

Watkins Glen DRI - Preliminary Project Selection Matrix

The Watkins Glen Local Planning Committee is tasked with reviewing the projects and initiatives within the context of how well they advance the DRI strategies set forth in the Strategic Investment Plan. The Committee will seek to maximize the impact of DRI investment by advancing projects and initiatives through the DRI award that have the greatest public benefit, are primed for implementation, and enjoy broad stakeholder support. The Committee should look to prioritize catalytic projects that present the strongest likelihood of jump-starting or continuing downtown revitalization and investment in the community.

Committee Member Instructions

The objective of this exercise is for Committee members to begin considering which projects should be considered for DRI funding. On the following pages, the projects are organized according to the four Goals developed during the DRI planning process. Committee members should review the preliminary rankings for each criteria to consider the relative impact of each project. The objective of this exercise is to provide qualitative guidance on the potential economic and community benefits that each project could provide.

The six criteria the Consultant Team used for initial project screening are:

- **Cost:** Order-of-magnitude costs are rated as Low: <\$500,000; Medium: \$500,000 - \$2,000,000; High: >\$2,000,000.
- **Community Benefits:** Projects that provide benefits in addition to quantitative economic benefits, such as sustainability, environmental benefits, increased tax revenue, improved urban design, etc. Community benefits can also be considered for how they achieve the Watkins Glen DRI Goals. The Goals established for the DRI plan are:
 - Goal 1 Downtown Living: Build on the strong sense of place in Watkins Glen by increasing walkability, providing a range of housing types, and promoting downtown as a mixed-use district.
 - Goal 2 Culture and Entertainment: Create an active downtown environment for residents and visitors by supporting arts and cultural organizations, nightlife, youth-oriented activities, and regular events.
 - Goal 3 Economic Development: Attract high-paying jobs, skilled workers, and young professionals by promoting year-round local-based businesses and investment in infrastructure.
 - Goal 4 Quality of Life: Promote Watkins Glen's identity as a vibrant community for residents, businesses, and visitors.
- **Catalytic Potential:** Projects that have the potential to transform downtown by promoting additional economic development activities (such as leveraging additional funds, encouraging private development, etc.).
- **Job Generation:** Order-of-magnitude job generation is rated as High: >20 jobs; Medium: 10 – 20 jobs; Low: <10 jobs.
- **Feasibility:** Projects that are 1) technically feasible; 2) feasible from a regulatory and permitting perspective; 3) have few 'real property constraints;' 4) can be implemented, operated, and sustained at the local level; and 5) can be implemented in the short- to mid-term.
- **Public Support:** This field will be evaluated following upcoming public engagement events based on input from the community about potential DRI projects.

Village of Watkins Glen

Downtown Revitalization Initiative




Watkins Glen DRI - Preliminary Project Selection Matrix

Explanation of Preliminary Screening Analysis

To provide background for the Committee based on preliminary analysis, the Consultant Team analyzed and screened each project according to six broad criteria based on a detailed list of criteria provided by DOS. The sixth criteria, Public Support, will be evaluated following upcoming public engagement events:

- Cost
- Community Benefits
- Catalytic Potential
- Job Generation
- Feasibility
- Public Support

For this preliminary screening exercise, each of the criteria is qualitatively measured using consumer reports style "Harvey Balls" to compare projects in each of the categories. "Harvey Balls" are symbols used to indicate the degree to which the projects meet each criteria. A filled circle indicates a more favorable score (e.g., Many Community Benefits), whereas an empty circle indicates a less favorable score (e.g., Few Community Benefits). At this stage, the analysis is at a high level—qualitative and/or order of magnitude. The Consultant Team will analyze the Priority Projects to a greater level of detail after the Committee provides this initial evaluation.

	Cost	Community Benefits	Catalytic Potential	Job Generation	Feasibility	Public Support
	Low Cost (<\$500k)	Many Community Benefits	High Catalytic Potential	Creates Many Jobs	Few Barriers to Implementation	High
	Medium Cost (\$500k - \$2M)	Some Community Benefits	Some Catalytic Potential	Creates Some Jobs	Some Barriers to Implementation	Medium
	High Cost (>\$2M)	Few Community Benefits	Low Catalytic Potential	Creates Few Jobs	Many Barriers to Implementation	Low

Village of Watkins Glen

Downtown Revitalization Initiative

Goal 1: Downtown Living

Watkins Glen DRI - Preliminary Project Selection Matrix

	Project Name	Cost	Community Benefits	Catalytic Potential	Job Generation	Feasibility	Public Support
1A	15 North Franklin Renovation	●	◐	◐	◐	◐	
1B	Workforce Housing, Neighborhood, and Childcare Center	○	●	●	◐	◐	
1C	Upper Floor Residential Conversion Fund	●	◐	◐	○	◐	
1D	Zoning Revisions to Address Short-Term Rental Housing	●	●	◐	○	●	
1E	Lake View 302 East 2nd Street	●	○	○	○	◐	
1F	Renovate the CarQuest Building with Mixed-Uses	●	○	○	○	◐	
1G	Renovate 214 N Franklin Street	◐	◐	◐	○	●	

Notes and Comments

1A: Need development details, important site, questions of feasibility. Larger scale project? Need private leverage.

1B: A priority, highly rated.

1C: Good project but needs to be affordable, greater leverage needed.

1D: Necessary, a must, might face opposition by rental owners.

1E: Good site, need greater owner investment. More private leverage.

1F: Good site, need apartments.

1G: More private leverage.

Village of Watkins Glen

Downtown Revitalization Initiative

Goal 2: Culture and Entertainment

Watkins Glen DRI - Preliminary Project Selection Matrix

	Project Name	Cost	Community Benefits	Catalytic Potential	Job Generation	Feasibility	Public Support
2A	Clute Park Year-Round Recreation Improvements						
2B	Watkins Glen Performing Arts Center Upgrades						
2C	Captain Bill's Seneca Lake Cruise Terminal						
2D	Renovate former VFW building into a full service spa and fitness center						
2E	Redevelopment of 602 Franklin Street						
2F	Seneca Lake Wine Trail Cultural Center						
2G	Artist's Retreat and Recording Studio						
2H	FLX Outdoor Adventure and Discovery Center						
2I	Amusement Center						
2J	Pirate-Themed Miniature Golf						
2K	Revitalize Seneca Clipper Inn to New 3-Story Hotel						
2L	Tourist Map						

Notes and Comments

2A: Transformative, need a regulation sized rink to host tournaments, need to figure out how to move people to the park along 4th street.

2B: Could create cultural hub, may not be most popular with public, need to resolve parking.

2C: Great project, must open up lake views.

2D: Good project and leverage.

2E: Promising site, needs more detail.

2F: Cost breakdown?

2G: Creative, good idea. Does not benefit many people.

2H: Feasibility question, need greater leverage.

2I: Site ownership? Apartments above?

2J: Lacks support.

2K: Dependent on meeting zoning code.

Village of Watkins Glen

Downtown Revitalization Initiative

Goal 3: Economic Development

Watkins Glen DRI - Preliminary Project Selection Matrix

Project Name	Cost	Community Benefits	Catalytic Potential	Job Generation	Feasibility	Public Support
3A FLX Works	●	◐	◐	●	◐	
3B Schuyler Hospital Walk-In Clinic	◐	●	◐	◐	◐	
3C Business Signage Program	●	◐	◐	○	●	
3D New Mixed-Use Development at 715 Franklin Street	○	◐	◐	◐	○	
3E Renovate Third Street Carriage House	◐	◐	◐	◐	◐	
3F Façade Improvement Program	◐	◐	◐	○	●	
311 N Franklin Façade Renovation	●	◐	○	○	◐	
Flatiron Building Restoration	◐	◐	○	○	◐	
Franklin Street Gallery and Gift Shop	●	◐	○	○	◐	
6th to 7th Street Renovation	●	◐	○	○	◐	
Renovation of 500 N Franklin for Mixed-Use	●	◐	○	○	◐	

Notes and Comments

3A: Good idea, some feasibility concerns.

3B: Is urgent care in the Village necessary with the hospital nearby? Location should ensure adequate off-street parking.

3C: Add wayfinding signage.

3D: Need more detail.

3E: Historic building, need more detail.

3F: 311 N Franklin Façade Renovation

Flatiron Building Restoration: Important building.

Franklin Street Gallery and Gift Shop: Revolving fund? Need costs. 3F: 311 N Franklin Façade Renovation

Flatiron Building Restoration: Important building.

Franklin Street Gallery and Gift Shop: Revolving fund? Need costs.

6th to 7th Street Renovation: Other grant funding? Façade improvement?

Renovation of 500 N Franklin for Mixed Use

Village of Watkins Glen

Downtown Revitalization Initiative

Goal 3: Economic Development

Watkins Glen DRI - Preliminary Project Selection Matrix

Project Name	Cost	Community Benefits	Catalytic Potential	Job Generation	Feasibility	Public Support
3G Business Expansion						
Sweet Expansions	◐	◐	○	◐	◐	
Inner Peace Floats	◐	◐	○	◐	◐	
Seneca Sunrise	●	◐	◐	◐	◐	
New Meat/Seafood/Local Foods Establishment	●	◐	○	◐	●	
Sparkle Jewelry Store	◐	○	○	○	○	
New Image Salon	●	○	○	○	●	
3H Building Renovation- Multi-Site						
Madison Guest House	●	○	○	○	◐	
Watkins Motel	◐	○	○	○	◐	
Budget Inn	●	○	○	○	●	
3I Develop 109-111 N Franklin Street for Mixed Uses	●	◐	○	◐	●	

Notes and Comments

3G: *Sweet Expansions*: Cost high, need more private leverage.

Inner Peace Floats: Good idea, need more info and financing.

Sparkle Jewelry Store: Maybe not for DRI.

3H: *Madison Guest House*: Maybe not for DRI.

Watkins Motel: Not transformative.

Village of Watkins Glen

Downtown Revitalization Initiative

Goal 3: Economic Development

Watkins Glen DRI - Preliminary Project Selection Matrix

	Project Name	Cost	Community Benefits	Catalytic Potential	Job Generation	Feasibility	Public Support
3J	Develop, Promote, and Prosper Discover Downtown Watkins Glen	●	◐	◐	◐	●	
3K	Renovate Maguire Chrysler	○	○	○	◐	●	
3L	Renovate First Baptist Church	◐	◐	○	○	○	
3M	Finger Lakes Brew Garden	◐	◐	◐	◐	○	

Notes and Comments

3J:

3K:

3L: More private leverage.

3M: Neat idea, but would be right next to another beer garden. Could this be combined with 15 N Franklin?

Village of Watkins Glen

Downtown Revitalization Initiative

Goal 4: Quality of Life

Watkins Glen DRI - Preliminary Project Selection Matrix

Project Name	Cost	Community Benefits	Catalytic Potential	Job Generation	Feasibility	Public Support
4A E 4th Street Pedestrian Improvements (Waterfront Multipurpose Pathway)						
4B New Street Lighting on Franklin Street						
4C Sidewalk Upgrades and Repairs						
4D Downtown Design Guidelines						
4E Public Artwork Program						
4F Lafayette Park Fountain and Clock						
4G Graft/Glen Mountain Outdoor Seating						

Notes and Comments

4A: Crucial, needs to be pedestrian friendly. Will help to screen Cargill.

4B: Needed, is there other funding?

4C: Needed, should be fair to residents who have already repaired.

4D: Needed, is there other funding?

4E: Could be helpful, maybe as part of larger beautification.

4F: Park improvements supported, concern over public cost for maintenance.

4G: More leverage needed but would be good.