

Bill Ebel's Copy  
20 Wm cm 37  
Hudson NY 12534

---

# ***Final Report - Work Book*** **Hudson Vision Plan**

*Prepared for*  
*Hudson Opera House*

*by*  
*The Cavendish Partnership*  
*Douglas J. Kennedy & Associates*  
*Bourne Consulting Engineering*

*March 15, 1996*

T H E C A V E N D I S H P A R T N E R S H I P

March 15, 1996

William K. Ebel, President  
Hudson Opera House  
PO Box 1326  
Hudson, New York 12534

Ref: Hudson Vision Plan  
Final Report & Workbook

Dear Bill,

It is with great pleasure that we present your committee with the *Final Report and Workbook for the Hudson Vision Plan*. The project has been a very challenging one for the team, balancing many different interests.

The report documents the planning process starting with some early workshops your organization sponsored through the development of an action plan. The action plan is based on the National Trust for Historic Preservation's - 'National Main Street Center's', *The Main Street Approach*<sup>TM</sup>. As I have mentioned to you, several times, Hudson should consider becoming associated with the National Main Street Center. They have helped more than a thousand downtowns throughout the United States and Hudson would be an ideal candidate.

Although the submission of this report marks the completion of our contract, we are anticipating preparing a brief summary and making a presentation to the City Council in the future.

Attached are twelve copies of the report. Each report is printed as an original copy, if you need to make additional copies you can take any of the reports to your local copy center and make the necessary copies.

We share your enthusiasm for Hudson's historic downtown and waterfront and look forward to working with the City in advancing many of the great ideas planned in the coming year. Thank you for selecting our team. We feel fortunate to have worked with the people of Hudson on such an exciting project. Best Wishes.

Sincerely yours,  
THE CAVENDISH PARTNERSHIP INC.

*Stephen P. Plunkard*

Stephen P.C. Plunkard, APA/ASLA  
Principal-in-Charge

Enc.

# Tables of Contents

|   |           |
|---|-----------|
| <b>Section One: The Vision</b> .....                        | <b>1</b>  |
| Core Areas .....  | 1         |
| Community Goals .....                                       | 2         |
| Phase One Objectives .....                                  | 2         |
| Waterfront Development .....                                | 2         |
| Marketing and Business Development .....                    | 2         |
| Cultural/Recreational Programs .....                        | 3         |
| Visual Beautification .....                                 | 3         |
| Quality of Life/Service Programs .....                      | 3         |
| Common Issues .....   | 4         |
| <br>  |           |
| <b>Section Two: The Strategy</b> .....                      | <b>5</b>  |
| Part A: Project Analysis .....                              | 5         |
| Task One: Base Map and Site Inventory .....                 | 5         |
| Task Two: Economic Base Line Analysis .....                 | 5         |
| Task Three: Local Input .....                               | 6         |
| Part B: Technical Studies .....                             | 7         |
| Task Four: Market/Economic Analysis .....                   | 7         |
| Task Five: Recommendations for Economic Restructuring ..... | 8         |
| Task Six: Project Area Site Analysis .....                  | 9         |
| Task Seven: Conceptual Plans .....                          | 10        |
| Task Eight: Public Input .....                              | 10        |
| Task Nine: Action Plan .....                                | 11        |
| Task Ten: Workbook .....                                    | 11        |
| Final Products .....  | 11        |
| <br>  |           |
| <b>Section Three: The Market</b> .....                      | <b>13</b> |
| Introduction to Major Findings .....                        | 13        |
| Summary of Major Findings .....                             | 14        |
| Fact Finding .....  | 16        |
| Trade Areas .....   | 16        |
| The Downtown Today .....                                    | 20        |
| Floor Space Inventory .....                                 | 20        |
| Use Change Potential .....                                  | 21        |
| Commercial Space Distribution .....                         | 23        |
| Space Categorization and Scale .....                        | 23        |
| Retail/Service Breakdown .....                              | 25        |
| Summary .....   | 27        |
| Economic Conditions .....                                   | 28        |
| Employment and Wages .....                                  | 28        |
| Trends .....  | 30        |
| Summary .....   | 30        |
| The Survey .....  | 32        |
| Analysis .....  | 38        |
| Trade Area Demographics .....                               | 38        |

|   |            |
|---|------------|
| Downtown/Walking Trade Area .....   | 38         |
| Employee Market .....   | 40         |
| Traditional Trade Area .....  | 42         |
| Travel Markets .....  | 45         |
| Retail Performance .....  | 50         |
| Citywide Retail Trends and Regional Comparison .....                                      | 50         |
| Focus on Local Retail .....   | 54         |
| Retail Potential .....  | 55         |
| Traditional Trade Area Spending .....   | 56         |
| Downtown Trade Area .....   | 57         |
| Market Share .....  | 59         |
| Competition .....   | 61         |
| The Current Situation -- Pros and Cons .....  | 63         |
| Recommendations and Strategies .....  | 64         |
| Use Recommendations .....   | 66         |
| Strategies and Recruiting .....   | 73         |
| Appendix .....  | 77         |
| Survey Instrument .....   | 78         |
| <br>  |            |
| <b>Section Four: The Master Plan .....</b>  | <b>79</b>  |
| The Planning Process .....  | 79         |
| Base Information .....  | 79         |
| Citizen Participation .....   | 80         |
| Conceptual Plans .....  | 80         |
| Final Plans, Cost Estimates and Phasing .....   | 80         |
| The Waterfront .....  | 80         |
| Background & History .....  | 80         |
| Current Uses .....  | 81         |
| Shoreline Conditions .....  | 81         |
| Development Issues .....  | 84         |
| Perspective Sketch - Waterfront .....   | 86         |
| Master Plan - Plan Drawing .....  | 87         |
| Master Plan - Written Description and Costs .....   | 88         |
| Core Area Enlargement - Plan Drawing .....  | 96         |
| Warren Street .....   | 97         |
| Existing Conditions .....   | 97         |
| Streetscape Improvements .....  | 97         |
| Traffic and Parking Improvements .....  | 97         |
| Facade Improvements .....   | 98         |
| Facade & Streetscape Improvements: Warren Street -<br>South Side Four Hundred Block ..... | 101        |
| Facade Improvement and Streetscape Drawings .....   | 102        |
| Fourth Street Improvements .....  | 120        |
| <br>  |            |
| <b>Section Five: The Action Plan .....</b>  | <b>121</b> |
| The Four Point Approach .....   | 121        |
| Organization .....  | 121        |
| Promotion .....   | 121        |
| Design .....  | 121        |
| Economic Restructuring .....  | 122        |

|  |            |
|--|------------|
| Organizational Structure .....                   | 122        |
| Responsibilities of the Board of Directors ..... | 123        |
| Downtown Management .....                        | 124        |
| Volunteer Committees .....                       | 124        |
| What's Next .....                                | 125        |
| Now Get To Work .....                            | 126        |
| Measuring Success .....                          | 127        |
| Summary .....                                    | 127        |
| <b>Appendix .....</b>                            | <b>128</b> |