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INTRODUCTION

Eastman Business Park, historically known as Kodak Park, is a 1,200 acre research, development and manufacturing campus with over 16 million square feet of multi-scale manufacturing, distribution, lab and office space. There are currently over 70 companies on site employing over 6,000 people, many of them responsible for the development of our nation’s next generation technologies in the areas of energy storage, chemical manufacturing, roll-to-roll manufacturing and photonics. The Park’s manufacturing infrastructure, including private utilities and on-site water and wastewater management system, is a competitive advantage for attracting tenants that require high usage.

Eastman Business Park retained Camoin Associates and Bergmann Associates to conduct a real estate market analysis and existing conditions analysis. This report presents the master plans for the following strategic sites (Map 1, Appendix A, Page 1):

- Strategic Site 1 - Eastman Business Park - East,
- Strategic Site 2 - Eastman Business Park - Middle,
- Strategic Site 3 - Eastman Business Park - West, and
- Strategic Site 4 - Hawkeye Site.

Each master plan incorporates the results of the market analysis, the existing conditions and input from Eastman Business Park representatives. These master plans provide a framework for future development, and the creation of a new identity for Eastman Business Park as an internationally recognized high tech manufacturing facility.
Later sections of this report include site-specific analysis. However, there are a variety of factors that will influence development in all four sites. These factors include existing municipal regulatory frameworks, State Environmental Quality Review (SEQR) compliance, subsurface investigations and Shovel Ready certification status.

ZONING

Strategic Sites 1 and 2 were rezoned as a Planned Development District in 2010 (Map 2, Appendix A, Page 3). The rezoning effort was undertaken to promote employment and economic development opportunities that would benefit from the existing extensive utilities and site infrastructure. The Planned Development District allows for flexible regulations that facilitate the development of mixed uses within existing structures or new construction on lands formally utilized by the Eastman Kodak Company. The demolition of approximately 50% of the company’s buildings in the early 2000’s, combined with the major reduction in employees, left 90 acres of vacant surface parking lots and land available for redevelopment. Strategic Sites 3 and 4 are currently zoned Industrial (M-1). Permitted uses and potential variances needed will be discussed for each of the four strategic sites.

STATE ENVIRONMENTAL QUALITY REVIEW (SEQR) COMPLIANCE

In conjunction with the zoning amendment described above, the City completed a generic Environment Assessment, which calculated the total build-out potential of the site, assessed the potential impacts of build-out, and identified thresholds for future development. Future development thresholds and mitigation requirements are described in the Environmental Assessment (Appendix B). It is noted that site-specific assessments will be required if proposed development does not meet the requirements of the PD-12 zoning district or if the development intensity exceeds the thresholds identified in the generic assessment.
In addition, site-specific environmental assessments will be required for Sites 3 and 4, which are portions of the Eastman Business Park site not included in the PD-12 district (and therefore not addressed in the generic Environmental Assessment).

**SUBSURFACE INVESTIGATIONS**

The Eastman Kodak Company performed numerous subsurface investigations on portions of the Eastman Business Park. These subsurface investigations led to the implementation of interim and final remedial measures. While contamination remains in the soil and groundwater, development is encouraged as long as necessary precautions are taken to ensure the safety of human and environmental health. A review of historic soil analytical data was compared to the results of the Soil Cleanup Objectives (SCOs), creating three soil classifications (Map 3, Appendix A, Page 4):

- **Green Soil Classification** - Unrestricted soil management area. No elevated health and safety concerns. No environmental monitoring or screening required.
- **Yellow Soil Classification** - Commercial soil management area. Excavations that disturb soil in these areas required Level D PPE for construction workers and regular field screening and monitoring.
- **Red Soil Classification** - Restricted soil management. Intrusive work performed must follow local, state and federal regulations.

The purpose of the soil classification is to denote proper management of soils during excavation and redevelopment. These classifications were considered during development of the master plans.
SHOVEL READY CERTIFICATION STATUS

Certification through Empire State Development’s (ESD) Shovel Ready Program is available to any site in New York State that is suitable for the type of development proposed, has proper zoning and infrastructure, has completed the appropriate studies and has received necessary approvals. Benefits to being certified shovel ready include:

- Industrial users can get valuable pre-development information about the site, its assets and constraints, which reduces perceived risk;
- EDS and other state and federal agencies are available to provide technical assistance and guidance on permitting issues;
- ESD provides marketing assistance; and
- The property is featured on EDS’s shovel ready website.

Eastman Business Park currently is not designated a Shovel Ready site. Designation could enhance the marketability of the site to corporate decision makers and others involved in corporate site selection and relocation.

Historic View of Eastman Business Park (Formerly Kodak Park) 1930
Source: Rochester Public Library
STRATEGIC SITE 1 | Eastman Business Park - East

EXISTING CONDITIONS

Strategic Site 1 (Map 4, Appendix C, Page 1) is approximately 67 acres in size and is located at the corner of Ridge Road and Lake Avenue. Existing land use is commercial and industrial. A majority of the site consists of surface parking lots along the south side of Ridge Road and the east side of Lake Avenue, from Redwood Drive north to Maplewood Drive. On the Lake Avenue site there are several small parcels that are not owned by Eastman Business Park. The portion of the site at the corner of Ridge Road and Lake Avenue contains multiple large multi-story industrial buildings (some vacant), the Theatre on the Ridge performance space, Eastman Business Park office headquarters, and the George Eastman Memorial. This portion of the site is surrounded by a security fence, limiting access into the site.

The portion of the site along the south side of Ridge Road is currently zoned a Planned Development District (Sub-area 3) (Map 5, Appendix A, Page 7). Permitted uses include:

- Commercial
- Parking lot and garage
- Mixed-use and multifamily dwelling uses
The portion of the site at the corner of Ridge Road and Lake Avenue is currently zoned a Planned Development District (Sub-area 1) (Map 5, Appendix A, Page 7). Permitted uses include:

- Manufacturing or light industrial
- Research laboratories
- Offices
- Support uses and structures for services for Planned Development districts and community

The portion of the site along the east side of Lake Avenue from Redwood Road to Maplewood drive is currently zoned a Planned Development District (Sub-area 2) (Map 5, Appendix A, Page 7). Permitted uses include:

- Manufacturing or light industrial
- Research laboratories
- Offices
- Commercial, and
- Parking and garages

**MASTER PLAN DESCRIPTION**

The full build out master plan for Strategic Site 1 (Map 6, Appendix C, Page 2) consists of a mix of residential, mixed-use and office development. At the corner of Ridge Road and Lake Avenue, the plan shows the demolition of Building 29 to make way for a signature gateway building into Eastman Business Park. This building could potentially be an experiential center incorporating interactive spaces, manufacturing facilities, office space, a visitors center, restaurant/cafe area and retail space.
Along the east side of Lake Avenue, the master plan shows the realignment of Maplewood Drive to open up land for new residential development along the Genesee River Gorge. The relocation of the road allows future residential development to be integrated into Maplewood Park and take advantage of views of the river gorge, the City of Rochester skyline and Lake Ontario. On the northeast corner of Lake Avenue and Redwood Road, a mixed use development is depicted, including restaurants and service businesses on the first floor with a mix of office and residential on the upper floors. The northern part of the site will contain new office development and mixed-use development consisting of office on the first floor with residential above. This segment of the site is linked to Maplewood Park and the Genesee Riverway Trail by a series of trails, mini parks and focal features. The plan depicts streetscape enhancements along Lake Avenue that will enhance the pedestrian environment and link together the east and west sides of the road.

Along the south side of Ridge Road, the master plan envisions a flexible co-op space focusing on craft beverage production. This idea is supported by recent legislation signed by Governor Cuomo to aid in the expansion of “homebrew” beer, wine and cider in New York. The bill (S.1227B/A1100B) allows for the creation and operation of custom beer, wine, and cider production centers that will rent space and equipment to those looking to produce beer, wine or cider for home consumption. The remainder of the site around the co-op facility will remain as parking to accommodate the new facility and the Theatre on the Ridge. Enhanced pedestrian crosswalks are shown to connect the co-op and parking across to the theatre. In the near future, updates will be made to the Theatre on the Ridge including a new marquee and visitors center.

The proposed master plan was reviewed for consistency with zoning and development restrictions resulting from contamination:
ZONING
Under existing regulations, the redevelopment envisioned in the master plan would require a use variance to allow residential development in PD 12: Sub-area 2.

SOIL CLASSIFICATION
Strategic Site 1 consists of soils classified as Commercial Soil Management areas, shown as yellow on Map 7, Appendix A, Page 8. Commercial Soil Management areas contain soils that exceed the residential Soil Cleanup Objectives (SCOs) but are below commercial SCOs. Any excavation that disturbs the soil on this site would require Level D Personal Protective Equipment (PPE) for construction workers and periodic field screening and monitoring. The Department of Occupational Safety and Health Administration (OSHA) defines Level D PPE as a work uniform providing minimal protection, primarily used for minimal contamination only. Level D PPE requires coveralls, boots/shoes that are chemical-resistant and steel toe.

Strategic Site 1 contains soils classified as Restricted Soil Management, shown in red on Map 7, Appendix A, Page 8. This area denotes where the most stringent approach must be implemented when excavating, including Community Air Monitoring. Continuously screening and monitoring the excavation area must be done to ensure the safety of human and environmental health.

Area where the soil is classified as Unrestricted Soil Management Areas are shown in green on Map 7, Appendix A, Page 8. This area’s analytical results were below the residential SCOs. Any excavation in this area would require minimal restrictions for owners and contractors.
PHASING STRATEGY

In order to implement the full build-out of the Strategic Site 1 | Eastman Business Park - East Master Plan, the following phases are recommended. Each phase has an estimated time line of 1-3 years, assuming appropriate allocation of resources:

• **Phase 1** - Acquisition of out parcels on the east side of Lake Avenue between Redwood Road and Maplewood Drive.
  - Realignment of Maplewood Drive and demolition of Building 29.
  - Reconstruction of Keehl Street and Hanford Landing Road.
  - Improvements to the Theatre on the Ridge.
  - Streetscape enhancements on Lake Avenue.
  - Use variance for residential development.
  - Construction of residential development and craft beverage Co-op facility.

• **Phase 2** - Construction of new gateway building / experiential center at the corner of Ridge Road and Lake Avenue.
  - Construction of the mixed use development near the corner of Lake Avenue and Redwood Road.
  - Construction of the remainder office and mixed-use development on the northern part of the site.

• **Phase 3** - Construction of trail/mini park system.

COST ESTIMATE

The following planning level cost, based upon historical cost data, provide an order of magnitude budgetary estimate to prepare Strategic Site 1 for future redevelopment. All costs include design, construction and contingencies.

- Demolition of Building 29 - $7,250,000
- Realignment of Maplewood Drive - $3,500,000
- Keehl Street Reconstruction - $2,000,000
- Hanford Landing Road Reconstruction - $700,000
- Lake Avenue Streetscape Enhancements - $1,500,000
- Trail System/Open Space - $2,300,000
- **Total** - $17,250,000

FUTURE STUDIES

The following studies / activities will need to take place to further inform the implementation of the master plans and refine cost estimates:

- A traffic study to determine intersection design requirements for new Maplewood Drive Alignment.
- Assessment of existing utilities on Maplewood Drive and possible relocation based on the Maplewood Drive realignment.
- Traffic Study to determine the feasibility of a road diet along Ridge Road for pedestrian safety and to enhance the pedestrian experience.
- Environmental studies to further understand the environmental conditions underneath the parking lot areas south of Ridge Road and to the east of Lake Avenue.
STRATEGIC SITE 2 | Eastman Business Park - Middle

EXISTING CONDITION

Strategic Site 2 (Map 8, Appendix C, Page 3) is approximately 97 acres in size and is located north of Ridge Road and east of Lake Avenue. The southern portion of the site contains multiple large industrial buildings (some vacant). This portion of the park also contains large pieces of land where industrial buildings once stood but have been demolished in the recent years. The northern portion of the site consists of surface parking lots bordered by residential properties to the north. A majority of the site is surrounded by a security fence, limiting access to the site.

The portion of the site north of Eastman Avenue is currently zoned as a Planned Development District (Sub-area 2) (Map 9, Appendix A, Page 12). Permitted uses include:

- Manufacturing or light industrial
- Research laboratories
- Offices
- Commercial, and
- Parking and garages
View Looking Northeast at Strategic Sites 1 and 2, 2016
Source: Google Earth

The portion of the site south of Eastman Avenue is currently zoned a Planned Development District (Sub-area 1) (Map 9, Appendix A, Page 12). Permitted uses include:

- Manufacturing or light industrial
- Research laboratories
- Offices, and
- Support uses and structures for services for Planned Development district and community
The full build out master plan for Strategic Site 2 (Map 10, Appendix C, Page 4) consists of a mix of large scale industrial, small scale industrial and multifamily and single family residential development. Eastman Avenue runs east/west through the site. The master plan shows Eastman Avenue being reconstructed and opened to the public, creating an east/west connection from Lake Avenue to Ridge Road.

Along Lake Avenue, demolition of Buildings 35 and 42 will make way for the development of a large scale manufacturing facility of approximately 233,000 SF and associated parking. This new building with its strong presence on Lake Avenue could be a potential site for the relocation of the Kodak Alaris facility. This site would provide +/- 350 dedicated parking spaces for Kodak Alaris, or other large scale user.

North of Eastman Avenue, the master plan depicts the existing parking redeveloped into a series of +/- 40,000 SF buildings that could be used for energy storage, flex space or uses complementary to the Photonics industry cluster.

At the western end of Eastman Avenue, the master plan shows new multi-family and single-family residential infill, which will reestablish and extend the surrounding street grid.

New trails and open space are shown at the northern edge of the site to act as a buffer between the residential and industrial uses. This trail system is also an amenity for employees at Eastman Business Park and surrounding residents. The system would connect to the planned trails in Strategic Site 1 and would ultimately connect to the Genesee Riverway Trail and Maplewood Park.
The proposed master plan was reviewed for consistency with zoning and development restrictions resulting from contamination:

**ZONING**
Under existing regulations, Strategic Site 2 build out would require a use variance to allow multi-family and detached single-family residential development in PD 12: Sub-area 1.

**SOIL CLASSIFICATION**
Strategic Site 2 consists of soil classified as Commercial Soil Management areas, shown as yellow on Map 11, Appendix A, Page 11. Commercial Soil Management areas are soils that exceed the residential Soil Cleanup Objectives (SCOs) but below commercial SCOs. Any excavation that disturbs the soil on this site would require Level D Personal Protective Equipment (PPE) for construction workers and periodic field screening and monitoring.

Portions of Strategic Site 2 are classified as Restricted Soil Management, shown in red on Map 11, Appendix A, Page 11. This area denotes the most stringent approach must be implemented when excavating, including Community Air Monitoring. Continuously screening and monitoring the excavation area must be done to ensure the safety of human and environmental health. The master plan proposes parking lots be developed over this land, no structures are intended to be established in this area.

Strategic Site 2 also has ten small areas where the soil is classified as Unrestricted Soil Management Areas, shown as green on Map 11, Appendix A, Page 11. This area’s analytical results were below the residential SCOs. Any excavation in this area would require minimal restrictions for owners and contractors.
PHASING STRATEGY

In order to implement the full build-out of the Strategic Site 2 master plan, the following phases are recommended. Each phase has an estimated time line of 1-3 years, assuming appropriate allocation of resources:

- **Phase 1** - Reconstruction of Eastman Avenue and opening Eastman Avenue to traffic.
  - Demolition of Buildings 35 and 42.
  - Developer RFP’s for the +/- 40,000 SF buildings for energy storage, flex space or Photonics.
  - Use variance for multifamily and single family residential development.
  - Developer RFP’s for the residential component at the western end of Eastman Avenue.

- **Phase 2** - Construction of the new Kodak Alaris, or similar, facility on Lake Avenue.

- **Phase 3** - Construction of trail system.

COST ESTIMATE

The following planning level cost, based upon historical cost data, provide an order of magnitude budgetary estimate to prepare Strategic Site 2 for future redevelopment. All costs include design, construction and contingencies.

- Demolition of Building 35 - $8,000,000
- Demolition of Building 42 - $4,000,000
- Reconstruction of Eastman Avenue - $3,000,000
- Trail System/Open Space - $2,300,000
- **Total** $17,300,000

FUTURE STUDIES

The following studies / activities will need to take place to further inform the implementation of the master plan:

- Environmental studies to further understand the environmental conditions underneath the parking lot areas north of Eastman Avenue and the western end of Eastman Avenue in the proposed residential area.
Strategic Site 3 (Map 12, Appendix C, Page 5) is approximately 62 acres in size and is located south of Ridge Road between Route 390 and Mount Read Boulevard. The northern portion of the site is bordered by residential properties. The eastern portion of the site contains large industrial buildings (some vacant). The active industrial buildings are currently chemical manufacturers. The western portion of the site contains areas of open developable space. This space is segmented by several existing buildings, including the existing fire and maintenance at Building 333. Site 3 also contains rail spurs which service the existing buildings.
Strategic Site 3 is currently zoned Industrial (M-1) (Map 13, Appendix A, Page 15). Permitted uses include:

- Research laboratories
- Corporate headquarters
- Local service offices
- Manufacturing, high-tech or light industry
- Warehouses, wholesale distribution facilities
- Mixed-use facilities
- Vehicle and equipment rental, sales and storage
- Recycling centers
- Technical and vocational schools
- Sexually oriented businesses
- Animal hospitals and kennels
- Self-service storage, and
- Parking lots and garages
MASTER PLAN DESCRIPTION

The full build out master plan for Strategic Site 3 (Map 14, Appendix C, Page 6) consists of the consolidation of land at the western portion of the site to attract a large scale manufacturer needing a facility +/- 500,000 SF in size. In order to assemble the land, the master plan shows the relocation of the fire and maintenance facility (Building 333) to the open parcel of land just east of Building 349. This location allows the fire and maintenance facility to be located close to buildings that pose greater fire threats. Other potential locations in the park on Ridge Road have been discussed in order to have more public access to the facility and for the potential to accommodate fire related training programs in the future. The master plan shows the rail spurs being extended to both the new +/-500,000 SF facility and +/- 200,000 SF facility.

At the eastern end of Site 3, existing Buildings 318, 319 and 350 are shown as being reused for chemical manufacturing or research and development. Due to the limits of the existing structural grid and the limitation of loading and unloading space, these buildings may be better suited for a multi-tenant arrangement. At Building 350, enhancements to formalize and make the main entry of the building more inviting are shown, along with a new parking lot west of Building 350 to provide convenient employee parking. The plan also recommends modifications to the perimeter security fence to allow public access to the front door and parking lot of Building 350.

New trails and open space are shown on Site 3 to act as a buffer between the residential and industrial uses and as an amenity for employees at Eastman Business Park and surrounding residents.
The proposed master plan was reviewed for consistency with zoning and development restrictions resulting from contamination:

**ZONING**
The proposed concept plan for Strategic Site 3 would not require any zoning variances.

**SOIL CLASSIFICATION**
Strategic Site 3 is primarily covered with soil classified as Commercial Soil Management, shown as yellow on Map 15, Appendix A, Page 16. Commercial Soil Management areas are soils that exceed the residential Soil Cleanup Objectives (SCOs), but below commercial SCOs. Any excavation that disturbs the soil on this site would require Level D Personal Protective Equipment (PPE) for construction workers and periodic field screening and monitoring.

The site contains soils classified as Restricted Soil Management, shown in red on Map 15, Appendix A, Page 16. This area denotes the most stringent approach must be implemented when excavating this area, including Community Air Monitoring. Continuously screening and monitoring the excavation area must be done to ensure the safety of human and environmental health.
PHASING STRATEGY

In order to implement the full build-out of the Strategic Site 3 master plan, the following phases are recommended. Each phase has an estimated time line of 1-3 years, assuming appropriate allocation of resources:

• **Phase 1** - Site Improvements for Building 350.
  - Determination of SEQR compliance.

• **Phase 2** - Relocation of the fire facility and demolition of Building 333.
  - Construction of trail system.

• **Phase 3** - Developer RFP’s for the +/- 200,000 SF and +/- 500,000 SF buildings.

COST ESTIMATE

The following planning level cost, based upon historical cost data, provide an order of magnitude budgetary estimate to prepare Strategic Site 3 for future redevelopment. All costs include design, construction and contingencies.

- Demolition of Building 333 (Fire Facility) - $900,000
- Reconstruction of Fire Facility - $14,500,000
- Trail System/Open Space - $3,000,000

**Total** $18,400,000

FUTURE STUDIES

The following studies / activities will need to take place to further inform the implementation of the master plan:

• Environmental studies to further understand the existing environmental conditions underground where disturbance will take place for construction.
STRATEGIC SITE 4 | Eastman Business Park - Hawkeye Site

EXISTING CONDITIONS

Strategic Site 4 (Map 16, Appendix C, Page 7) is approximately 13 acres in size and is located at the corner of Saint Paul Street and Driving Park Avenue. The northwest corner of Saint Paul Street and Driving Park Avenue consists of large scale office and manufacturing buildings that are currently vacant. The southwest corner of Saint Paul Street and Driving Park Ave is an existing parking lot. On the east side of Saint Paul Street, there is a series of small lots that are currently paved parking lots.

A majority of Site 4 is zoned Industrial (M-1) (Map 17, Appendix A, Page 19). Permitted uses include:

- Research laboratories
- Corporate headquarters
- Local service offices
- Manufacturing, high-tech or light industry
- Warehouses, wholesale distribution facilities
- Mixed-use facilities
- Vehicle and equipment rental, sales and storage
• Recycling centers
• Technical and vocational schools
• Sexually oriented businesses
• Animal hospitals and kennels
• Self-service storage
• Parking lots and garages
The master plan for Strategic Site 4 (Map 18, Appendix C, Page 8) consists of a mix of office, residential and new park space. The master plan shows the initial demolition of Buildings 6, 10, 11 and 11A. Building 5 could potentially be rehabilitated to house two levels of indoor parking (+/- 200 cars) on the first two floors of the building although further circulation and access analysis is required. The upper floors could be refurbished office space for the potential relocation of the Kodak Alaris facility or similar tenant. Conceptual renderings Figure 1 and Figure 2 show how Building 5 could be transformed into a modern and collaborative office environment with the use of contemporary building materials and the creation of open floor plan offices and lab facilities. An alternative use for Building 5 that has been discussed is parking on the first two floors and a self storage facility on the upper floors.

Buildings 12 and 12A could be converted into residential space taking advantage of the views of the Genesee River Gorge. Conceptual rendering in Figure 3 depict what potential residential development could look like in Building 12. The existing building lends itself to open concept residential units with modern features and amenities. New floor-to-ceiling windows provide breathtaking views of the river gorge and surrounding city. Parking for the tenants would be located in the Building 5 indoor parking garage.
Figure 1 - Conceptual View of Hawkeye Office Redevelopment

Figure 2 - Conceptual View of Hawkeye Office Redevelopment
On the southwest corner of Saint Paul Street and Driving Park Avenue, approximately half of the existing parking lot would remain. The parking lot would be valet parking in order to maximize the number of cars in the lot (+/- 400 cars). The southern portion of the parking lot is shown as new residential development with community green space along Saint Paul Street.

The master plan shows the parking lots at the corners of Saint Paul Street and Avenue D, Avenue E and Malling Street as mixed-use buildings. The parking lot on the northeast corner of Saint Paul Street and Avenue E is shown as a new community park.

The proposed master plan was reviewed for consistency with zoning and development restrictions resulting from contamination:

**ZONING**
Under current regulations, the proposed concept for Strategic Site 4 would not require any zoning variances.

**SOIL CLASSIFICATION**
No soil data was obtained for Site 4, but a Phase I Environmental Site Assessment (ESA) (2003) and Phase II ESA (2005) were completed. The Phase I ESA found that the site’s long and varied history of industrial and commercial uses since 1880’s, included the use for photographic and optical product manufacturing, rail car (trolley) maintenance, gasoline stations and tool and dye operations.

The Phase II ESA further investigated the environmental conditions on Site 4 and determined the following:

- Portions of site show evidence of petroleum impact to soil and groundwater.
- Some soil and groundwater samples collected within the Site 4 show industrial chemicals were used at the site by Kodak or previous property owners.
• The presence of metals in soil and groundwater is ubiquitous across Site 4, as anticipated. Other metals concentrations in several samples exceed background levels. Most notable are: lead, cadmium and zinc in one soil sample from Parking Lot No. 6; and nickel in one soil sample from Parking Lot No. 2.

PHASING STRATEGY

In order to implement the full build-out of the Strategic Site 4 master plan, the following phases are recommended. Each phase has an estimated time line of 1-3 years, assuming appropriate allocation of resources:

• **Phase 1** - Demolition of Buildings 6, 11 and 11A.
  - Construction of the community greenspace.
  - Determination of SEQR compliance.

• **Phase 2** - Redevelopment of Buildings 5, 10, 12 and 12A.

• **Phase 3** - Developer RFP’s for the new residential building at the southwest corner of the existing parking lot on the corner of Saint Paul Street and Driving Park Avenue.
  - Developer RFP’s for new mixed use development along the east side of Saint Paul Street.

COST ESTIMATE

The following planning level cost, based upon historical cost data, provide an order of magnitude budgetary estimate to prepare Strategic Site 4 for future redevelopment. All costs include design, construction and contingencies.

- Demolition of Building 6 - $1,000,000
- Demolition of Building 11 - $1,150,000
- Demolition of Building 11A - $65,000
- Community Greenspace near Bldg 5- $500,000
- Community Greenspace corner of Ave E- $500,000
- Community Greenspace Southern end of Parking lot- $500,000
  **Total** $3,715,000

FUTURE STUDIES

The following studies / activities will need to take place to further inform the implementation of the master plan:

• Environmental studies to further understand the existing environmental conditions underground where disturbance will take place for construction.
• Environmental studies to further understand the existing environmental conditions in the buildings where there could be potential office and residential uses.
• Detailed structural assessment of Building 5 to determine if parking can be accommodated inside the building on the 1st and 2nd floors.
• Traffic study to determine the impacts of the new development on the traffic flow and the intersection of Saint Paul Street and Driving Park Avenue.
**FUNDING**

Implementation of the Eastman Business Park Strategic Sites Master Plan is dependent on the ability to make the strategic sites marketable and attractive to developer investment. Preliminary activities, including building demolition and road realignments can be costly endeavors. It is recommended Eastman Business Park explore alternative funding sources, such as grants, to help offset the cost of initial site preparation. Initial investment will help pave the way for the master plans to become a reality. Funding sources that could be used to assist with initial site preparation include the following:

**Consolidated Funding Application (CFA)** - The New York State CFA consolidates over 30 programs available through 12 state agencies (including NYSERDA and NYS Environmental Facilities Corporation (EFC)), acting as a single entry point for access to funding. The CFA replaces multiple applications for funding with a single, annual application for economic development resources. Applications are coordinated through the Regional Economic Development Councils and grant resources are available for projects that align the Regional Economic Development Plan. Specific funding sources and programs can change from year to year and should be monitored. In future years, some programs may be phased out while other new programs are added.

**Empire State Development Grant Funds (ESD)** - The purpose of the program is to fund economic development initiatives and projects that create or retain jobs, generate increased economic activity and improve the economic and social viability and vitality of local communities.

To further the vision set for in the Strategic Sites Master Plans, Eastman Business Park could use ESD funds for:

- Acquisition or leasing of land, buildings, machinery and/or equipment
- Acquisition of existing business and/or assets
- Demolition and environmental remediation
- New construction, renovation or leasehold improvements
- Planning and feasibility studies
- Site and infrastructure development
- Marketing and advertising

**Upstate Revitalization Initiative (URI)** - The New York Upstate Revitalization Initiative (URI) is part of an overall program aimed at systematically revitalizing the economy of Upstate New York. Eastman Business Park is identified in the 2015 Upstate Revitalization Initiative Plan as one of the Finger Lakes region’s most important industrial development sites that will be the centerpiece of a broader network of advanced manufacturing. The continued investment in the park is consistent with URI objectives to create private sector jobs, grow regional wealth, and reduce poverty.

Pre-applications for URI funds are being accepted through the CFA and will be reviewed by the Regional Economic Development Council (REDC) and NYS for funding consideration. The URI will provide an opportunity for a range of economic development projects and activities to be funded. Projects exhibiting significant impact and creating permanent good paying private sector jobs that are within the priorities established by the REDC revitalization plan will be made a priority. Applicants will be required to submit additional information through a second application phase if selected to move forward.
ESD recommends that project sponsors work with the appropriate REDCs where the project is located to help them understand the dynamics of the project and enlist any assistance the REDC may be able to provide for further development of the project prior to submitting an application for review.

**Transportation Alternatives Program (TAP) and Congestion Mitigation and Air Quality Improvement (CMAQ) Program** - The New York State Department of Transportation (NYSDOT) in the past has made funding available to support bicycle, pedestrian, multi-use path and transportation-related projects and programs as well as projects that reduce congestion and will help meet the requirements of the Clean Air Act. Applications for the most recent round of TAP funding were due in October 2016. At the time of this report the recipients had not been announced.

The funds, made available to the State through the Federal Highway Administration and by the NYSDOT, are provided through TAP and CMAQ. In partnership with a local municipality, Eastman Business Park can apply for these programs which could provide up to 80 percent of project-related cost, with the remaining 20 percent provided by the project sponsors.

The TAP and CMAQ projects are selected through a competitive solicitation process and rated based on established criteria that include public benefit, air quality improvement and innovation. Projects must be related to the surface transportation system and provide full access to the public. **Applications for funding may be developed by any municipality or non-profit incorporated group, but projects must be sponsored either by a municipality, a state agency or public authority eligible to administer federal transportation funds.**

**County of Monroe Industrial Development Agency (COMIDA)** - COMIDA offers conduit financing for industrial and non-industrial projects through the issuance of tax-exempt industrial revenue bonds (IRBs), taxable IRBs and tax-exempt bonds. In general, COMIDA can assist projects for the purchase of land, existing facility and new machinery & equipment, the construction of new facilities or the renovation of existing facilities. COMIDA can assist projects located throughout Monroe County, including the City of Rochester. COMIDA benefits can be combined with incentives provided by other sources.

Eligible recipients include for-profit companies that seek to save costs in order to make projects more feasible. Projects are usually owner-occupied, but can be developer-owned where COMIDA benefits are passed onto the project occupant(s). If a project is partially occupied, then partial benefits can be obtained for the occupied portion. There is no size limit by number of employees or sales volume as an eligibility criteria. Retail projects are not eligible for assistance unless they meet the exception criteria as established by New York State law.
Appendix A - Existing Condition Maps
Environmental Soil Condition

**Key**

- **No Data**
- **Green Soil Classification** - Unrestricted soil management area, No elevated health and safety concerns, No environmental monitoring or screening required.
- **Yellow Soil Classification** - Commercial soil management area, Excavations that disturb soil in these areas require Level D PPE for construction workers and regular field screening and monitoring.
- **Red Soil Classification** - Restricted soil management, Intrusive work performed must follow local, state and federal regulations.

Source: Eastman Kodak Company, Site Management Plan, October 2015
Strategic Site 1 - Eastman Business Park East | Land Use

Key
- Residential
- Vacant Land
- Commercial
- Recreation & Entertainment
- Community Services
- Industrial
- Public Services
- Public Parks

Source: City of Rochester, Parcel Data, 2016
Strategic Site 1 - Eastman Business Park East | Zoning

Key

- Planned Development District (PD 12) Subarea 1
- Planned Development District (PD 12) Subarea 2
- Planned Development District (PD 12) Subarea 3

Source: City of Rochester, Parcel Data, 2016

Planned Development District (PD 12)

Subarea 1
- Manufacturing or light industrial
- Research laboratories
- Offices
- Support uses and structures for services for PD district and community

Subarea 2
- Manufacturing or light industrial
- Research laboratories
- Offices
- Commercial
- Parking and garages

Subarea 3
- Permitted Uses
- Commercial uses
- Parking lots and garages
- Mixed-use
- Multifamily dwellings

Lake Ave
W Ridge Rd

Strategic Site 1 - Eastman Business Park East
February, 2017
Page 7
Key

No Data

Green Soil Classification - Unrestricted soil management area, No elevated health and safety concerns, No environmental monitoring or screening required.

Yellow Soil Classification - Commercial soil management areas, Excavations that disturb soil in these areas require Level D PPE for construction workers and regular field screening and monitoring.

Red Soil Classification - Restricted soil management, Intrusive work preformed must follow local, state and federal regulations.

Source: Eastman Kodak Company, Site Management Plan, October 2015
Strategic Site 2 - Eastman Business Park Middle | Land Use

Key
- Residential
- Vacant Land
- Commercial
- Recreation & Entertainment
- Community Services
- Industrial
- Public Services

Source: City of Rochester, Parcel Data, 2016
Key

- **No Data**

- **Green Soil Classification** - Unrestricted soil management area, No elevated health and safety concerns, No environmental monitoring or screening required.

- **Yellow Soil Classification** - Commercial soil management area, Excavations that disturb soil in these areas require Level D PPE for construction workers and regular field screening and monitoring.

- **Red Soil Classification** - Restricted soil management, Intrusive work performed must follow local, state and federal regulations.

Source: Eastman Kodak Company, Site Management Plan, October 2015
Strategic Site 3 - Eastman Business Park West | Environmental Soil Condition

Key

- **No Data**
- **Green Soil Classification** - Unrestricted soil management area, No elevated health and safety concerns, No environmental monitoring or screening required.
- **Red Soil Classification** - Restricted soil management, Intrusive work preformed must follow local, state and federal regulations.
- **Yellow Soil Classification** - Commercial soil management area, Excavations that disturb soil in these areas require Level D PPE for construction workers and regular field screening and monitoring.

Source: Eastman Kodak Company, Site Management Plan, October 2015
Strategic Site 4 - Hawkeye Site | Existing Conditions

Key

Strategic Site 4: Hawkeye Site
Strategic Site 4- Hawkeye Site | Zoning

Key

- Yellow: Low Density Residential (R-1)
- Brown: Community Center (C-2)
- Green: Open Space/Public Land (PL)
- Yellow: Medium Density Residential (R-2)
- Light Blue: Light Industrial (M-1)
- Black: Strategic Site Boundary
- White: Planned Development District (PD 12)
- Gray: Parking (T-P)
Appendix B - Environmental Assessment
Environmental Assessment
For
Adoption of Planned Development District Regulations #12
Eastman Business Park (Formerly Kodak Park East)

A. Project Description:
1. Zoning Text and Map Amendments:
   a. Planned Development District: The City of Rochester and Eastman Kodak
      Company have partnered to plan the future of the former Kodak Park as the company
downsizes, reduces its real estate holdings and transforms to the Eastman Business Park
(EBP). Currently, the eastern portion of EBP (EBP-E), formerly known as Kodak Park East,
consists of over 177 acres of land generally bound by West Ridge Road, Dewey Avenue,
Merrill Street, Maplewood Drive and Lake Avenue, and is the subject location for the Planned
Development District-Eastman Business Park (PD#12).

   With the demolition of nearly 50% of its buildings and a reduction in the number of employees
(i.e., 3,828 employees over the last 10 years), EBP-E contains approximately 90 acres of
vacant surface parking lots and vacant land that are available for development. Together with
the City, Kodak has developed a master plan and marketing strategy for the eventual sale and
redevelopment of vacant land and underutilized facilities. In addition, a planned development
zoning district was created, complete with a new mapped district and new regulations, to
further encourage redevelopment. The intent of the proposed zoning district, PD#12-Eastman
Business Park, is reflected in the overall intent of the regulations: “To promote high
employment and economic development opportunities that will benefit from the existing
extensive utilities and site infrastructure. The flexible district regulations allow for the
establishment of a mix of commercial, retail, residential and industrial uses that may be
conducted within existing structures or new construction.”

   PD#12 is divided into three Sub-areas (See figure 1):
   Sub-area 1: This area is the center core of the area formerly known as Kodak Park East.
   It consists of approximately 83 acres of heavy industrial, office and manufacturing facilities
and vacant demolition sites. This area will provide adaptive reuse opportunities for
existing buildings and sites for new construction for industrial uses.

   Sub-area 2 consists of two areas: One area is approximately 51 acres north of the center
core generally bound by Eastman Avenue, Dewey Avenue, Merrill Street and Lake
Avenue. The second area is approximately 28 acres east of the center core generally
bound by Lake Avenue, Redwood Road and Maplewood Drive. These areas were utilized
as ancillary parking lots serving the former Kodak Park East and will now provide new
construction opportunities for industrial and limited commercial uses.

   Sub-area 3 consists of two areas: One area is approximately 9 acres located south of the
center core bound by W. Ridge Road, Minder Street, Pullman Avenue and Desmond
Street. The second area is approximately 6 acres and is generally bound by Dewey
Avenue and West Ridge Road. Sub-area 3 provides opportunities for new construction of
commercial and mixed uses.
b. **Open Space District:** Four adjacent parcels are proposed to be rezoned to Open Space, O-S. The properties at 480, 500, 540 and 570 Maplewood Drive are currently owned by Kodak, zoned Transitional Parking, T-P, and developed with a parking lot. These three properties are across Maplewood Drive from the proposed Eastman Business Park PD district, and are adjacent to an area zoned O-S to the north (an historic graveyard) and south (Maplewood Park). The redevelopment of these lots with any of the uses permitted in the Eastman Business Park would be inappropriate. Although a sub-area could have been created within the business park as a protective measure, it is hoped that these lots will someday become part of Maplewood Park. The parcels are adjacent to an overlook of the Genesee River on the Maplewood Trail with an astounding view. The O-S zone will protect against the visual impacts of the development of these parcels.

c. **Regional Destination District (C-3):** The properties at 9 S. Goodwill Street and 9 Woodside Street are lands formerly owned by Kodak that were donated to the City of Rochester to be used as a special assessment community parking lot to serve the businesses on W. Ridge Road (including California Brew House). They are currently zoned Transitional Parking, T-P. Since these are under the City’s control and are being used to serve businesses in the adjoining C-3 district, it is appropriate to keep them in the same district as the uses they serve.

2. **Water Franchise:** The City intends to grant a franchise to Kodak to sell water within EBP to third party owners and purchasers of structures and land in EBP-E with several conditions. The potable water currently provided by the City to existing structures in EBP-E will remain unchanged. Kodak is required to comply with subpart 5-10 of the New York State Sanitary Code and with all applicable requirements of the Monroe County and New York State Health Departments with respect to all water it sells or distributes. Kodak will also pay the City compensation for water sold to water users in EBP.

3. **Official Map Amendment:** The City intends to amend the Official Map to dedicate Eastman Avenue as public right-of-way. Eastman Avenue is currently a private street internal to Kodak Park East. The intent for EBP is to restore the street to a public street to allow access to new development.

This environmental assessment is intended to be the environmental review for the proposed regulations and the build-out that could result. This is a generic assessment intended to establish general parameters for build-out and to assess the impacts within those parameters. Site-specific assessments will be required if the proposed development does not meet all of the requirements of the new code or if the characteristics of a proposed project are outside the parameters established in the build-out analysis below.

B. **Build-out Analysis of EBP-E:**

**Buildable Area**
Sub Area 1 = Approximately 958,000 SF
Sub Area 2 = Approximately 2,352,000 SF
Sub Area 3 = Approximately 653,000 SF
Total = 3,963,000 SF

Assuming that only 70% of the lot area will be covered by buildings, while 30% of the site will be consumed by parking, required setbacks and pedestrian and vehicular circulation, an estimate of 2,774,000 SF of the buildable area will be buildings.
As described in the intent of the proposed district, high employment and economic development are the primary objectives of Kodak and the City in redeveloping EBP-E. These will be achieved by providing building lots for industrial construction and supportive commercial uses. In order to follow the intent of the district and produce a maximum build-out analysis, it is assumed that 90% of future buildings will be industrial and 10% will be commercial. The industrial buildings will likely be one story. Commercial buildings will likely include two categories of uses, retail/restaurant and office. The retail/restaurant uses will likely be one story and the office would likely not exceed 4 stories due to NYS Building Code constraints. Estimating that the office uses will be not likely exceed four stories, the break down of uses in terms of square feet is assumed to be as follows:

90% Industrial single story= 2,497,000 SF  
10% Commercial = 277,000 SF.  

50%= One-story Retail/Restaurant = 138,500 SF  
50%= Four-story Office = 554,000 SF (138,500 SFX4 stories)

Summary:
Industrial – 2,497,000 SF  
Retail/Restaurant – 138,500 SF  
Office – 554,000 SF

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Number of employees/1,000SF</th>
<th>Projected SF</th>
<th>Projected Employment</th>
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<td>Industrial</td>
<td>1.00</td>
<td>2,497,000</td>
<td>2,497 jobs</td>
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<tr>
<td>Retail/Restaurant</td>
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<td>138,500</td>
<td>117 jobs</td>
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<tr>
<td>Office</td>
<td>2.86</td>
<td>554,000</td>
<td>1,584 jobs</td>
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<tr>
<td>TOTAL</td>
<td></td>
<td>3,189,500 SF</td>
<td>4,198 jobs</td>
</tr>
</tbody>
</table>

C. Utilities:

Wastewater- Through the completion of Kodak’s Footprint Reduction Program (involving the demolition of buildings in EBP-E) and the reduction in staff over time, there has been a reduction in the demand on the existing utilities. Kodak operates its own wastewater treatment plant, Kings Landing Treatment Plant. That treatment plant is currently operating at 13MGD, but it has a design capacity of 36 MGD. The excess capacity that has resulted from Kodak’s downsizing remains available as a resource for future EBP build-out.

Stormwater- Most of EBP-E is or was buildings and parking lots. Stormwater drains into the public sewer system and is treated at VanLare Treatment Plant. A very small portion of the Park is green surfaces allowing storm water permeation. There are instances within sub area 1 where storm sewers tie into Kodak’s industrial sewer system and flows to Kings Landing Treatment Plant. As indicated in §F.(4) of the proposed PD#12 regulations, one of the goals of the new regulations is to reduce the amount of impervious surfaces:

F.(4) To reduce obsolete or excess paving on any lot for which new development is proposed within PD#12, all pavement on such lot beyond what has been established to be needed for parking, loading and access associated with the proposed use shall be removed.

Decreasing overall impervious surfaces will further reduce the storm water management load on the utilities system.
Drinking Water - Historically, Kodak has provided most of the water to its facilities for industrial use, its fire suppression system and its heating and cooling system, from its own water treatment plant on Lake Ontario. Although Kodak was authorized to treat and use its own water at Kodak Park, now that it intends to sell water to other companies and businesses that will purchase existing buildings or construct new buildings in EBP-E, Kodak is required to obtain a franchise from the City to sell or distribute water, pursuant to City Charter sections 5-24 and 7-29. The City intends to grant a franchise to Kodak to sell water within EBP to third party owners of structures and land in EBP-E with several conditions. The potable water currently provided by the City to existing structures in EBP-E will remain unchanged. Kodak is required to comply with subpart 5-1 of the New York State Sanitary Code and with all applicable requirements of the Monroe County and New York State Health Departments with respect to all water it sells or distributes. Kodak will also pay the City compensation for water sold to water users in EBP-E.

D. Transportation:
The addition of 4,198 jobs translates into a maximum of approximately that many new vehicle trips during the peak traffic hours. It will be slightly reduced with the use of public transportation by a portion of these new employees. Lake Avenue and W. Ridge Rd. are major routes for RGRTA busses. This increase in vehicle trips, however, is offset by the loss at the former Kodak Park East of 3,828 employees since January 2001.

Furthermore, in 2005, Lake Avenue, from Ridgeway Avenue to Lyell Avenue, was reconstructed. The reconstruction of the segment of Lake Avenue between Merrill Street and Burley Road is currently undergoing design. In 2006, W. Ridge Road, in the area of Kodak Park East, was reconstructed. The capacities of Lake Avenue and W. Ridge Road were increased and known safety issues were addressed at the time of construction. With improved capacity and safety, the transportation infrastructure is positioned to accommodate industrial/commercial growth and revitalization.

Eastman Avenue has served as a private street internal to the former Kodak Park East. The intent for EBP-E is to restore the street to a public street. This would allow access to new development and improve vehicular circulation in the area by allowing an additional point of access along Lake Avenue.

E. Community Character:
Over the last ten years, the former Kodak Park East has changed dramatically. The total square footage of buildings demolished through Kodak’s Footprint Reduction Program is 5,712,000 SF. Staff was reduced from 4,903 in January 2001 to 1,075 in January 2010. As a result, a significant portion of EBP-E is now comprised of vacant surface parking lots and vacant land.

The vacant surface parking lots and vacant land are intended to be made available for new construction. Most of these areas are on the periphery of EBP-E and outside the perimeter of many of those areas are adjacent to small-scale residential areas. The locations of the parcels, however, provide frontages on W. Ridge Road, Lake Avenue, Eastman Place, and Dewey Avenue so commercial and industrial development will not front on these residential neighborhoods. The main streets would be the desirable frontage of industrial and commercial uses. The accessory parking would be located behind any new buildings, as required by §G.(1)b. of the proposed regulations. In accordance with §D.(5) of the proposed regulations, a 20 foot setback is required for those properties to allow for adequate screening of the parking lots and the uses. If adequate screening is provided, the setback could be reduced.
Most importantly, these residential areas near EBP-E have grown around these properties after they were already industrial in nature; therefore, the existing neighborhood character will not entirely change. With newly required design standards the character of the existing neighborhoods will likely improve with new development.

To enhance the community character, new construction will be subject to design standards outlined in the proposed regulations. Those design standards are in Section F and are as follows:

**DESIGN STANDARDS.**

1. *All exterior finishes of building facades along arterial frontages shall be constructed primarily with masonry materials.*

2. *Development and redevelopment in Sub-areas 1 and 2 in PD#12 shall be subject to the City-Wide Design Guidelines and Standards (Article XIX) for uses in the C-3 and M-1 districts.*

3. *Development and redevelopment in Sub-area 3 in PD#12 shall be subject to the City-Wide Design Guidelines and Standards (Article XIX), for uses in the C-2 district.*

**F. Subsurface Contamination/Soils Management**

Soil excavations that are conducted at EBP-E are subject to the requirements of the site’s Excavation Master Plan, dated June 1999. Any future development proposed within PD#12 will also be subject to requirements outlined in the Plan. The plan provides guidance for addressing health, safety, and environmental concerns for routine soil excavation activities.

The Excavation Master Plan was approved in May 2000 by New York State Department of Environmental Conservation. Kodak and future land owners of property in the EBP will use the plan described in this document to develop protocols to manage soil from routine excavations and, more specifically, to:

- Set criteria for the stockpiling, backfilling, and redistribution of excavated soil within.
- Provide the mechanism to assign the general health and safety requirements for soil monitoring during excavation activities.
- Identify and manage excavated material which cannot be backfilled and requires off-site disposal.

This document will continue to provide guidelines on areas impacted by soil management activities by Kodak and future developers.

In addition, EBP-E is subject to several other environmental program requirements; including Corrective Action Program requirements under Kodak Park’s 6 NYCRR Part 373 Hazardous Waste Permit. Furthermore, portions of EBP-E are listed on the inactive hazardous waste disposal site list of New York State. Applicable portions of these and other similar regulatory requirements will be assumed by developers of any future project at EBP-E.

No part of Eastman Business Park is designated on EPA's List of Violating Facilities.
G. **Involved Agencies:**

- **Mayor, City of Rochester**
  - Zoning Map and Text Amendment
  - Water Franchise Agreement
  - Official Map Amendment

- **Rochester City Council**
  - Zoning Map and Text Amendment
  - Water Franchise Agreement
  - Official Map Amendment

- **Manager of Zoning**
  - Major Site Plan Approval
Appendix C - Strategic Sites Master Plans
Key
1. Mixed Use Development | Retail, Office & Residential
2. Residential With Surface Lot Parking
3. Residential with Structured Garage
4. Surface Parking
5. Pedestrian Connections
6. Park and Open Space
7. Gateway Building | Experiential Center
8. Focal Feature
9. Office
10. Mixed Use | Office & Residential
11. Residential with Structured Parking
12. Parking Structure
13. Co-op Facility
14. Theatre on The Ridge Improvements
15. Lake Ave to Theatre Pedestrian Walkway

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Strategic Site 1 - Eastman Business Park East | Full Build Out

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February, 2017
Key
1. +/- 40,000 SF Building (Energy Storage/Flex Space / Photonics)
2. +/- 35,000 SF Building (Energy Storage/Flex Space / Photonics)
3. +/- 105,000 SF Building (Energy Storage / Roll to Roll Manufacturing)
4. Multi-Family Residential
5. Single-Family Residential
6. Trail / Buffer
7. Mixed-Use Development
8. +/- 233,000 SF Building (Potential Kodak Alaris Site 350 Parking Spaces)
9. Open Eastman Ave
10. FLCC Workforce Development Facility

Fence Line
Strategic Site 2 Boundary

Strategic Site 2 - Eastman Business Park Middle | Full Build Out
Key
1. Relocated Fire Facility
2. Reuse of Existing Building
3. New Parking Lot
4. +/- 200,000 SF Building with Rail Siding and Loading Dock (Energy Storage / Chemical Manufacturing)
5. +/- 500,000 SF Building Rail Siding and Loading Dock (Large Chemical Manufacturing)
6. +/- 60,000 SF Building (Energy Storage / Photonics)

Fence Line
Strategic Site 3 Boundary
Large Parcel Land Joining

Strategic Site 3 - Eastman Business Park West | Full Build Out

1. Relocated Fire Facility
2. Reuse of Existing Building
3. New Parking Lot
4. +/- 200,000 SF Building with Rail Siding and Loading Dock (Energy Storage / Chemical Manufacturing)
5. +/- 500,000 SF Building Rail Siding and Loading Dock (Large Chemical Manufacturing)
6. +/- 60,000 SF Building (Energy Storage / Photonics)
Strategic Site 4 - Hawkeye Site | Existing Conditions

Legend
- Strategic Site 4 Boundary
Key
1. Office Space with Parking for +/- 200 Cars on 1st and 2nd Floors
2. Office Space on the 1st and 2nd Floors, Remainder of Building Residential
3. Infill Mixed-Use Development
4. New Residential
5. New Park Space

Strategic Site 4 Boundary

Strategic Site 4 - Hawkeye Site | Full Build Out

February, 2017