

04

Implementation Strategy





Introduction

The Implementation Strategy presents a clear, actionable path forward for realizing the vision established in the Master Plan.

Sustaining the momentum built through this planning process is essential to ensuring that revitalization efforts take hold and deliver lasting impact for downtown Endicott and the broader community.

Advancing Implementation

Advancing the recommendations in this plan will require coordinated action across multiple tracks. For the Strategic Sites, this typically means progressing through a series of steps: site promotion and landowner engagement, schematic and design development, environmental investigation and remediation, and ultimately construction. For streetscape and gateway improvements, the path forward generally involves corridor-level planning and design, followed by phased capital investment coordinated with adjacent development activity. Neighborhood and corridor improvement strategies will require ongoing partnership between the Village, property owners, community organizations, and the private sector.

Assessing Environmental Conditions

A critical consideration across nearly all recommended projects is the need for environmental due diligence and remediation. Much of the Study Area has been impacted by legacy industrial uses, including the well-documented IBM solvent plume, former manufacturing operations, and historic fill and dumping activity. Prior to redevelopment, most Strategic Sites will require Phase II Environmental Site Assessments, soil vapor intrusion testing, and the implementation of soil and groundwater management plans in accordance with NYSDEC requirements. Addressing these environmental conditions proactively is essential to unlocking

the redevelopment potential of these sites and protecting the health and safety of future occupants and the surrounding community.

Funding the Vision

Funding for the full range of recommended projects is anticipated to draw from a combination of public and private sources. Upon designation by the New York State Secretary of State, the Endicott Brownfield Opportunity Area will become eligible for pre-development funding through the DOS BOA Program. Eligible pre-development activities are noted in the implementation tables on the following pages. It is important to note that current market conditions in the greater Endicott area present real challenges to development feasibility. High construction costs are difficult to offset with the region's current market rents. As a result, creative and layered funding strategies — including state and federal grants, tax credit financing, and other gap-funding tools — will be essential to moving these projects forward.

Using the Implementation Strategy

The implementation strategy that follows provides a clear roadmap for advancing the projects and recommendations in this Master Plan. It begins with a summary of immediate next steps, identifying priority actions the Village and its partners should take in the near term to lay the groundwork for implementation. This is followed by detailed implementation tables that outline required actions, timelines, cost estimates, responsible parties, and potential funding sources for each Strategic Site and streetscape recommendation. A summary of available funding sources is also provided. Together, these tools are designed to help the Village and its partners identify and pursue the right combination of resources to advance each project from plan to reality.

Immediate Next Steps

The recommendations in this Master Plan represent a long-term vision, but realizing that vision requires action now. The next steps below are priorities the Village and its partners should advance in the near term to set the stage for the larger investments and projects that will follow.

Grant Opportunities Securing resources to advance priority projects and recommendations	• Apply for BOA pre-development funding to advance streetscape enhancements, early environmental work, and site marketing for the Kmart site and Huron Campus development opportunities • Apply for NYS Consolidated Funding Application (CFA) grants to support priority redevelopment initiatives • Pursue a parking utilization study (potentially fundable through the BOA program) • Explore grant opportunities for George W. Johnson Park improvements (e.g., NYS Office of Parks, Recreation, and Historic Preservation)
Environmental and Site Readiness Addressing legacy contamination to unlock redevelopment potential	• Commission Phase II ESAs for highest-priority sites (Kmart, Washington Ave Mixed-Use, North Street Mixed-Use) to advance development timelines • Develop a coordinated soil vapor intrusion testing program across IBM plume-affected sites to reduce per-site costs • Engage NYSDEC to clarify requirements and timelines for Site #704014 Site Management Plan compliance across Phoenix Investors parcels
Zoning and Policy Updates Removing regulatory barriers and guiding quality development	• Rezone necessary parcels to permit residential and mixed-use development, including the Residential Development site (Strategic Site 6) and the Oak Hill Infill site (Strategic Site 9) • Develop design guidelines for Washington Avenue, North Street, and Oak Hill Avenue corridors in coordination with the DRI Downtown Revitalization Fund committee to ensure consistent development quality as investment moves forward
Stakeholder and Landowner Coordination Building partnerships necessary to advance key projects	• Continue coordination with Phoenix Investors regarding the Huron Campus master plan • Coordinate with the IDA and Phoenix Investors on tenant attraction strategies to bring new businesses to available Huron Campus spaces • Engage Tangent Development LLC (Broad Street School) to understand the renovation timeline and connect them to available financing tools, including historic tax credits and affordable housing programs • Reach out to Ramco Dev & Holding LLC (Washington Ave Mixed-Use site) to assess development interest and timeline • Engage GMS Realty (Kmart site) regarding development interest and potential land disposition
Quick Wins Visible near-term actions to build momentum and attract investment	• Develop and distribute marketing materials for the highest-priority development sites to begin generating developer interest • Explore acquisition of 119–121 Oak Hill Avenue through the Village or a land bank partner to enable the planned gateway improvements at George W. Johnson Park

Implementation Table

	Project	Implementation Actions	Environmental Actions
STRATEGIC SITE 1	Kmart Site Development 216 Harrison Ave, 219 Vestal Ave Activate the site with a public green space and new pedestrian connections to position the site for additional private investment.	1. Site Promotion \$ 2. Schematic Design \$ 3. Design Development \$ 4. Construction	Phase II ESA \$ SGMP RBMS \$
STRATEGIC SITE 2	Washington Ave Mixed-Use 214, 218 Washington Ave Develop new commercial and residential uses to infill a vacant site on the southern block of Washington Avenue.	1. Schematic Design \$ 2. Design Development \$ 3. Construction	Phase II ESA \$ SGMP SVI Testing \$
STRATEGIC SITE 3	Broad Street Adaptive Reuse 112 Grant Ave, 114 Garfield Ave, 1401 Broad St Adaptively reuse the former Broad Street school for conversion into apartment units.	1. Schematic Design \$ 2. Design Development \$ 3. Construction	SGMP RBMS \$ SVI Testing \$
STRATEGIC SITE 4	North Street Mixed-Use 11 Garfield Ave, 1506 North St Create a new mixed-use development with retail and residential spaces to infill a parking lot on North Street.	1. Schematic Design \$ 2. Design Development \$ 3. Construction	Phase II ESA \$ SVI Testing \$ NYSDEC Site #704014 Management Plan
STRATEGIC SITE 5	McKinley Building Activation 22 Adams Ave Modernize and upgrade the McKinley building to host weddings, conferences, and other events.	1. Schematic Design \$ 2. Design Development \$ 3. Construction	Phase II ESA \$ SGMP RBMS \$ SVI Testing \$ NYSDEC Site #704014 Management Plan

\$ = Eligible for BOA Pre-Development Funding RBMS = Regulated Building Materials Survey SVI Testing = Soil and Vapor Intrusion Testing
 Phase II ESA = Phase II Environmental Site Assessment SGMP = Soil and Groundwater Management Plan

	Timeline	Planning Level Cost Estimate*	Lead and Partners	Potential Funding Sources
STRATEGIC SITE 1	Medium 3 to 5 years	TBD	Lead: Village of Endicott Potential Partners: GMS Realty LLP (owner), Broome County IDA	• BOA Pre-Development Funds (DOS) • ESD Regional Council Capital Funds (RCCF) • Restore NY (ESD) • Statewide Transportation Improvement Program (STIP) • Green Innovation Grant Program (GIGP) • OPRHP Environmental Protection Fund (EPF) <i>Parks Category</i>
STRATEGIC SITE 2	Medium 3 to 5 years	\$17.5 million	Lead: Ramco Dev & Holding (owner) or Private Developer Potential Partners: Broome County IDA	• BOA Pre-Development Funds (DOS) • HOME Program (HCR) • Low Income Housing Tax Credit (HCR) <i>if affordable units</i> • Brownfield Redevelopment Tax Credit (DEC)
STRATEGIC SITE 3	Medium 3 to 5 years	\$6.6 million	Lead: Tangent Development (owner) or Private Developer Potential Partners: Broome County IDA	• BOA Pre-Development Funds (DOS) • HOME Program (HCR) • Low Income Housing Tax Credit (HCR) <i>if affordable units</i> • Brownfield Redevelopment Tax Credit (DEC) • Restore NY (ESD)
STRATEGIC SITE 4	Medium 3 to 5 years	TBD	Lead: Phoenix Investors (owner) or Private Developer Potential Partners: Broome County IDA	• BOA Pre-Development Funds (DOS) • ESD Regional Council Capital Funds (RCCF) • HOME Program (HCR) • Low Income Housing Tax Credit (HCR) <i>if affordable units</i> • Brownfield Redevelopment Tax Credit (DEC)
STRATEGIC SITE 5	Medium 3 to 5 years	\$9.5 million	Lead: Phoenix Investors (owner) Potential Partners: Private Operator	• BOA Pre-Development Funds (DOS) • ESD Regional Council Capital Funds (RCCF) • Market New York (ESD) • NYS Historic Preservation Tax Credit (OPRHP) • OPRHP Environmental Protection Fund (EPF) <i>Historic Preservation Category</i> • Brownfield Redevelopment Tax Credit (DEC) • Restore NY (ESD)

*Cost estimates based on conceptual plans in 2025 dollars. Environmental remediation costs excluded.

	Project	Implementation Actions	Environmental Actions
STRATEGIC SITE 6	Residential Development 22 Adams Ave Create a townhouse development and convert Building 32 into apartments to diversify downtown living options.	1. Zoning Updates \$ 2. Schematic Design \$ 3. Design Development \$ 4. Construction	Phase II ESA \$ SGMP RBMS \$ SVI Testing \$ NYSDEC Site #704014 Management Plan
STRATEGIC SITE 7	North Street Industrial Infill 1803, 1901 North Street Construct new industrial buildings in campus-like setting to infill the former IBM and Endicott Forging sites.	1. Schematic Design \$ 2. Design Development \$ 3. Construction	SGMP SVI Testing \$ NYSDEC Site #704014 Management Plan
STRATEGIC SITE 8	Industrial Campus 50 Adams, 1600-12, 1710 Watson Blvd, 1901 Clark St Adaptive reuse of existing industrial buildings with green spaces, walking trails, and daylighted creek.	1. Feasibility Study \$ (creek daylighting) 2. Schematic Design \$ 3. Design Development \$ 4. Construction	Phase II ESA \$ SGMP RBMS \$ SVI Testing \$ NYSDEC Site #704014 Management Plan
STRATEGIC SITE 9	Oak Hill Avenue Infill 4, 8 Oak Hill Ave and 1101, 1201 Clark St Infill the block with new flex, light industrial, or mixed-use buildings in a campus-style setting.	1. Zoning Updates \$ 2. Schematic Design \$ 3. Design Development \$ 4. Construction	Phase II ESA \$ RBMS \$ SVI Testing \$ NYSDEC Site #704014 Management Plan
STRATEGIC SITES 10 + 11	George W. Johnson Park 119-127, 201 Oak Hill Ave, 1001 Watson Blvd Enhance the park with additional amenities and improved connectivity, including a new welcome plaza at the Oak Hill Avenue entry.	1. Property Acquisition 2. Schematic Design \$ 3. Design Development \$ 4. Construction	SGMP

\$ = Eligible for BOA Pre-Development Funding RBMS = Regulated Building Materials Survey SVI Testing = Soil and Vapor Intrusion Testing
 Phase II ESA = Phase II Environmental Site Assessment SGMP = Soil and Groundwater Management Plan

	Timeline	Planning Level Cost Estimate*	Lead and Partners	Potential Funding Sources
STRATEGIC SITE 6	Medium 3 to 5 years	TBD	Lead: Phoenix Investors (owner) or Private Developer Potential Partners: Broome County IDA	• BOA Pre-Development Funds (DOS) • HOME Program (HCR) • Low Income Housing Tax Credit (HCR) <i>if affordable units</i> • Brownfield Redevelopment Tax Credit (DEC) • ESD Regional Council Capital Funds (RCCF) • Restore NY (ESD)
STRATEGIC SITE 7	Long-Term 5 to 10 years	\$116 million	Lead: Phoenix Investors (owner) or Private Developer Potential Partners: Broome County IDA, ESD, NYSDEC	• BOA Pre-Development Funds (DOS) • ESD Regional Council Capital Funds (RCCF) • ESD Excelsior Jobs Program (EJP) • Brownfield Redevelopment Tax Credit (DEC) • Brownfield Cleanup Program (EPA)
STRATEGIC SITE 8	Immediate 2 to 3 years	TBD	Lead: Phoenix Investors (owner) Potential Partners: NYSDEC, USACE	• BOA Pre-Development Funds (DOS) • Green Innovation Grant Program (GIGP) • OPRHP Recreational Trails Program (RTP) • DEC Climate Smart Communities Program (CSC) • Brownfield Redevelopment Tax Credit (DEC)
STRATEGIC SITE 9	Medium 3 to 5 years	TBD	Lead: Phoenix Investors (owner) Potential Partners: Broome County IDA, ESD	• BOA Pre-Development Funds (DOS) • ESD Regional Council Capital Funds (RCCF) • Brownfield Redevelopment Tax Credit (DEC)
STRATEGIC SITES 10 + 11	Immediate 2 to 3 years	TBD	Lead: Village of Endicott	• BOA Pre-Development Funds (DOS) • OPRHP Environmental Protection Fund (EPF) <i>Parks Category</i> • OPRHP Recreational Trails Program (RTP) • Green Innovation Grant Program (GIGP) • DEC Climate Smart Communities Program (CSC) • Statewide Transportation Improvement Program (STIP)

*Cost estimates based on conceptual plans in 2025 dollars. Environmental remediation costs excluded.

	Project	Recommended Strategies
STREETSCAPES AND GATEWAYS	Streetscape Improvements Oak Hill Ave, Monroe St, North St, McKinley Ave, Watson Blvd, Ideal Alleys Upgrade pedestrian infrastructure and corridor identity along Endicott's key commercial and residential streets.	• Repair and widen sidewalks • Install street trees and pedestrian-scale lighting • Add wayfinding signage and gateway markers • Convert select alley segments to pedestrian-only use • Where feasible, reconfigure streets to include bike lanes, buffers, and narrowed travel lanes for improved multi-modal accessibility and safety
	Gateway Improvements Oak Hill Ave at Watson Blvd, North St at Oak Hill Ave, Washington Ave at North St, McKinley Ave at North St Create legible, welcoming entry points at key intersections throughout the Study Area.	• Install high-visibility crosswalks and curb extensions • Add gateway signage, seasonal banners, and ornamental plantings • Develop pocket plazas at primary gateways • Engage local artists for public art installations
TARGETED IMPROVEMENT AREAS	Neighborhood Beautification Little Italy and Other Neighborhoods Stabilize and reinvest in Endicott's historic residential neighborhoods by addressing vacancy and disinvestment in targeted clusters.	• Establish grant and low-interest loan programs for existing homeowner rehabilitation • Install street trees, lighting, and sidewalk improvements • Construct infill single-family and owner-occupied two-family homes on vacant lots • Develop pocket parks on vacant parcels • Support community organizing through block clubs and community gardens
	Strategic Investment Corridors Washington Ave, North St, Oak Hill Ave, Odell Ave Activate Endicott's commercial corridors as vibrant, fully-occupied destinations.	• Launch a facade improvement matching grant or low-interest loan program • Streamline permitting for outdoor dining and parklets • Establish a coordinated events and programming calendar including farmers markets and festivals • Recruit and retain businesses through targeted outreach
	Huron Campus Revitalization Guide long-term investment in the Huron Campus as a major economic anchor integrated with surrounding neighborhoods and corridors.	• Enhance outdoor spaces to create a campus setting • Initiate a dedicated campus master planning process • Assess and enhance existing facilities • Define a phased development and investment plan • Coordinate development of Strategic Sites 6–9 with broader BOA plan goals • Identify opportunities to strengthen physical and programmatic connections between the campus and downtown

	Timeline	Planning Level Cost Estimate	Lead and Partners	Potential Funding Sources
STREETSCAPES AND GATEWAYS	Varies by corridor	Varies by corridor	Lead: Village of Endicott Potential Partners: NYSDOT	• BOA Pre-Development Funds (DOS) • Statewide Transportation Improvement Program (STIP) • Green Innovation Grant Program (GIGP) • NY Main Street Program (HCR)
	Varies by location	Varies by location	Lead: Village of Endicott Potential Partners: Property Owners	• BOA Pre-Development Funds (DOS) • Statewide Transportation Improvement Program (STIP) • Green Innovation Grant Program (GIGP) • NY Main Street Program (HCR)
TARGETED IMPROVEMENT AREAS	On-going (multi-year commitment)	TBD	Lead: Village of Endicott Potential Partners: Community Organizations, Property Owners	• HOME Program (HCR) • NYS Community Development Block Grant Program (CDBG) • Green Innovation Grant Program (GIGP) • NY Main Street Program (HCR)
	Varies	TBD	Lead: Village of Endicott Potential Partners: BID, Merchants Associations, Property Owners	• NY Main Street Program (HCR)
	Long-term	TBD through master plan process	Lead: Phoenix Investors Potential Partners: Village of Endicott, Broome County IDA, Huron Campus Tenants (BAE Systems, etc.)	• BOA Pre-Development Funds (DOS) • ESD Regional Council Capital Funds (RCCF)

Potential Funding Sources

	Project	Eligible Activities	Award
BROWNFIELD + ENVIRONMENTAL REMEDIATION	BOA Pre-Development Funds NYS DOS Funding allocated for pre-development activities and environmental due diligence to advance projects within State-designated BOAs.	Marketing strategies and promotional materials; plans, specifications, and construction documents; real estate services and developer RFPs; architectural, structural, and environmental building condition studies; infrastructure feasibility and traffic analyses; zoning and regulatory updates; Phase I/II ESAs, cultural surveys, and financial feasibility studies; and public outreach.	Up to 90% of total eligible project costs
	Brownfield Cleanup Program US EPA Provides funding for eligible entities, including local governments, to carry out cleanup activities at brownfield sites.	Cleanup activities at brownfield sites; direct costs associated with programmatic management of the grant, including required performance reporting, cleanup oversight, and environmental monitoring of cleanup work. A Phase II ESA must be underway or completed prior to application	Up to \$500,000; in limited instances up to \$2,000,000. Local match of 20% required.
	Brownfield Redevelopment Tax Credit NYS DEC Incentivizes private sector cleanup and redevelopment of brownfields to revitalize communities.	Cleanup and redevelopment of sites accepted into the NYS Brownfield Cleanup Program.	Varies; up to \$45,000,000 depending on end-use
	Climate Smart Communities Program (CSC) NYS DEC Provides funding to municipalities for implementation of projects related to climate adaptation and greenhouse gas reductions.	Flood risk reduction and climate adaptation infrastructure (e.g., culvert/bridge improvements, cooling centers); EV charging stations; energy upgrades including heat pumps, LED street lighting, and solar/wind installations on municipal properties; and planning studies including comprehensive sustainability plans, natural resource inventories, and GHG emissions inventories.	Varies; 50% local match required
	Green Innovation Grant Program (GIGP) NYS EFC Funds support projects that utilize unique stormwater infrastructure design and create cutting-edge green technologies.	Stormwater street trees, rain gardens, bioretention, permeable pavements, green roofs, and other innovative green stormwater infrastructure.	Varies; local match between 10% and 60%

	Project	Eligible Activities	Award
ECONOMIC DEVELOPMENT	Regional Council Capital Funds (RCCF) NYS ESD Provides funding for projects intended to create or retain jobs and/or increase business or economic activity in a community or region.	Capital-based economic development projects in the following categories: Business Investment, Economic Growth Investment, Tourism, or Strategic Focus Areas. Awards are based on alignment with state and regional priorities, potential for job creation, fiscal benefit to state and local governments, economic activity, community development, and private investment.	Varies; minimum grant request of \$100,000
	Excelsior Jobs Program (EJP) NYS ESD Provides job creation and investment incentives to firms in strategic industries.	Projects that create new or retain existing jobs in the following strategic industries: software development, scientific research and development, financial services, agriculture, manufacturing, back office, distribution, life sciences, music production, and entertainment companies.	Varies based on jobs created/retained and capital investment
	Market New York (MNY) NYS ESD A grant program established to strengthen tourism and attract visitors to New York State by promoting destinations, attractions, and special events.	Tourism marketing initiatives; recruitment and/or execution of special events including meetings, conferences, conventions, festivals, agritourism/craft beverage events, athletic competitions, and consumer and industry trade shows.	Varies
	Restore NY NYS ESD Provides funding to municipalities to encourage community development and growth through the elimination and redevelopment of blighted structures.	Revitalization of commercial and residential properties; elimination and redevelopment of blighted structures. Priority is given to projects in Empire Zones and Brownfield Opportunity Areas, as well as projects leveraging other state or federal redevelopment programs.	Varies; local match of at least 10% required
	Community Development Block Grant (CDBG) NYS HCR / OCR Provides funding to support community development in underserved areas.	Acquiring and rehabilitating property, constructing public facilities (water/sewer/centers), improving infrastructure (streets/sidewalks), housing assistance, economic development, and public services.	Varies; competitive basis

	Project	Eligible Activities	Award
HOUSING DEVELOPMENT	HOME Program NYS HCR / HUD Funds may be used to implement local housing strategies designed to increase homeownership and affordable housing opportunities for low and very-low income households.	Housing rehabilitation, assistance to renters and home-buyers, new construction of housing for low and very-low income families.	Varies by project
	Low Income Housing Tax Credit (LIHTC) NYS HCR Provides a dollar-for-dollar reduction in state income taxes to investors in qualified low-income housing.	New construction or adaptive reuse of non-residential property to affordable housing; substantial rehabilitation of site-specific multifamily rental housing.	Varies by project; to be determined based on project specifics
DOWNTOWN REVITALIZATION + RECREATION	New York Main Street Program (NYMS) NYS HCR / OCR Funds awarded to units of local government and not-for-profit organizations committed to revitalizing historic downtowns, mixed-use neighborhood commercial districts, and village centers.	Technical assistance projects or targeted improvements such as facade renovations, interior commercial and residential building renovations, and streetscape enhancement projects.	Varies; competitive basis
	NYS Historic Preservation Tax Credit for Income-Producing Properties NYS OPRHP Tax credit for rehabilitating eligible historic structures.	Substantial rehabilitation of income-producing (commercial, office, industrial, or rental residential) that are listed on or eligible for the National/State Register and located in a qualifying census tract.	Additional state credit of 20% or 30%, up to \$5,000,000 per structure
	Environmental Protection Fund (EPF) – Parks, Preservation & Heritage NYS OPRHP Land acquisition, planning, development of new parks and rehabilitation of existing parks.	Parks: Acquisition, development, and planning of parks and recreational facilities; preserve, rehabilitate or restore lands, waters or structures for park, recreation, or conservation purposes. Historic Preservation: Acquire, improve, protect, preserve, rehabilitate or restore properties listed on the State or National Register of Historic Places. Heritage Areas: Projects within approved management plans for designated Heritage Areas.	Up to \$600K per project. If total project cost exceeds \$4M, up to \$1M may be requested.

	Project	Eligible Activities	Award
TRANSPORTATION	Statewide Transportation Improvement Program (TIP) FHWA / NYS DOT / Regional Transportation Councils Provides funding for highway, transit, and non-motorized transportation projects.	Highway, transit, and non-motorized transportation improvements including pedestrian infrastructure, bicycle lanes, and gateway improvements. Priority projects are identified in partnership with NYS DOT and regional transportation councils and align with the four-year Federal Fiscal Year program.	Varies; local match required
	Transportation Alternatives Program and Congestion Mitigation and Air Quality Improvement (TAP / CMAQ) FHWA / NYS DOT Funds projects that improve air quality, reduce traffic congestion, and enhance non-vehicular transportation options	Eligible projects include planning, design, right-of-way acquisition, and construction. TAP funds pedestrian, bicycle, and recreational trail projects, as well as safe routes to school. CMAQ projects must demonstrate emission reductions, such as transit improvements, traffic flow improvements, and alternative fuel infrastructure.	Up to 80% of total project costs
	Consolidated Local Street and Highway Improvement Program (CHIPS) NYS DOT Provides funding for local infrastructure improvements, including roads, bridge, and sidewalks.	Construction and repair of highways, bridges, highway-railroad crossings, and other facilities that are not on the State highway system.	Expenses are fully reimbursable if part of an eligible project
	Recreational Trails Program (RTP) FHWA / NYS OPRHP Provides funds to develop and maintain recreational trails for both motorized and non-motorized recreational trail use.	Maintenance and restoration of existing recreational trails; development and rehabilitation of trailside and trailhead facilities and trail linkages; purchase or lease of trail construction and maintenance equipment; construction of new recreational trails; acquisition of easements or fee simple title for recreational trail corridors.	Up to 80% of total project costs, with maximum award of \$250K