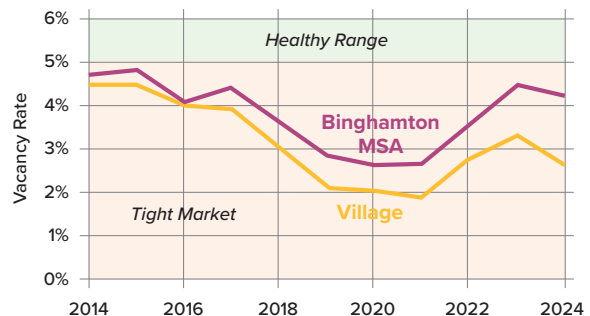
Renters vs. Owners

Housing Tenure Breakdown (2024)



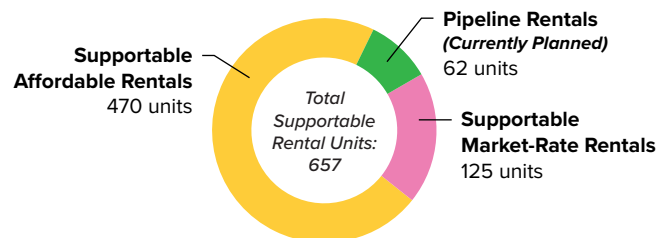
Rental Housing Vacancy Trends

Vacancy Rates of Rental Units (2014-2024)



Projected Rental Demand

Rental Units Supportable in Village (2024-2029)



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

However, developers face significant challenges including high development costs, the need for financial incentives to make projects viable, supply constraints, and an aging building stock that may require substantial renovation or replacement.

Condos and Townhomes

The market shows steady demand from existing homeowners looking to move within the area, as well as interest from higher-income residents attracted to the historic housing character. The area's existing housing stock could appeal to buyers seeking unique properties with character. Challenges include the aging condition of much of the housing stock, high financing and construction costs, and limited new housing supply in recent years, which has constrained market growth.

Market-Rate Rentals

The market is projected to support 125 market-rate rental units over five years, and the low vacancy rate of 2.6% indicates a tight rental market with limited available units. Despite this apparent demand, developers face challenges including low asking rents that limit profitability, an outdated rental stock requiring significant investment, and high construction costs that make return on investment difficult to achieve.

Senior Housing

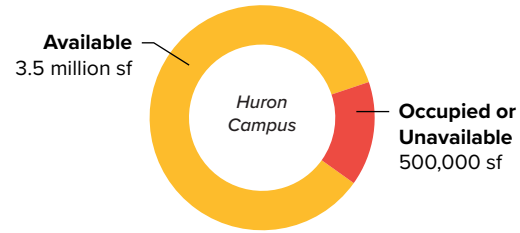
Demographics show a projected increase of 287 senior households over the next five years, creating demand for approximately 40 new senior housing units (26 affordable and 14 market-rate). However, this market faces substantial challenges including limited developer interest in senior housing projects, affordability constraints for the target population, and high construction costs that make it difficult to achieve financial viability for developers.

Industrial

Endicott has a strong industrial base that can command higher-than-average rents (\$7.72 per square foot vs. \$5.37 regionally) and an overall inventory of 3.6 million square feet, including a

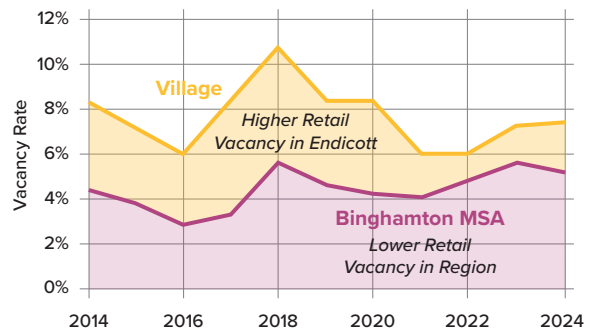
Huron Campus Space Availability

Vacancy Breakdown (January 2025)



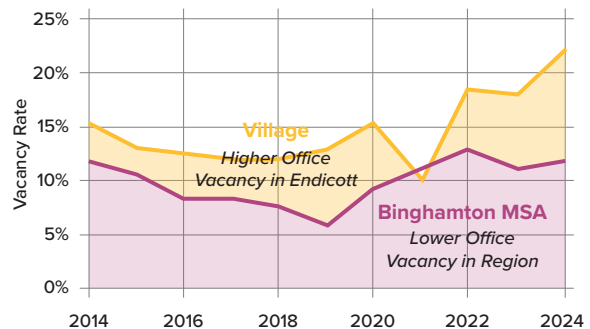
Retail Vacancy Trends

Vacancy Rates of Retail Spaces (2014-2024)



Office Vacancy Trends

Vacancy Rates of Office Spaces (2014-2024)



number of Huron Campus buildings that were brought back to market in 2021. However, the market faces potential over-saturation, aging building stock that may not meet modern needs, and demand limited to specialized users with unique space or infrastructure requirements. Many facilities may not be suitable for smaller tenants seeking more modest industrial space.

Retail

Limited opportunities exist primarily in niche retail categories like pet care, shoes, and catering services, where local spending is currently going to other communities outside of Endicott. Overall retail market potential is constrained by insufficient foot traffic and limited spending power among Study Area residents, making it difficult to support traditional retail establishments.

Office

Both traditional and medical office markets show little growth potential. No new office buildings have been built in Endicott in over a decade, and asking rents have remained flat, indicating weak demand. Additional challenges include declining office-based employment and outdated buildings that don't meet modern office standards.

Hospitality

With the demolition of the Endicott Inn in 2019, Endicott no longer has any hotels. While there are several properties that could be suitable for a boutique hotel or mixed-use hospitality project, the area lacks the key attractions and demand drivers needed to support hotel development. In addition, regional competition is challenging; Endicott suffers from proximity to stronger competitors in nearby markets that can better serve the limited demand for accommodations.

Want to know more? You can find the complete market analysis in Appendix A.



Key Findings

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.