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THE ARTS & ENTERTAINMENT GATEWAY TO THE ADIRONDACKS

The City of **Glens Falls** New York

July, 2013

Downtown Vision & Development Strategy

A HUD Community Challenge Grant Project

Prepared by: peter j. smith & company, inc.



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MAKING GLENS FALLS A MORE VIBRANT AND LIVABLE CITY
June, 2013 Ed Bartholomew Community Development / Economic Director

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(1) Executive Summary

Project Overview

Summary

Perched on the northern edge of New York's Capital District, the City of Glens Falls had an inauspicious beginning as a settlement called the Corners. The population included a community of Quakers who fled the violence of the French and Indian Wars and the American Revolution only to be drawn back by the abundant opportunities of the region. Lumber, quarried stone and water fueled the economic engine that transformed Glens Falls from the Corners to a mid-19th century boomtown. The wealthy community became a cultural and social outpost in the Lower Adirondacks, a quality it retains still.

While Adirondack Mountain communities' economies based historically on milling, mining and quarrying have given way to recreation and tourism as their major industries, Glens Falls manages to straddle both worlds. It retains its downtown paper mill, Finch Paper, which has been there for almost 150 years. Finch supports Glens Falls families with more than 500 well-paying manufacturing jobs. The city and region are also home to a growing high-tech medical instrument manufacturing sector. Glens Falls is the gateway to nature and recreation tourism in the Adirondacks. Canny visitors also know that Glens Falls is the perfect headquarters for a ski vacation: Whiteface is two and a half hours away, Killington is less than two hours by car.

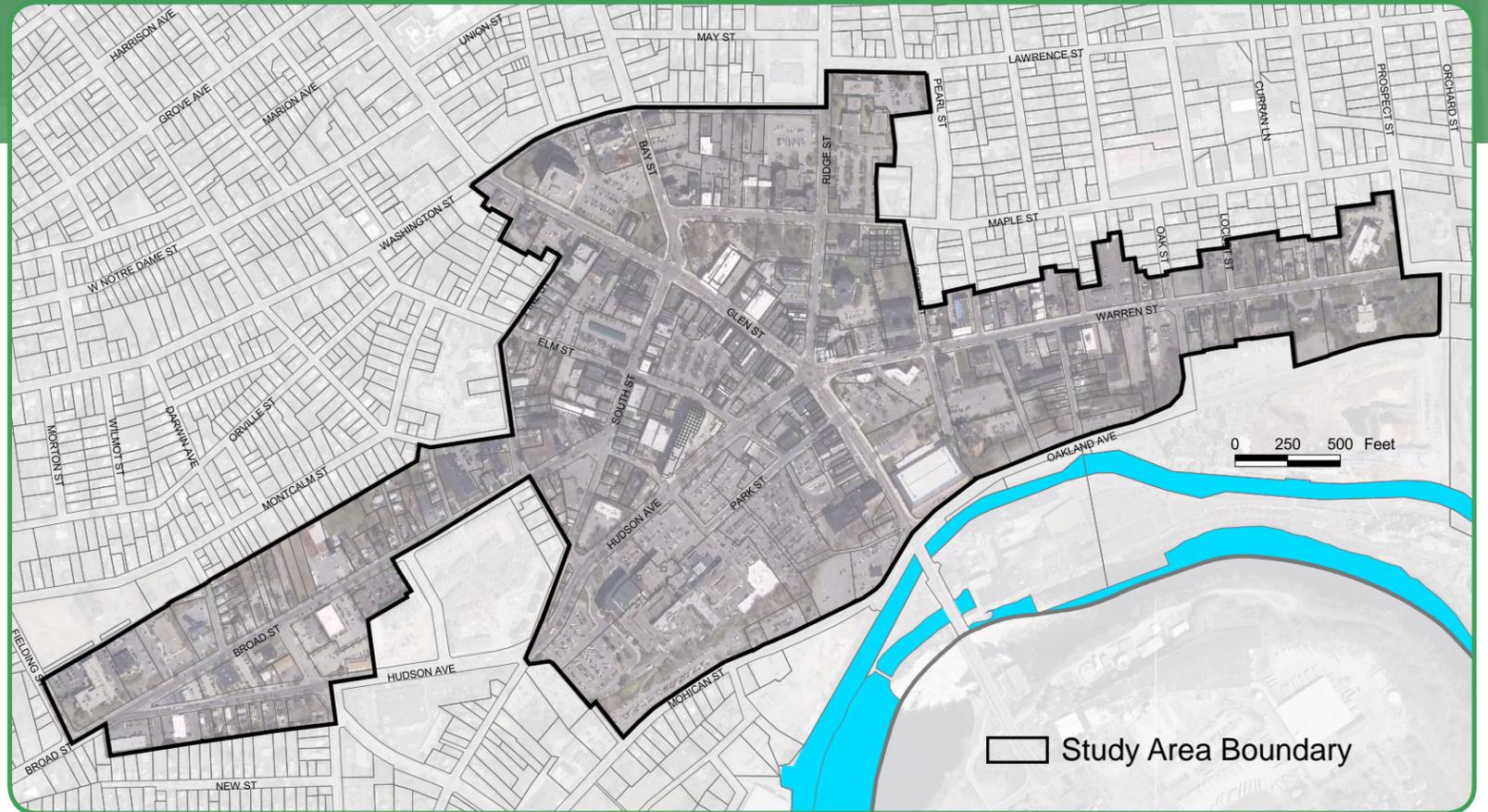


Figure 1: Study Area Boundary Downtown Glens Falls

Project Area

The Vision and Development Strategy is focused upon a strategic project area encompassing the major commercial, mixed-use and civic districts found in the downtown. This document establishes a concentrated effort to identify and facilitate improvements to the Downtown that will strengthen its status as a major urban gateway to the Adirondack Region and improve the quality of life for those who live and work in Glens Falls and surrounding areas.

The area is anchored at the center by Centennial Circle and extends along the radial corridors stretching from downtown. These corridors include Broad Street to the west, Glen, Bay and Ridge Streets, to the north and Warren Street, to the east. Predominant land owners, businesses and civic anchors include the Glens Falls Hospital, City Hall, City Park, the Glens Falls Civic Center, the Hyde Collection Art Museum, Crandall Park and the Crandall Public Library.

Figure 1, above, depicts the exact boundary of the project's study area. It should be noted that both analyses and recommendations extend beyond this boundary, as appropriate.



A Place for New Growth

Historic Context

Glens Falls' outstanding qualities are its largely intact community of 19th century commercial buildings in a compact and walkable downtown and the thriving arts and culture community. These "brand" Glens Falls and serve as that important quality of life element that, like the quality of the schools and the community's parks, can make or break a recruiter's efforts to bring in a new company, a new doctor, a new executive and can convince an entrepreneur to open a new shop or restaurant. Glens Falls arts and culture destinations include performing and visual artists, galleries, three important museums and the Folklife Center at the Crandall Public Library, a community theater group and a downtown theater in a former Woolworths Building that attracts traveling plays and performances and the city's own repertory theater festival. Glens Falls founded its own symphony orchestra 25 years ago, perhaps the smallest city in the US to have such a resource.

Glens Falls serves its surrounding region in myriad of other ways:

- Glens Falls Hospital, the city's largest employer, is the regional trauma center and establishes Glens Falls as the regional health services hub;
- Glens Falls National Bank & Trust Company has thrived here and is joined by other banks, investment and insurance companies to form a financial services hub in Glens Falls;
- The downtown civic center is home to the Adirondack Phantoms AHL hockey team, a Philadelphia Flyers affiliate, and also hosts concerts and community meetings and the annual New York State High School Boys Basketball Tournament.

This plan is a strategy for leveraging that arts and culture excitement into economic revitalization for downtown Glens Falls, the city and the region as a whole. It is part of the city's Community Challenge Grant project, a US Department of Housing and Urban Development initiative to:

Develop strategies for workforce housing downtown with appropriate connections to current, future modes of transportation

Make recommendations for initiative to overcome regulatory barriers to mixed-use, rehab and infill development and to facilitate 'green' and energy efficient development

Develop a framework for a more equitable and economically vibrant downtown to serve local residents and bring visitors to Glens Falls to have experiences they will want to repeat again and again and share with others

The plan is presented in a number of sections. A mission and vision statement define the community as it looks to the future with goals and objectives to guide the journey. An implementation plan is a checklist for that journey, showing the phasing, responsible parties, evidence of progress and potential funding sources. The plan includes a thorough inventory of the downtown and its built environment that evaluates their current condition and occupancy; a market analysis looks at the opportunities for additional retail and commercial activity downtown and a regional tourism analysis assesses the potential for inviting more visitors and more repeat visitors to Glens Falls. A workforce housing assessment and strategy looks at how the current supply of downtown is bifurcated, serving the very low and very high income brackets, it seeks to define amid-point that would attract the region's workers to live, work and play downtown. The physical layout of the downtown is addressed in an urban design master plan that defines the potential future physical growth of the community over the coming decades and a street hierarchy interconnecting the elements of the downtown and its character areas.

Create. Innovate. Renew.

A mission statement defines an organization's purpose and in Glens Falls, the mission can be summed up in three words: Create. Innovate. Renew. The following is the mission statement for the City of Glens Falls and all organizations working for the revitalization of downtown:

Economic Development Mission Statement

To attract new residents and businesses to Glens Falls, the creative hub of the lower Adirondacks, where innovations in commerce, industry, culture, the arts and all aspects of civic life combine to offer a 21st century standard of life in a revitalized historic downtown setting.

The mission speaks to the flavor of the downtown and the aspirations civic leaders have for a bright future here. The unique environment of Glens Falls contributes to a culture of opportunity of all kinds. The vision for the downtown is captured by the following:

The Vision for Downtown

Glens Falls residents and businesses collaborate in a culture of innovation to create a thriving downtown in a small city setting linked to world class nature and recreation opportunities that offers unparalleled potential for entrepreneurship, advancement and personal expression.



Goals & Objectives

To realize this mission and vision the city must focus on the improvement to the downtown's streets and public realm, occupied storefronts with upstairs activity, preservation and rehabilitation of older building stock and quality infill development. The goals and objectives provide a framework to guide the city in the effort to implement these changes articulated in the Downtown Vision and Development Strategy. They set a standard for the city and are the guidelines for future development, providing a benchmark for evaluating the progress in implementing the plan and guiding growth and change in the downtown.

The goals and objectives also support the implementation of the urban design plan for the downtown. The urban design plan is a map for the development of the future downtown. It takes the themes, recommendations and development program for the plan and locates them within the core.

The goals and objectives are based on the progress that has been made over the past years in revitalizing downtown Glens Falls. They build on the accomplishments that include development of downtown Glens Falls as a center of banking and finance for the region, the Wood Theatre, City Park and the roundabout and the unique retail and restaurant ventures and the lively arts and culture scene that downtown anchors.

Goals should be: broad, declarative, general, overarching, umbrella statements. On the other hand, objectives are more specific and are designed to implement the goals. They should be strategic; directly related to their respective goals. Policies are linked directly to the goals and objectives and are the filter that can be used to evaluate the development proposals that come before the city for the downtown.

A Vibrant, Livable Community

HUD Livability Principles

Provide More Transportation Choices

Goal: Feasible & efficient alternatives to single-occupant automobiles

Objectives

- To coordinate public transit regionally
- To incorporate current and future modes of transportation
- To link destinations within the downtown, the city and the region
- To link modes of transportation (bike racks on buses, bike lockers)
- To provide safe walking and biking routes

Promote Equitable, Affordable Housing

Goal: Downtown housing for all income and age levels

Objectives

- To prioritize buildings and projects for traditional apartment-type development at market rate to complement existing inventory of luxury and subsidized housing downtown
- To prioritize potentials for non-traditional residential development such as unique live/work and loft spaces as well as family accommodations at market rate
- To prioritize workforce housing downtown connected to transportation modes and convenient to employment

Goal: Reduce energy use and costs

Objectives

- To employ renewable energy technologies throughout the downtown
- To generate energy downtown
- To accommodate electric car recharging stations in all new and redeveloped downtown parking garages and lots

Enhance Economic Competitiveness

Goal: Downtown Glens Falls' brand is the Arts and Culture Hub of the Adirondacks

Objectives

- To market the brand's contribution to the quality of life in Glens Falls to prospective businesses and residents
- To attract new arts- and entertainment-related businesses, artists and related professions
- To develop additional arts and culture attractions and activities
- To strategically link the city's arts and culture destinations and attractions to one another
- To develop festivals and activities to engage residents and visitors in the arts
- To centralize scheduling in a physical and/or virtual arts and

Goal: Strong employment centers downtown

Objectives

- To attract businesses to renovate and reuse factory and commercial buildings in and around the downtown
- To develop the tourism economy as an economic development tool and major employment center downtown
- To promote downtown Glens Falls as the banking and finance hub of the region and support its continued expansion

Support Existing Communities

Goal: Less vacant land

Objectives

- To prioritize key vacant lots for acquisition and resale for infill development
- To identify redevelopment potentials for vacant lots
- To identify potential developers, buyers and tenants
- To maintain a database of available properties

Goal: A downtown celebrating its collective and disparate themes

Objectives

- To establish each of the character areas as destinations for work-live-play
- To differentiate the character areas from one another within the cohesive whole of the downtown

Coordinate Policies & Leverage Investment

Goal: A downtown truly reflective of partnering

Objectives

- To access programs at all levels — city, county, regional, state and federal — to fund downtown projects
- To provide an atmosphere that encourages collaboration and cooperation between the public and private sectors to reach common goals
- To provide a showcase for application of livability principles
- To develop local sources of funding and incentives for downtown development
- To adopt local laws and establish local commissions to allow greater latitude for property owners in renovation and rehabilitation efforts

Goal: A vibrant hospital and health care services district downtown

Objectives

- To exploit economic potentials in health care and health services
- To support and expand Glens Falls role as a regional destination for health care
- To provide goods and services to patients and their families
- To strengthen downtown as the core location for offices for health care providers such as doctors and therapists

Value Communities & Neighborhoods

Goal: Revitalized and repopulated downtown

Objectives

- To prioritize key buildings for developer, buyer and tenant recruitment
- To identify priority buildings for interior and/or exterior rehabilitation and reuse
- To identify priority buildings for removal
- To identify potential tenant types for first floor spaces including retail and service companies
- To identify strategies for upper floor reuse including office, residential and live/work space
- To maintain a database of available properties for sale and lease

Goal: A downtown friendly to the environment

Objectives

- To encourage green roofs to insulate buildings, absorb runoff, provide habitat and ameliorate the urban heat island
- To make retrofits to allow collaboration and cooperation on downtown heating and cooling systems
- To encourage greater densities
- To encourage water gardens and pervious surfaces to absorb storm water

(2) The Strategy

Vision & Development Plan

Designing the future Glens Falls downtown

The Vision and Development Plan for downtown Glens Falls divides the downtown in character areas or districts, each with a distinct theme that builds upon the existing landscape and the potentials for redevelopment and revitalization. In each district, proposed developments and redevelopments implement the plan. A summary of districts and recommended developments appears below. The detailed plan is shown on pages 9 - 10.

Hospital District



Glens Falls Hospital anchors the Hospital District. The plan proposes several new medical/office building additions to the hospital, as well as several new mixed-use buildings in the blocks east of the hospital. The plan also reflects the parking garage already proposed for the area east of the hospital, is also shown in the plan.

The new mixed-use buildings are organized around an improved street grid and pedestrian circulation system. The sidewalks along Park and School streets are improved with crosswalks at each intersection, as well as a grass median and trees (between the sidewalks and street) to soften the space, provide shade and create a streetscape with a more pedestrian scale.

Two new streets, an east-west and a north-south street are proposed. They will improve vehicular circulation and access to mid-block parking. A pathway extending from Elm Street down the hill improves connectivity for pedestrians with a potential to link the upper and lower downtown areas and Pruyne's Island. Pedestrian-friendly streetscape improvements complete the picture.

To facilitate pedestrian access to the lower parking areas and the river, a new enclosed staircase/elevator tower is located at the southern termini of School Street and the new north-south street.

The plan shows an amphitheater between the two easternmost towers. Built into the cliff adjacent to the existing lower parking area, the amphitheater could host events adjacent to the river and the falls, but still provide for parking at other times. Pervious materials comprise the surface of the parking area to improve storm water management.

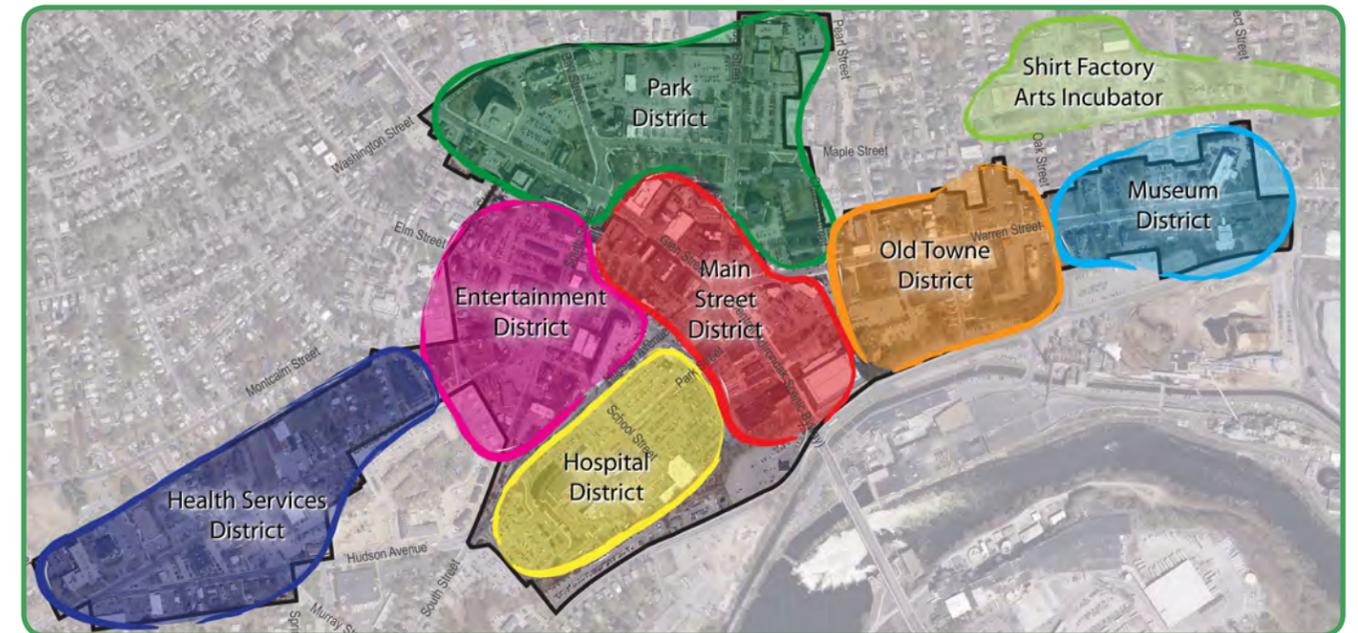


Figure 2: District Plan

West of the hospital, between it and the proposed medical/office building addition, a swath of green space provides pedestrian connection, as well as a visual connection, between the river and the green space through the Entertainment District to the north. Additionally, this green space provides a park-like setting for hospital employees and visitors and improves access to the lower parking area.



Health Services District

The Health Services District encompasses several blocks along Broad Street and Hudson Avenue west of the hospital. A campus of new office buildings proposed along Broad Street complements existing hospital services. Along Hudson, a complex of mixed-use buildings provides support services for the hospital and local businesses, as

well as residential opportunities on the upper floors. Similar to the streets in the Hospital District, Broad Street and Hudson Avenue streetscapes have new crosswalks at each major intersection, as well as a grass median and trees (between the sidewalks and street) to soften the space, provide shade and create a more pedestrian scale.

Imagining Change

Entertainment District



The Entertainment District eventually will focus on two new performance spaces and surrounding parkland. These centers are implemented in the longer term to reinforce existing venues when the Arts and Entertainment Gateway brand has taken hold. The plan shows a new performing arts center on the southwest corner of Broad, South and School streets. The space could host events such as orchestra concerts, off-Broadway musicals, community theater and repertory plays, student and community band performances, etc. Another potential longer-term project could be the development of a theater and performance venue that would be larger than the existing Wood Theater and developed as the Wood exceeds its capacity. It would be smaller than the proposed performing arts center. People attending the events at either venue will park adjacent on streets to the theatre and in nearby parking garages. An apron of green accents the Entertainment District and provides a park-like setting in an otherwise urban area. The park adjacent to the west side of the performing arts center is contiguous with the park and pedestrian space through the Hospital District to the south, providing pedestrian access to the river. The park on the east side of the Entertainment District provides opportunities for passive recreation for nearby residents, as well as hospital visitors and staff.

Main Street District



The businesses on both sides of Glen Street and the north side of Elm Street provide the core of the Main Street District. The highlight of the Master Plan in this district is the improved organization of pedestrian and vehicular circulation. Existing driveways and alleys into the center of the blocks create pedestrian alleys or shared streets/alleys, for pedestrians and low-volume vehicular traffic. The alleys and shared streets promote pedestrian-friendly connections between local businesses and parking areas. They also encourage walking and social interaction.

The mid-block plazas created at the intersections of the pedestrian spaces and parking areas provide the opportunity for outdoor gatherings, small festivals, sidewalk cafes and shops and seasonal markets. There is a new open-air farmers' market in the central block of the district between South Street and Hudson Avenue. It forms the southern edge of a mid-block pedestrian plaza/parking area, creating a piazza-like space at the center of the block. In the block to the north, new mixed-use buildings provide a continuous streetscape along Elm Street, replacing the existing market. Mid-block connections provide pedestrian and vehicular access to the parking areas interior to the block. In the block to the south, the park and the corner of Glen and Warren streets includes a new fountain and outdoor public space. As conditions warrant, this space could be an attractive mixed-use development incorporating offices and a conference hotel with a new parking garage adjacent to the civic center. This would be a longer-term development to reinforce the existing civic center and reinforce connections to the hospital, offices and downtown housing.

Crosswalks at each intersection and trees along both sides of the streets improve the streetscapes along Glen and Elm streets providing shade and a streetscape with a more pedestrian scale.

Figure 3: Proposed Mid-Block Plaza & Open Air Market



Vision & Development Plan



Park District

The Park District also features improved pedestrian and vehicular organization and mid-block pedestrian

connections. Pedestrian alleys provide convenient access between the new and existing parking garages and local businesses. This district also features new mixed-use and multifamily residential infill buildings. Residents of these infill buildings will want parking and the developers can provide it in a new garage in the center north of the district. A commercial addition to the street side of the existing parking garage creates a more pedestrian focused experience along Bay Street and opportunities for local businesses. Similar to the other districts in the plan, the streetscapes along Broad Street and Hudson Avenue are improved with crosswalks at each major intersection, as well as a grass median and trees (between the sidewalks

and street) to soften the space, provide shade and create a streetscape with a more pedestrian scale. The key feature of the Park District is the improved park space around the library and City Hall. The existing park could be expanded to create a civic space for gatherings and socialization focusing on the pedestrian experience. The pedestrian space to the south of City Hall becomes a plaza and access for shops and cafés.



Old Towne District

The Old Towne District extends along Warren Street between Church and Oak streets. Similar to other districts, the streetscapes along Warren Street and its cross streets are improved with crosswalks at each major intersection, as well as a grass median and trees (between the sidewalks and street) to soften the space, provide shade and create a streetscape with a more pedestrian scale. The district plan anticipates redevelopment of the former post office and significant streetscape improvements along Fredella Avenue. A pedestrian promenade extends from the new rotunda at the rear of the building to an overlook at the top of the embankment, which provides expansive views of the falls and the

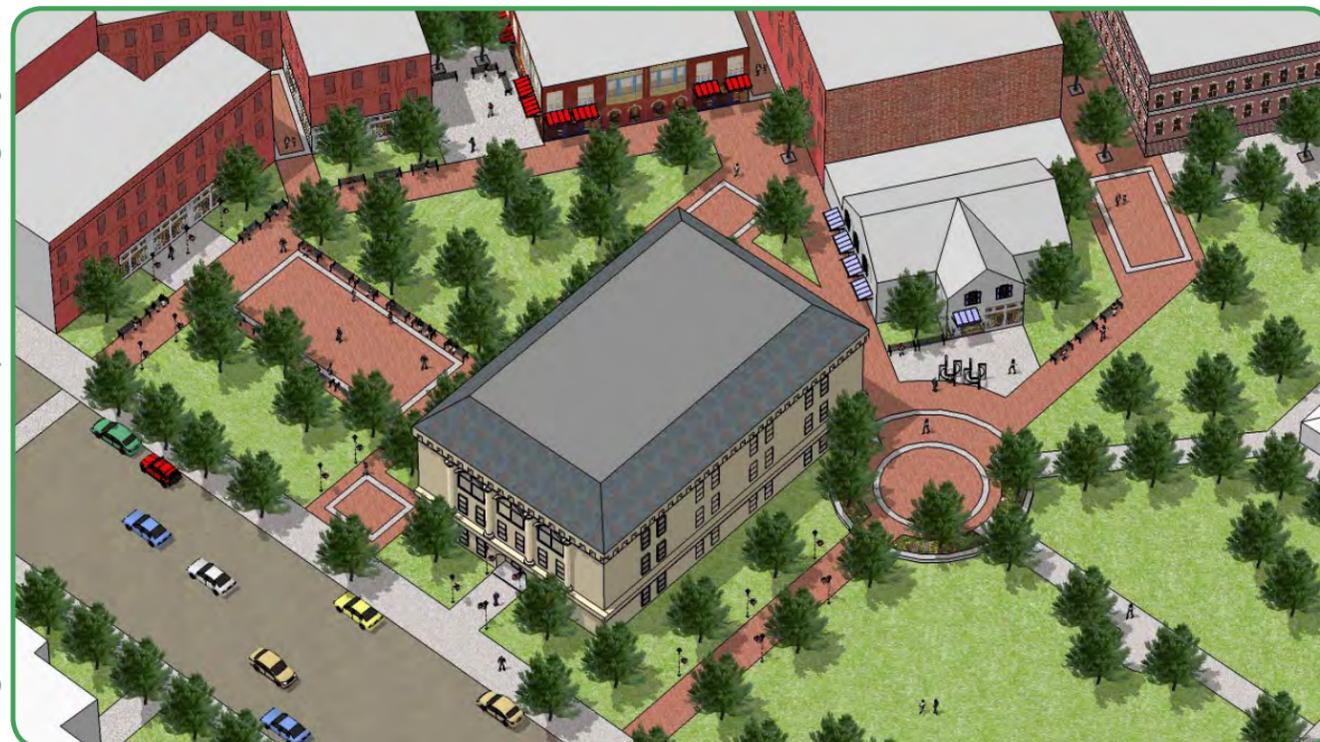


Figure 4: Enhanced Public Space Surrounding City Hall



Figure 5: Potential Redevelopment of Fredella Avenue

Hudson River. Along Fredella Avenue, streetscape improvements, such as wider sidewalks, brick medians between the sidewalk and street and street trees create a shady, pedestrian-focused street that could be home to quaint shops and boutiques. New housing in the district includes row houses and a high-density residential building at the east end of this district.

Museum District



The Museum District rounds out the Glens Falls plan. The existing museum buildings and armory are the key features of this district. A wide, tree-lined pedestrian promenade connects the museum buildings with the armory to the west. Similar to other districts, the streetscapes along Warren Street and its cross streets are improved with crosswalks at each major intersection, as well as a grass median and trees (between the sidewalks and street) to soften the space, provide shade and create a streetscape with a more pedestrian scale. Streetscapes link the Museum District to the Shirt Factory Arts Incubator to the north.

Shirt Factory Arts Incubator



This area, located outside of the downtown proper. It includes the existing Shirt Factory arts complex and incorporates the collection of brick former manufacturing buildings in the neighborhood into spaces for artists to locate their studios and performance spaces and galleries. These can include more industrial arts ventures that are difficult to locate including welding, glassmaking and sculpture shops. The area is imagined as a campus with linkages throughout, both within the district and to the museum district with sidewalks, banners, bike racks, signage and other connectivity elements. Event listings, maps and other information can be incorporated throughout.

Public Art Trail

Throughout the downtown, a Public Art Trail unifies the downtown and reinforces the arts and culture brand for the downtown with sculptures and other public art. In addition to linking the key features of downtown, the art trail is a linear park in the core of the city, providing spaces for relaxation and reflection. See Figure 7 on page 11.

Vision & Development Plan

The following pages are a graphic illustration of the Downtown Vision & Development Plan. This plan is a conceptual build-out and revitalization of each of the districts. The plan includes a number of potential public and private anchor developments, as for each of the districts. The build-out, as shown in this plan is supported by recommendations for a revised zoning ordinance and design standards, ensuring that the form of new development occurs within this vision. The potential square footage of the new developments is based upon the footprint as these buildings are shown on the graphic. Additionally, a circulation plan and streetscape typology standards to follow, will ensure that the downtown functions properly for all modes of transportation. The plan is a long term vision, incorporating both quick-win projects as well as larger scale developments for the future. The table below quantifies the potential full buildout of the Vision & Development Plan on the following pages.

Table 1: Potential Build-out of Vision & Development Plan

	Health Service District	Hospital District	Entertainment District	Park District	Main Street District	Old Towne District	Museum District	Total
New Medical Space ft ²	136,000	292,000	-	-	-	-	-	428,000
New Commercial Space ft ²	23,500	-	37,500	47,000	600	-	-	108,600
New Residential Units	30	270	39	77	-	70	-	486
Offset Commercial Space ft ²	13,500	-	4,000	-	-	26,000	-	43,500
Offset Residential Units	40	-	1	-	-	-	-	41
Net Medical Space ft ²	136,000	292,000	-	-	-	-	-	428,000
Net Commercial Space ft ²	10,000	0	33,500	47,000	600	-26,000	-	65,100
Net Residential Units	-10	270	38	77	-	70	-	445
Medical Space = Area of all floors x 0.8 (to account for unusable space)								
Commercial Space = 1st floor area x 0.8 (to account for unusable space)								
Residential Units = Area of all floors above the first / 1,250 (All floors in apartment only buildings)								
Offset data taken from parcel database								

Source: peter j. smith & company, inc.



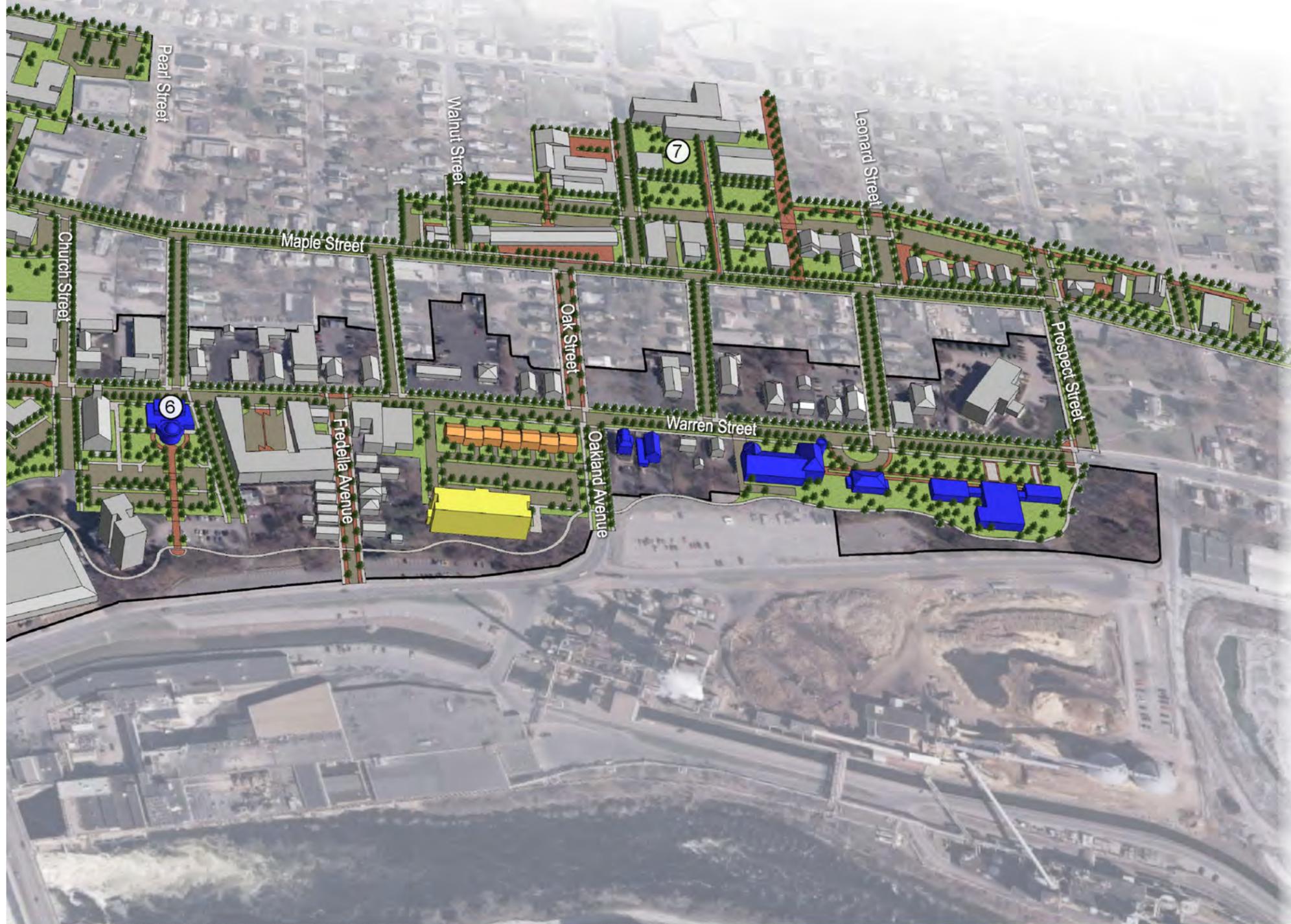
LEGEND

- Entertainment
- Medical / Office
- Institutional
- Mixed-Use
- Commercial
- Residential
- Parking Structure
- Existing Parking Structure
- Existing Building



Downtown Vision & Development Strategy

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Key Features of the Plan:

- ① Potential Future Entertainment Venue
- ② Potential Future Performing Arts Center
- ③ Open Air Market
- ④ Amphitheater/Parking
- ⑤ Plaza/Mixed Use Development
- ⑥ Mixed-Use Redevelopment (former Post Office)
- ⑦ Shirt Factory Arts Incubator

Vision & Development Plan

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A Hierarchy of Streets

Circulation Concept

The Circulation Concept illustrates improvements to the circulation system within the study area. By establishing a hierarchy of streets, the Circulation Concept strives to effectively and safely move pedestrians, cyclists and vehicles through the area. The circulation hierarchy is comprised of four types: complete streets, shared streets, streets with sidewalks, and mid-block pedestrian connections. The function of each is described below. Existing multi-use paths, accommodating bicyclists and pedestrians, are also shown in the concept.

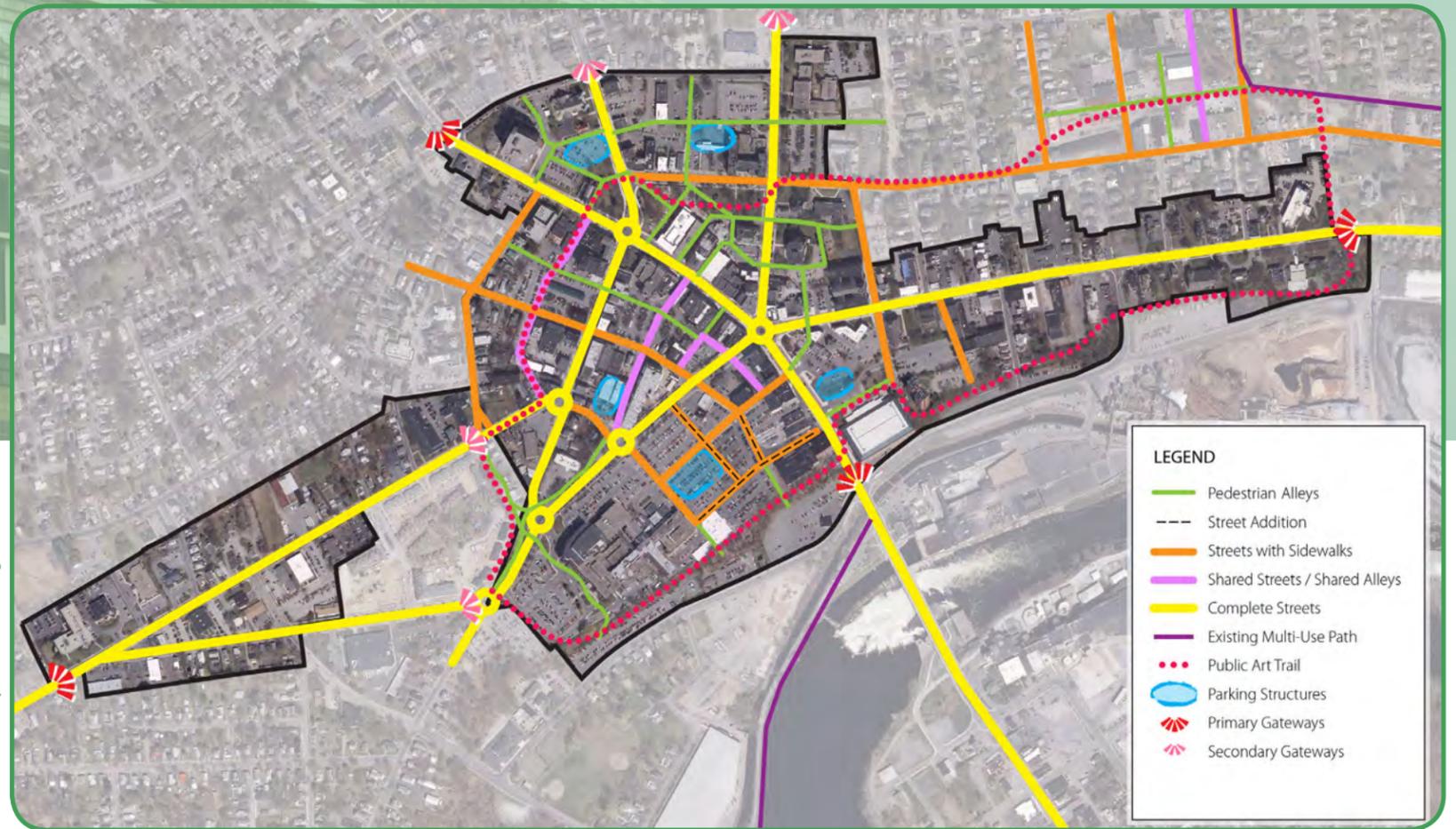
Complete Streets

Complete streets are designed with the safety and accessibility of all users in mind; these include motorists, public transportation users, bicyclists and pedestrians of all ages and abilities. A complete street may include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more. In addition to safety and accessibility benefits, complete streets encourage healthy lifestyles through walking and biking, and contribute to the area's sense of place.

Streets with Sidewalks

These are typical urban streets, but an emphasis is placed on pedestrian safety and comfort. The street cross-section includes paved vehicle travel lanes and on each side curbs, a planted strip with trees and wide sidewalks (min. 6'). Crosswalks are provided and clearly marked at each intersection.

Figure 7: Circulation & Streetscape Hierarchy



Shared Streets

Shared streets are designed to accommodate pedestrians, bicyclists and low volumes of vehicular traffic. A shared street is appropriate where traffic is moving slowly. Typical design characteristics include narrow streets without curbs and sidewalks, and the placement of trees, planters and parking areas to slow traffic and define travel areas. Sustainable features are integrated to manage stormwater. Shared streets also create public spaces for small gatherings, social interaction and outdoor commercial activities.



Shared Alley

Shared Alleys are designed to accommodate pedestrian, bicyclists and low volumes of one-way traffic. This street type accommodates mid-block access to internal land uses, public gathering spaces, and parking areas. The entire width of the street is designed to convey a pedestrian character and integrates outdoor commercial areas, gathering space, street furniture, tree planting, public art and other pedestrian amenities. Pedestrian space is delineated from vehicular travel lanes by the location of these elements and changes in paving materials, patterns and colors. Public art is integrated at points of access to the Alley.

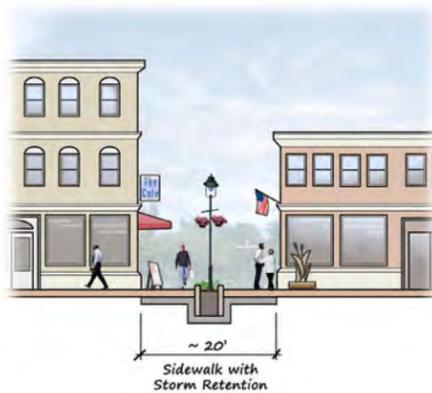
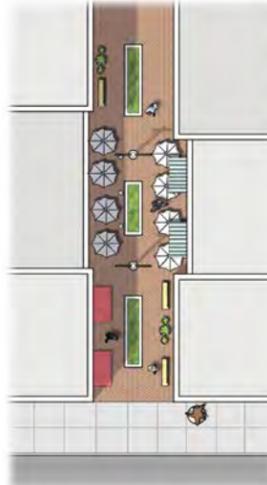




Figure 8: Concept for a gateway on Warren Street at Prospect Street

Pedestrian Alley

The mid-block pedestrian connections utilize existing alleys, driveways, walkways and open space to create pedestrian connections through city blocks. These connections encourage walking and make it easier and more convenient for pedestrians to access businesses, points of interest and parking. Ideally mid-block pedestrian connections through one block align across the street with those in the adjacent block. Crosswalks, and curb extensions where appropriate, are provided when mid-block pedestrian connections continue from one block to the next. Trees and plantings soften the spaces, provide shade, and create a more pedestrian-scale environment. Public art is integrated at points of access to the Alley.



Public Art Trail

The Public Art Trail is a continuous pedestrian route that is a feature of the urban design plan for Glen Falls. As a component of the Circulation Concept, it employs the different street types of the concept and is intended to connect parks, public gathering spaces, plazas and courtyards. In parks and other off-street locations, the Art Trail includes a multi-use pathway and defined gathering areas focused on a public art/sculpture piece. Along streets, art/sculpture elements would be strategically placed to announce special places in the downtown and to assist with wayfinding. Interpretive panels are integrated along its length.



Gateways

The Circulation Concept identifies the location of primary and secondary gateways. Primary gateways are located at the main entrance points to downtown. They could include a plaza area with a monument sign, flags, a kiosk with interpretive information, benches, etc. Secondary gateways could include a sign and floral displays. Gateways help to identify the area and welcome visitors and residents.

Preparing for Physical Growth

Zoning Recommendations

In order to develop each of the downtown districts, as described in the Vision & Development Plan, the regulatory context must be updated to require and promote new development in accordance with the plan. A number of zoning changes are proposed for each district and as well as a set of design qualities that should be drafted into standards to ensure the appropriate character of the built environment. It is recommended that the City engage a consultant for the downtown zoning update.

Health Services District

District focus is on clinical care, education, research, practical applications and businesses related to health services and patient care. Some warehousing and delivery would be located here as well as visitor services such as restaurants, coffee shops and a hotel. The density is low, the character somewhat suburban.

Current Zoning

- Mostly zoned GC-1 with portions in the northeast zoned GC-2.

Zoning Changes

- North of Broad Street — New Medical Support District
 - Encourage professional offices uses, research and development operations
 - Hotels permitted
 - Mixed uses permitted, no individual residential uses
 - No auto-related uses
- South of Broad Street remains CG1 General Commercial

Design Guidelines

- Horizontal building mass
- Modern architectural styles
- Large landscaped areas
- Screened parking
- Orientation to street
- Varying façade setbacks
- Internal and interconnected walkways

Hospital District

With the Glens Falls Hospital as its anchor this district features an interconnected series of buildings that support the hospital although other uses are encouraged such as retail and residential. Density and building heights are high.

Current Zoning

- All is zoned GC-2

Recommended Zoning Changes

- West of School street extension — Zone new Hospital Campus District
 - Medical facilities and related offices
 - Medical school facilities
- East of School street extension — Zone new Medical Village District
 - Mixed uses with apartment buildings
 - Encourage use of parking structures
 - Grocery stores permitted
 - 5-9 story building heights
 - Retail encouraged on first floor, but not mandated

Design Guidelines

- Large horizontal building mass
- Modern signature architecture styles compatible with hospital
- Expansive use of glass
- Internal interconnecting walkways
- Landscaped parking areas
- Public art

Entertainment District

A myriad of uses in a dense urban setting including bars and restaurants and theaters. Residential uses upstairs including artists' lofts and unique live/work spaces.

Current Zoning

- Core surrounding South Street and Elm Street zoned CCD, west side zoned GC-2e

Zoning Changes

- Zone all but the Mill CCD Central Commercial District
 - Incentivize reuse of upper floors for residential use
 - Encourage live/work lofts
 - Reduce maximum height to 45 feet
- Include the Mill in the new Medical Village District (described below)

Design Guidelines

- Vertical building mass (through varying façades)
- Active store fronts
- Little or no setbacks
- Maintain historic character
- Public art
- Interior parking

Main Street District

The commercial core and heart of the downtown. Dense but not over three to four stories in keeping with neighboring development. Galleries, restaurants, shopping, offices and some residential uses upstairs. Focus is on preservation and adaptive reuse of historic buildings with appropriate infill.

Current Zoning

- Mostly zoned CCD, southeast of circle zoned GC-1

Zoning Changes

- Zone all CCD Central Commercial District
 - Incentivize reuse of upper floors for residential/office use
 - Reduce height to 45 feet

Design Guidelines

- Vertical building mass (through varying façades)
- Minimal to no set back
- Orientation to street
- Active storefronts
- Maintain historic character
- Interior parking
- Masonry elements

Park District

Located in an around the City Park with Crandall Public Library and the (someday) former City Hall and Queensbury Hotel as its anchors the park district offers a campus feel in the city. The character is somewhat suburban with a focus on lawns, green spaces, the park and parkettes. There are mostly business and few residential uses outside of the hotel and existing senior living center.

Current Zoning

- Mostly zoned GC-1, Park is zoned PRD, Southeast corner zoned CCD.

Zoning Changes

- Zone all GC1 General Commercial (City Park remains PRD)
 - Restrict drive-through facilities

Design Guidelines

- Building oriented towards streets
- Little or no setbacks
- Modern architectural styles
- Unifying building materials
- Interior parking and open space
- Interconnecting walkways
- Landscaping features
- Public art

Old Towne District

A preservation district of dense, three- to five-story historic buildings. The focus here is on appropriate infill and reuses, revitalization of Warren Street and the Fredella Avenue Historic District. Residential uses are encouraged in adaptively reused lofts and unique upper floor situations. First floor uses include retail, restaurants and services.

Current Zoning

- GC-2 on the southeastern side, GC-1 on the northwest side, R-M and R-2 on Fredella Avenue.

Zoning Changes

- Zone all GC1 General Commercial
 - Add any combination of permitted uses in the same building
 - Restrict drive-through facilities

Design Guidelines

- Preservation of historic features
- Adaptive reuse of buildings
- Minimal setback
- Brick/concrete block facades (Unless historic house)
- Unifying architectural elements

Museum District

Like the park district, the museum district offers a campus-like feel with a mix of commercial and institutional buildings and residences converted to apartments and businesses. Additional uses could include education, B&Bs, hostels and co-housing for visiting artists, actors and others.

Current Zoning

- South Side of Warren Street zoned C-P, North side zoned GC-1 with 2 parcels R-M in the middle.

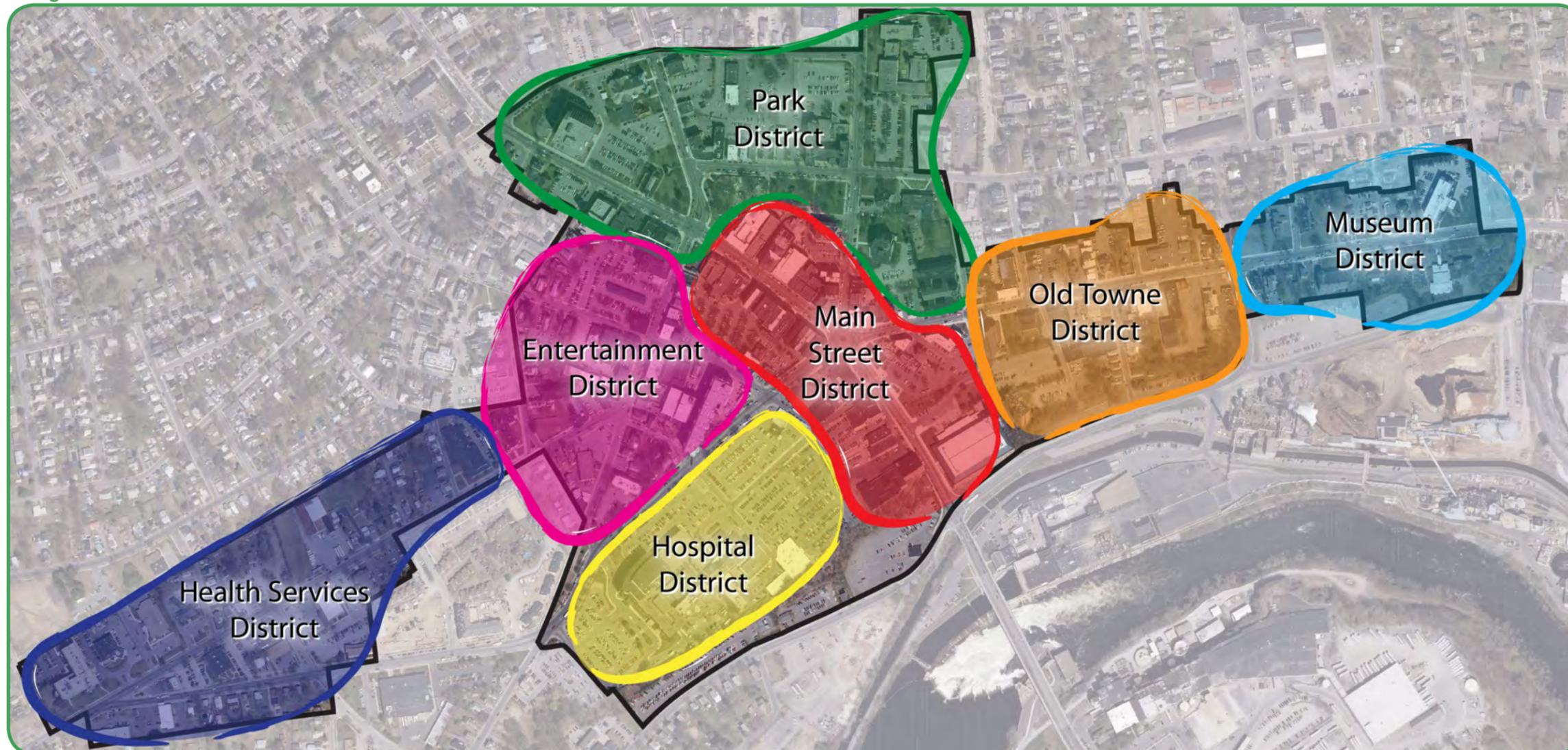
Zoning Changes

- Zone the whole district CP Cultural Professional Office

Design Guidelines

- Well-designed open spaces
- Decorative landscaping
- Interconnecting walkways
- Building orientation towards Warren Street
- Unifying architectural elements
- Accented entrance treatments
- Decorative window treatments
- Horizontal building mass
- Public art
- Side- or rear-yard parking

Figure 9: District Plan Zones



(3) Implementation

Development Plan

The implementation plan is directly related to the mission and vision of the plan. Implementation strategies reflect the findings of the retail, housing and commercial market analyses and the public's input. They are also graphically expressed in the Vision & Development Plan and urban design program.

A key set of recommendations revolves around branding downtown as the arts and entertainment hub of the Adirondacks. Arts and entertainment can help Glens Falls fulfill many of its goals by focusing on downtown, providing facilities for arts organizations and participants, providing employment and housing for artists and using arts and entertainment as an economic development tool to recruit and retain residents and workers. Arts and entertainment can engage the local population, creating opportunities for self-expression and entrepreneurship and embracing all members of the community regardless of socioeconomic status.

To this end, Glens Falls should work with state leaders to create a downtown Glens Falls Arts District with incentives such as exemptions from sales and personal tax for artists who live and work in the district and who sell their works in the district. Another concept is to create an artist loft district codified into the zoning. Either or both programs would further diversify the downtown residential portfolio.

Connectivity strengthens downtown's role as the heart of the community and helps to fuel creative as well as everyday business processes. Fast, reliable internet connectivity -- Wi-

Fi, cloud, satellite and broadband-- is an important aspect of fueling the creative city. This is and should continue to be a priority for Glens Falls.

Quality downtown directional signage and solid wayfinding programs provide connectedness into downtown and between its destinations. Wayfinding and signage came up throughout the public input program as priorities. As a result, solid recommendations are in the urban design and Vision & Development Plan as well as Connectivity Study also funded by the Community Challenge Grant. These improved linkages can also help lead to connectivity and collaboration between stakeholders in the public school system, SUNY Adirondack and the downtown community.

A broad program to provide incentives and financing tools to spur priorities such as workforce housing and mixed-use development, save endangered buildings and increase downtown's environmental friendliness could be funded in a variety of ways, including through public sector tools as bonding or through allocation of HUD or other state or federal funds. The program could:

- Subsidize rents for priority projects to that will not go forward without additional funding — new construction and rehabilitation;
- Fund retrofits for existing buildings with green energy and energy efficient systems to advance downtown as an environmentally sustainable place;
- Provide direct subsidies for priority downtown building rehabilitation projects that will not go forward otherwise; and
- Establish a fund to acquire targeted parcels and buildings.

In addition, the Capital Region Economic Development Council and city partner effectively. Council could play a crucial role downtown.

This funding program advances the goals of providing more downtown workforce housing and encouraging a lively mix of uses, contributing to a more energy efficient downtown and increasing both downtown's vitality and its ability to attract residents and visitors and spur additional investments on first floors and upstairs.



Key Recommendations

Recommendations for implementation of the Downtown Vision and Development Strategy are defined to organize priorities for downtown's improvement and provide a step-by-step strategy towards realizing the community-defined vision for the future. They are designed to be both inspiring as well as manageable for implementation. This page includes an overview of the major recommendations of the plan, followed by the implementation plan on the following page, which incorporates an expansive step-by-step process for achieving the vision of the Downtown Vision & Development Strategy.

Quick Wins

The plan includes early and relatively easy successes. These projects create momentum and enthusiasm; more significant projects take a longer time period to develop. Following are quick win projects that have been incorporated into the project:

- Improve connectivity through expansion of the fiber optics network downtown
- Plantings, including trees throughout downtown
- Bike racks throughout and "sharrows" on Glen and Warren
- Improved signage and additional wayfinding signage
- Expand existing planting and basket program:
 - Hanging flower baskets on streetlamps
 - Flower pots and tree-pit gardens
 - Streetlamp banners are evocative of Glens Falls character
- Establish a task force to implement arts and entertainment -related programming and marketing for downtown

Figure 9: Streetscape Beautification



Before

After



The impact of small, inexpensive, quick-win projects can have a tremendous impact upon the vibrancy of the downtown public realm

Anchoring Projects

The anchor projects for downtown fill major needs and solve major functional issues in downtown. Like the downtown roundabout, they achieve something greater for the community and inspire spirit and enthusiasm. The following are recommended projects:

- Identify retail niches and establish a recruitment strategy
- Prioritize residential infill and rehab projects
- Study options for revitalization of the Civic Center -- including sale or lease of the facility -- into a regional convention/meeting/entertainment facility
- Develop an approach to options for uses of first floor(s) of any potential new parking structure downtown
- Study development of new hotel accommodations
- Study potential traffic reconfigurations for Glen and Bay streets
- Improve streets according to typology
- Study redevelopment of Centennial Circle with mixed use, accommodations, commercial and retail. Preferred interim use is public space.

Facilitating Strategies

Pulling together the major projects identified in the vision for downtown requires initiatives dedicated to implementation with responsible parties and defined timelines. A number of strategic measures are defined to create the framework in which the major recommendations for improvements to downtown can be achieved. The following are facilitating strategies to move the vision for downtown forward.

- Develop a new zoning code and design standards to guide the transformation of the built environment
- Establish a health services district along broad street to spur economic development, especially that which is related to the hospital
- Commission a streetscape design program for Maple and Lawrence streets to better connect them with the downtown
- Direct housing funding towards the development of workforce housing
- Establish a downtown incentives package for private development projects that fit the vision and development plan
- Commission a hotel feasibility study
- Identify stakeholders and work to develop a strategy to save the armory on Warren Street
- Prioritize buildings downtown for interior and exterior rehabilitation and reuse
- Develop an energy strategy to garner renewable power for downtown buildings and projects
- Publicly acquire key parcels for implementation of the Downtown Vision & Development Plan, including on Broad Street to implement the health services district, on School Street for the development of a park as well as for other public needs

Moving Forward

Implementation: Simple & Straightforward

As the City of Glens Falls moves toward implementation of the Vision & Development Strategy it should follow a process that is predictable and transparent. While the process will be largely driven by the City's elected and appointed leadership, new partners will identify themselves and step forward to carry on the momentum if they see and understand the opportunities before them. In this spirit, a brief set of guidelines provide a framework for action and implementation:

Stakeholders have roles and responsibilities for implementation and must stand ready to get involved, take on leadership roles assigned to them and work within existing board and commission structures

Development proposals should be subjected to appropriate review under the State Environmental Quality Review Act even when they are consistent with the Downtown Vision & Development Strategy

Review and approval of development proposals consistent with the Downtown Vision & Development Strategy should be expedited

The Downtown Vision & Development Strategy should be reviewed and updated periodically to evaluate progress and ensure the vision remains relevant for downtown Glens Falls -- and if it is not, it should be altered

3.2.1 Implementation Matrix

The first task of the Vision & Development Strategy is simple: Adopt the plan. From there it is essential to put forth a task list to ensure implementation occurs and the vision developed in the public process comes to life. The Implementation Matrix is a checklist to bring the plan to fruition. The matrix is organized and straightforward and useful for all project partners. The recommendations relate to the six livability principles defined by the US Department of Housing and Urban Development. Timeframes and, where applicable, estimated costs complete each task. Designated organizations for each action are the chief implementers although partners should be enlisted. New actions items will emerge to replace those that have been successfully implemented and to reflect changing realities and priorities.

Table 2: Implementation Matrix

Task	Responsibility	Estimated Cost	Priority
Adopt the Downtown Vision & Development Strategy	Mayor and Common Council	N/A	Immediate
Engage a consultant to draft new zoning and design standards ordinances	Glens Falls Economic Development Group (GFEDG)	\$30,000	Immediate
Establish downtown incentive packages to increase the feasibility of priority downtown projects	GFEDG, Glens Falls Business Improvement District (BID), Capital Region Economic Development Council (CREDC), Local Lenders, Mayor and Council, HUD	Up to \$4 Million	Immediate
Embark upon a strategic planning process for the downtown Glens Falls Business Improvement District	BID	\$15,000	Immediate
Commission a hotel feasibility study	GFEDG, Warren County Tourism, CREDC and Adirondack Regional Chamber	\$25,000	Immediate
Develop a strategy to save and repurpose the Armory on Warren Street	GFEDG, Hyde Collection, Finch Paper	N/A	Immediate
Prioritize infill development projects	GFEDG	N/A	Immediate
Establish a list of priority buildings for interior and exterior rehabilitation and reuse	GFEDG, Building Owners	N/A	Immediate
Build on efforts and analysis already underway and extending into the region to facilitate business and industry as well as tourism and the visitor industry through high-speed internet connectivity	Adirondack Gateway Council, GFEDG, CREDC, Warren and Washington counties, Adirondack Regional Chamber of Commerce, telephone and cable companies	N/A	Immediate
Develop an energy strategy for downtown including potentials for generating electricity from solar and wind power to increase affordability	GFEDG, BID, Adirondack Builders Association, CREDC, NYS Energy Research and Development Authority	N/A	Intermediate
Study possible traffic reconfiguration/solutions for Glen and Bay streets	NYS DOT, GFEDG, CREDC, Glens Falls Public Works Department, Adirondack Glens Falls Regional Transportation Council	\$1.5 Million	Intermediate
Draft a master plan to plan for acquisition and development of a park on the southwest side of School Street	GFEDG, Greater Glens Falls Local Development Corporation (GGFLDC)	\$25,000 - \$30,000	Intermediate
Commission a facilities master for city departments as a prelude to developing a strategy to free more of the existing historic City Hall for community use	City Council, Glens Falls Community Development Department	\$25,000-\$30,000	Intermediate
Draft a Master Plan to implement the Health Services District including priorities for acquisition and development projects	GFEDG, GGFLDC	\$25,000 - \$30,000	Intermediate
Conduct a feasibility study to explore the potential acquisition and renovation of St. Alphonsus Church into a medium-sized performing arts venue when conditions warrant	GFEDG, Adirondack Gateway Council, Warren County, Local Theater and Performing Arts Organizations	\$30,000 - \$40,000	Long Term
Assuming success of the medium-sized center, conduct a feasibility study to explore the potential for a large performing arts center downtown	GFEDG, Adirondack Gateway Council, Warren County, Local Theater and Performing Arts Organizations	\$25,000 - \$30,000	Long-Term
Plan a reuse of Centennial Plaza with potential public space and later incorporating a hotel/conference center in support of the Civic Center	GFEDG	\$20,000	Long-Term

Funding Sources

Table 3: Potential Funding Sources Matrix

Program	Type of Funding (Operations, Capital Projects, etc.)	Funding Range	Housing	Community Dev.	Environment	Arts & Tourism	Recreation	Economic Dev.	Infrastructure	Eligible Applicants	Application Source
World Wide Grant Program	Tourism-related initiatives	\$10,000 - \$100,000				X	X	X		Non-Profit Orgs.	www.tourismcares.org
Land Acquisition	Acquisition for recreational purposes	Varies			X		X			Municipalities	www.nysparks.state.ny.us/recreation/trails/default.aspx
Challenge America	Extending arts to underserved populations, events, promotion, public art & design	\$10,000				X				Non-Profit Orgs.	www.nea.gov/grants/apply/GAP12/Challenge.html
Art Works	Supports arts endeavors in these categories: creation, engagement, learning & livability	\$10,000 - \$100,000				X				Municipalities, Non-Profit Orgs.	www.arts.gov/grants/apply/GAP13/ArtistsCommunitiesAW.html
Our Town	Placemaking project incorporating arts	\$25,000 - \$100,000				X				Municipalities, Non-Profit Orgs.	www.arts.gov/grants/apply/OurTown/index.html
National Arts and Humanities Youth Program Awards	Funding for youth oriented arts projects and education	\$10,000				X				Municipalities, Non-Profit Orgs., Educational Institution	www.nahyp.org
HUD Neighborhood Stabilization Program	Purchase, demolition and landbanking of abandoned or foreclosed properties	N/A		X				X	X	State Gov't, County Gov't, Local Gov't, Non-profit	www.recovery.gov
HUD Neighborhood Initiative Grant	Economic Stimulation Activities	N/A		X	X		X	X		Entities named by Congress	www.hud.gov
Community Development Block Grant Entitlement Grants	Training, Technical Assistance, Capital Projects, Home Rehabilitation	N/A	X	X					X	County Gov't, Local Gov't	www.recovery.gov
Assisted Housing Green Retrofit Program	Capital Projects, Training, Technical Assistance	N/A	X		X					County Gov't, Local Gov't	www.recovery.gov
Tax Credit Assistance Program	Capital Projects	N/A	X							County Gov't, Local Gov't	www.recovery.gov
NYS DHCR Low-Income Housing Trust Fund	Home Rehabilitation	\$125,000/unit	X							Non-Profit Orgs.	www.housing.ny.gov
IRS New Markets Tax Credits	Investment, community development projects	Tax Credits	X	X				X		Qualified Development Entity	www.irs.gov
Historic Tax Credits	Rehab and reuse of historic structures	Tax Credits	X			X		X		Developers	www.nysparks.org
US Economic Dev't Administration	Community and Economic Dev't, Job Creation	N/A		X				X		Non-Profit Orgs.	www.eda.gov
Local Initiative Support Corporation (LISC)	Affordable housing preservation, community development, seed money	N/A	X	X	X			X		Non-Profit Orgs.	www.lisc.org
SAFETEA-LU	Transportation funding for various programs	Varies		X	X		X	X	X	Municipalities, Public Authorities, Non-Profit Orgs.	www.fhwa.dot.gov/safetealu/
Transportation Enhancement Program (TEP)	Bicycle and pedestrian facilities, safety, easements, landscaping, beautification, historic rehab, rails to trails, environmental mitigation	\$200,000 - \$2.5 million		X	X		X		X	Municipality, State Agency, Public Authority	www.nysdot.gov/enhancementprogram
New York Main Street Program	Facade improvement, building renovation, downtown anchor, streetscape, admin	\$50,000 - \$500,000	X	X						Municipalities, Non-Profit Orgs.	www.dhcr.state.ny.us/Programs/NYMainStreet/
Public Works & Economic Development	Public works and facilities to support the creation or retention of private sector jobs	varies						X	X	Non-Profit Orgs.	www.eda.gov/AboutEDA/Programs.xml
National Scenic Byways Program	Bicycle and pedestrian facilities along scenic byways, for access to recreational facilities	Varies					X		X	Municipalities, Non-Profit Orgs.	www.byways.org
American Conservation Association	Environmental protection, historic preservation, public policy, recreation	\$5,000 - \$40,000			X		X			N/A	N/A
Bikes Belong Program	Bicycle paths, lanes, trails, facilities & advocacy	\$10,000			X		X	X	X	Non-Profit Orgs.	www.bikesbelong.org
The Louise H. and David S. Ingalls Foundation	Arts, education, employment, environment, history, museums	\$3,000 - \$400,000			X	X		X		Non-Profit Orgs.	N/A
Surdna Foundation	Environment, community revitalization, community organization, arts	Varies		X	X	X	X			Non-Profit Orgs.	www.surdna.org
Recreational Trails Program	Pedestrian, bicycle, skate, equestrian and motorcycle trail development	Varies					X		X	Municipalities, Non-Profit Orgs.	www.nysparks.state.ny.us/recreation/trails/default.aspx

Funding the Vision

The recommendations, urban design plan and implementation plan for the Downtown Vision & Development Strategy identify means to support new growth. It is essentially that the future growth of downtown Glens Falls engage a mix of public and private financing to facilitate change. Public funding should be secured with the purpose of serving as an incentive for private development. Financial incentives should be pursued for the following purposes:

To Spur Employment Growth

Public investment or incentives that is directly tied to the production of new employment opportunities. This funding should have strict attainment goals and require that employment levels be maintained for a period of at least 10 years.

To Facilitate the Development of Major Anchors/Draws for Downtown

Public investment to subsidize the development of a large-scale project that is not otherwise economically feasible. This project should serve as a major anchor, drawing large numbers of new audiences to downtown.

To Improve Downtown's Functional Capacity

Funding and financing should be available to projects that improve the function of downtown, such as streetscape improvements, road enhancements, pedestrian and bicycle facilities as well as public infrastructure, including water, sewer and telecommunications.

To Enhance the Public Realm

To make improvements to downtown's public space, leisure and recreational opportunities. Potential projects may include public plazas, parks, water access and improvements around publicly owned buildings.

To Strengthen Culture & Quality of Life

Opportunities to grow the cultural base of the city should be met with incentives for projects with significant public benefit. Such projects could include public art, sculpture parks or trails, arts-inspired signage and temporary public exhibits.

The adjacent matrix provides an inventory of potential grant and government funding sources for projects that achieve the vision for downtown Glens Falls:



(4) Community Analysis

Understanding Our Context

Overview

Understanding the conditions and contextual environment of the City of Glens Falls is essential to conducting a thorough analysis of the challenges and opportunities for new growth and realistically planning for the future of the community. This analysis is broken down into two major sections for evaluation: conditions which impact the economic market and elements which impact the potential for quality physical change. Within the evaluation of market conditions, studies focused upon the socioeconomic conditions of the local population, current trends in household consumption, an identification of significant gaps in the retail market and an overview of the region's tourism industry. Additionally, the document takes a look at the economic conditions facing the local workforce and its ability to reasonably afford housing. These analyses will give an indication of what fiscal disparities may need to be rectified as well as what economic sectors are well positioned for growth and may be good targets for financial incentives.

The physical realm of Glens Falls impacts how the community can transform in terms of how downtown can function on a daily basis, including how people move about, where they work, what is available for recreation and entertainment and how they can live. To inform relevant recommendations, the study evaluated the major contextual landmarks of Glens Falls, the land use, local zoning, historic and cultural resources present as well as the conditions of the built environment. Findings of each form the basis for the project's urban design plan.

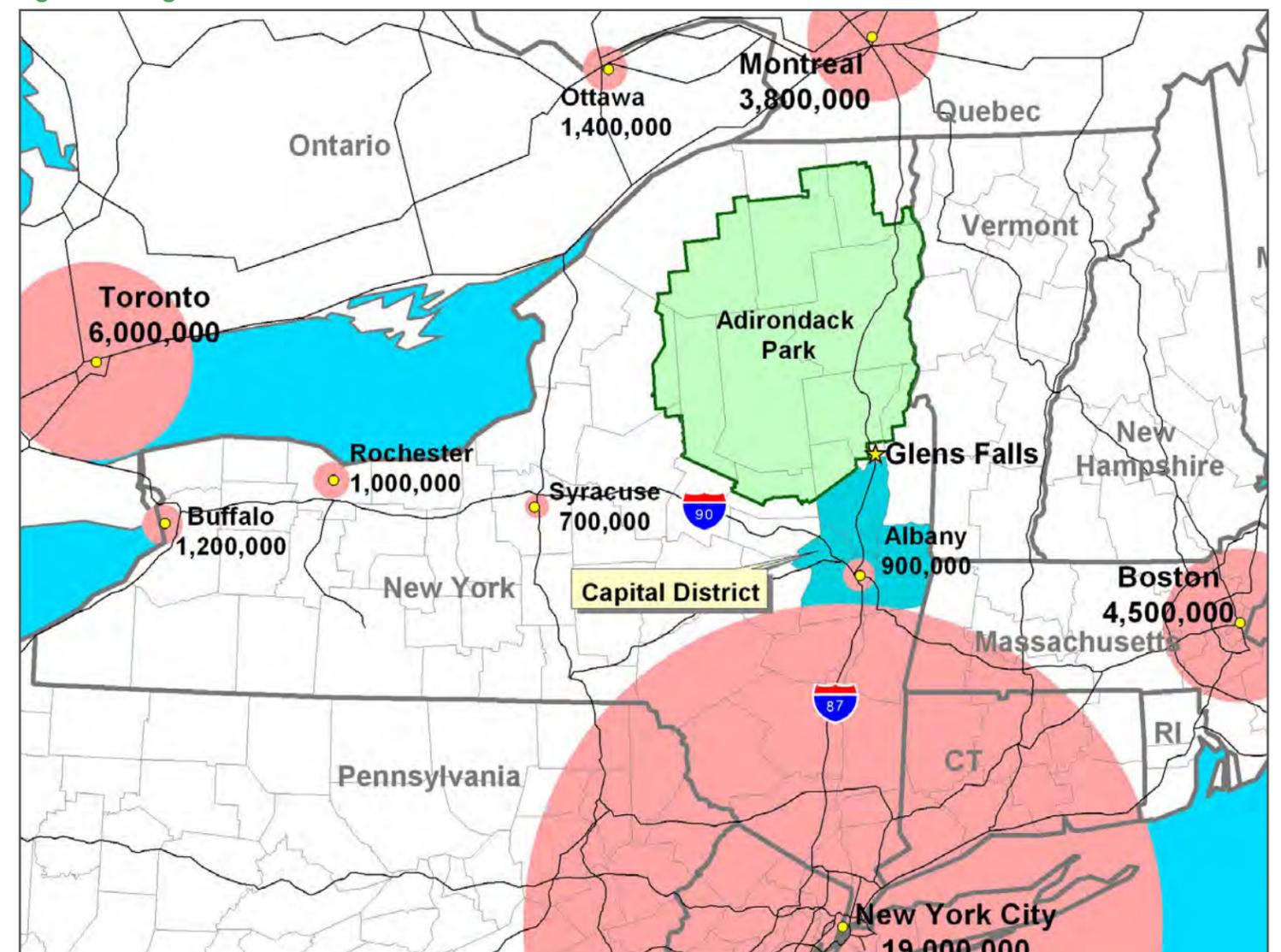
An International Region

The City of Glens Falls holds a strategic location within the Northeastern United States. Within a 1-day drive of downtown Glens Falls one can reasonably access the major metropolitan areas of New York City, Boston, Montreal, Toronto, Buffalo-Niagara and Philadelphia. This represents a regional proximity to more than 50 million people and several of the world's largest economies. Directly adjacent to Interstate 87, which runs from Montreal to New York City and connects to Interstate 90, downtown has excellent highway access.

The city also sits at the edge of the Capital District, the only significantly growing economy in Upstate New York. Because of its political prominence as the capitol of the third largest state in the country, the region is afforded with good transportation infrastructure including an international airport, investments into growing private high technology sectors and a robust housing market. Glens Falls is well positioned to take part in advantage of the growth being experienced throughout the region.

Glens Falls is also located at the base of one of the northeast's great natural attractions: the Adirondack Park. The largest state park in the nation, the Adirondacks are a haven for outdoor recreation enthusiasts and an idyllic rustic lifestyle. The contrast between the beautiful natural environment and Glens Falls historic downtown offers a unique setting to provide a blend of metropolitan flavor against a breathtaking mountainous backdrop.

Figure 11: Regional Context of Glens Falls



Personal Economics & Spending

Socioeconomic Profile

A profile of those living in the Glens Falls project area shows a correlation between where residents live and their socioeconomic condition. It appears evident that the urban area, within one mile of downtown, lags behind the suburban (between one and five miles from downtown) and rural (between five and 10 miles from downtown). While the median household income of the population within one mile of downtown stands just below \$40,000, each the suburban and rural areas have median incomes exceeding \$50,000. Similarly, housing values in downtown average around \$155,000 while average home values in suburban Glens Falls are \$170,000 and \$174,000 in rural Glens Falls. Much of this can be attributed to the fact that the median age of downtown residents is significantly younger, less than 38 years than the suburban (41.7 years) and the rural (42.1 years) areas.

Glens Falls exhibits a healthy unemployment rate of less than 4%. More than 50% of all workers in the Glens Falls area are white collar, including approximately 10% of which are in the management, business and financial fields. Around 20% of all workers are blue collar, of which a quarter of those are in the construction/extraction industries. Educational attainments are relatively consistent throughout the Glens Falls area, with approximately 30% of all residents older than 25 holding a college degree. Another 37% hold a high school diploma. The adjacent charts provide a snapshot of socioeconomic conditions in Glens Falls.

Table 8: Unemployment

Unemployment Rate	0 - 1 mile	1 - 5 miles	5 - 10 miles
	4.0%	3.2%	3.3%

Table 9: Educational Attainment

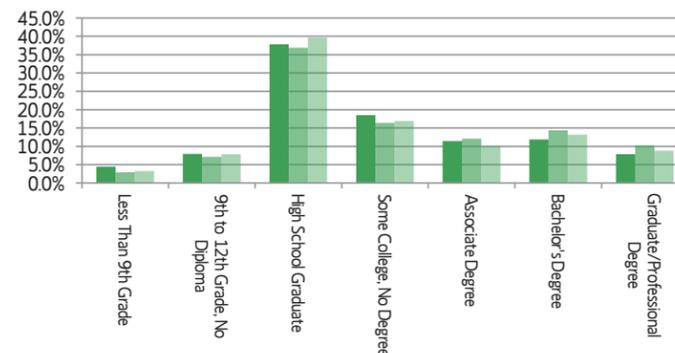


Table 4: Population

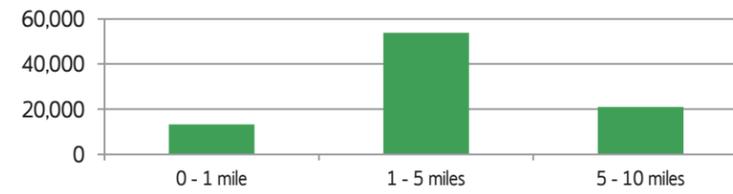


Table 5: Household Income

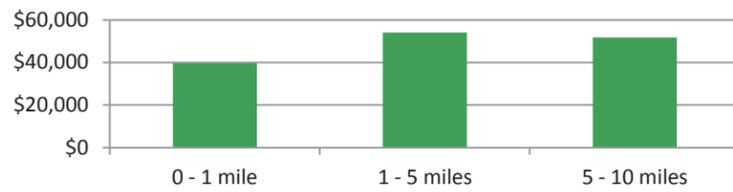


Table 6: Housing Value

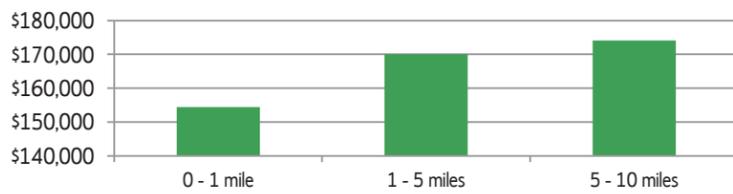


Table 7: Median Age

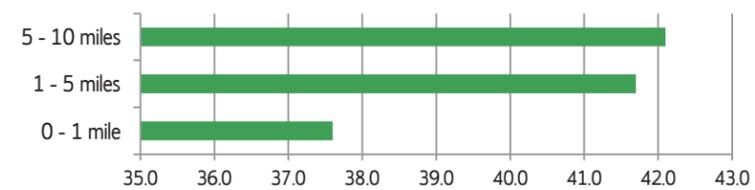
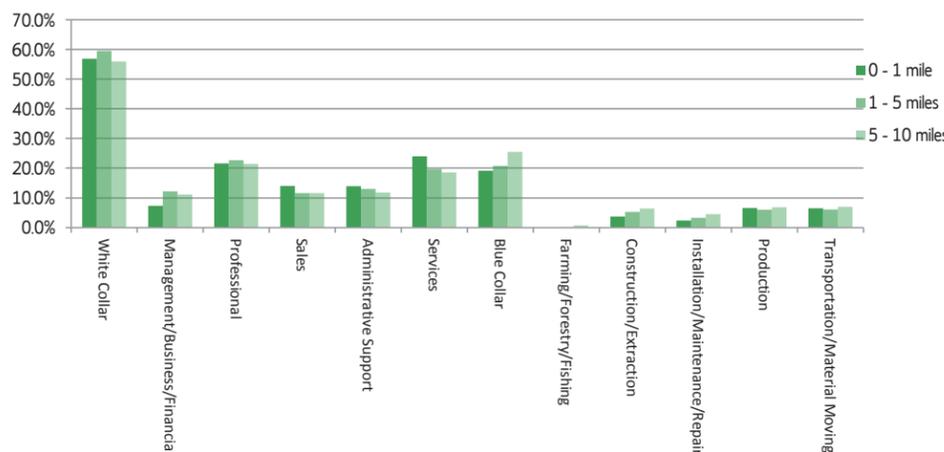


Table 10: Occupation



Consumption Trends

Residents of the City of Glens Falls enjoy a lifestyle that is just less than 70% of the national cost of living. With an average household income of just less than \$50,000, those living within one mile of downtown exhibit consumption practices that are fairly consistent with national trends. In the consumer spending table, below, the National Index column identifies the total dollars committed to each expenditure category, with a score of 100 indicating spending equivalent to the national average. Though total dollar amounts are less, index scores fall fairly consistently within a few points of 70, which suggests that the percentage of household income spent in each category is similar to that of the national average.

Residents in the study area spend 22.8% of their household income on housing, including apartments and homeownership. This indicates that housing is affordable in the area, as 30% of household income is a general threshold for housing affordability. The largest allocation of household income goes to retail goods, accounting for nearly 35% of income. The average household spends approximately \$5,500 annually on food, of which just more than 41% is spent away from home at restaurants and other eating establishments. The following chart identifies consumption patterns for all resident spending.

Table 11: Personal Consumption

Household Spending	Average \$ Spent	% of Household Income	National Index
Apparel & Services	\$1,199.37	2.5%	50
Computers & Accessories	\$158.84	0.3%	72
Education	\$935.60	1.9%	77
Entertainment/Recreation	\$2,251.61	4.7%	70
Food at Home	\$3,244.95	6.7%	73
Food Away from Home	\$2,305.65	4.8%	72
Health Care	\$2,663.16	5.5%	71
Household Furnishings	\$1,224.91	2.5%	59
Investments	\$1,104.96	2.3%	64
Retail Goods	\$16,557.54	34.3%	67
Shelter	\$11,021.04	22.8%	70
TV/Video/Audio	\$899.50	1.9%	72
Travel	\$1,236.77	2.6%	65
Vehicle Maintenance & Repairs	\$658.68	1.4%	70

Source: ESRI Business Analyst Online & peter j. smith & company, inc.

Commercial Market Profile

Real Estate Trends

The commercial office space market in downtown Glens Falls reflects the City's diverse built environment. In centralized locations, where buildings have been maintained and improved, the market is vibrant and spaces are filled. In locations that have experienced less investment into buildings, the commercial office space market is less robust.

According to downtown property owners, the Class A office market is robust and finished Class A space is nearly full. Several downtown buildings have been rehabilitated into Class A space in recent years and trends have shown that the majority of space leases before construction is complete, often with more than 60% occupancy when the building opens.

The typical lease rate for a Class A office space ranges between \$15.50 and \$18.00 per square foot. On a regional level, Glens Falls offers very affordable lease rates for top-end space in an urban area. Within the Albany central business district, the average Class A space rents for nearly \$22.00 per square foot. Outside Albany's downtown, rates for the same quality space average around \$19.00 per square foot. Class B space in downtown Glens Falls is a step below, typically ranging between \$13.00 and \$15.50 per square foot. Class C Space tops out below \$13.00 per square foot and can be found for less than \$10 per square foot.

being met and an oversupply of Class B and especially Class C commercial spaces. An ongoing trend is for Class C space to be purchased and renovated into Class A Space. One developer indicated that it can be difficult to finance office development; this could constrain the redevelopment of substandard spaces.

Changing Economic Sectors

Glens Falls is located within New York State's Tech Valley, a sprawling economic development region encompassing the entire eastern region of the state north of New York City. The region centers around the Albany Capital District and has been the target of strategic state-wide economic development investments aimed at growing high technology industries, including processor development and computer chip manufacturing, among others.

According to the New York State Department of Labor, it is anticipated that by 2018 the economy of the Capital District will have undergone significant change, largely a result of high technology investment. The area will continue to shift away from traditional manufacturing. Of 21 different manufacturing sectors, only three sectors are expected to actually increase employment through 2018. Those include chemical manufacturing, apparel manufacturing and computer & electronic product manufacturing, which is expected to experience the greatest growth, more than doubling 2008 employment numbers by 2018. Of particular concern to Glens Falls, paper manufacturing is expected to decline by nearly 50% by 2018.

Overall, employment in the medical field is expected to increase by almost 20%, adding more than 13,000 employees in the Capital District. Employment at hospitals and ambulatory care centers will grow by more than a quarter, adding more than 5,000 employees. Downtown Glens Falls strength in the medical as well as the high tech medical device industries position the city well to capture a portion of this growth.

Other major changes in regional employment illustrate a continued shift to more high-end professional and technology-driven industries. There will be an increase in employment in professional and business services in the region by 2018, growing by 7.5% from 2008. Within these industries, science and technology services will experience some of the greatest levels of growth at more than 11% new employment. While the financial industry as a whole is expected to remain stagnant, several sectors within it will undergo major changes. Wealth management and investment fund employment will grow by more than 15% and insurance employment by another 6.8%. Conversely leasing services will experience significant decline in employment as will credit management companies.

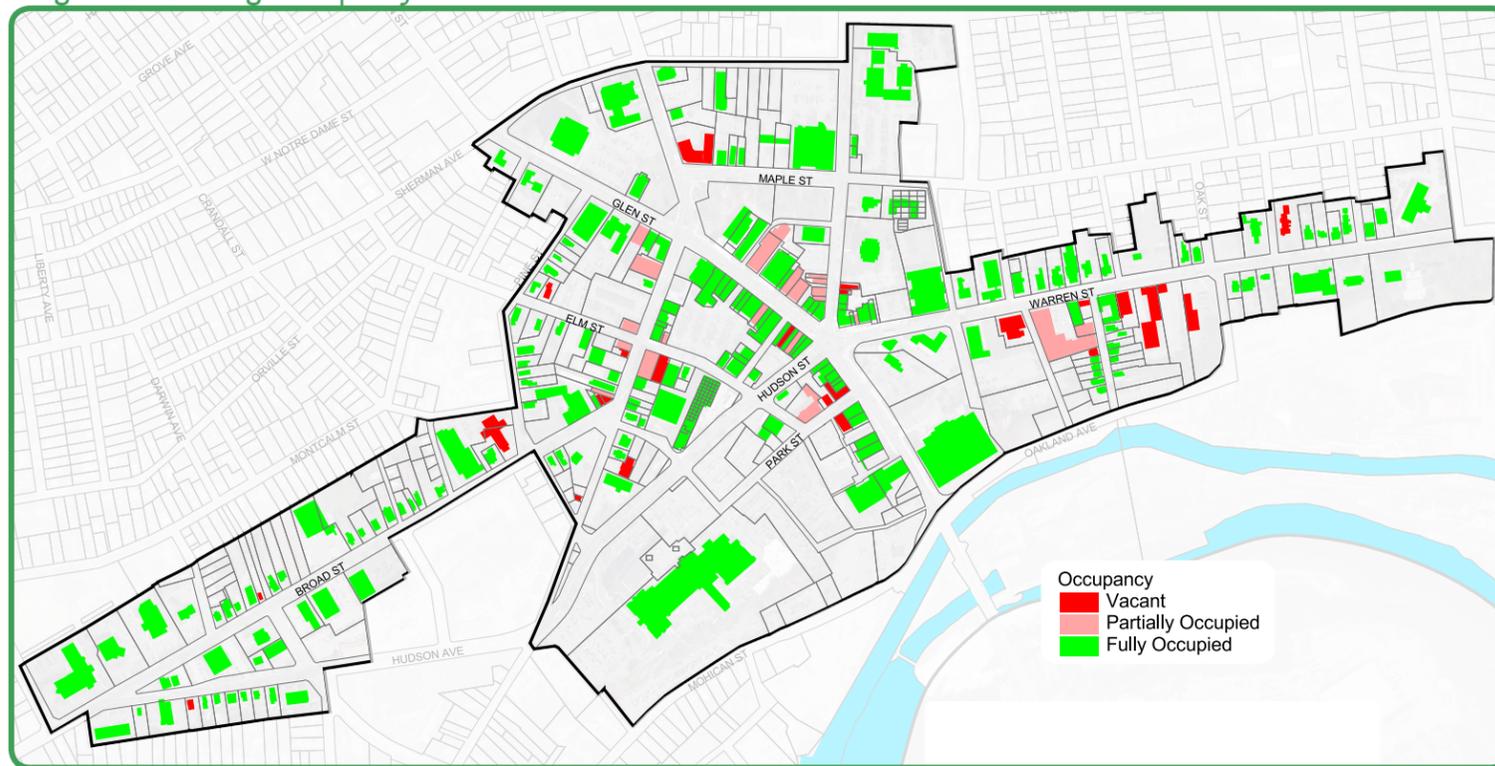
Emerging Trends

Giving the changes over time being experienced by the Capital District economy, there is a need for the commercial real estate market to adjust accordingly. The region is seeing a continual shift away from back office

and administrative sectors to higher-end professional and high-tech services, resulting in increased demand for Class A office space and related amenities. These trends are already being felt by the real estate industry and high-end office spaces have strong occupancy rates and it can be expected that the demand for Class A space will also continue. It will be important for the City to capitalize and provide affordable urban Class A space within the Capital District. Incentives should be available to local developers to renovate existing Class C and Class B space into Class A space. The growing medical technology development industry also offers unique opportunities to Glens Falls. The city already has strengths in this sector with the presence of such companies as Angio Dynamics, Precision Extrusion, CR Bard, Hudson Headwaters Health Network as well as the Glens Falls Hospital. Given growth projections and New York State's investments in the Capital District's high-tech industries, the city should look to strengthen its existing industry cluster by providing advantageous facilities for new companies to locate in Glens Falls. Medical technology requires diverse commercial spaces to accommodate professional office services, research & development and manufacturing. The city should identify locations for infill industrial/commercial flex space to provide opportunities for Glens Falls to carve its niche as the medical technology center of the larger high-tech region. Glens Falls has also demonstrated strength with the successful development in Glens Falls Tech Meadows of a 20,000 square foot training center by Local 773 of the Plumbers and Steamfitters Union.



Figure 13 Building Occupancy



Employment Clusters

Downtown Glens Falls Study Area has a vibrant urban core, due to large concentrations of employment and a diverse base of professionals. The map below illustrates where employment is clustered throughout the study area, larger red dots representing higher concentrations of employees. The vast majority of the study area is composed of small businesses (less than 50 employees), evident by the numerous smaller dots located along Glen Street, Warren Avenue and Broad Street, among others. In total there are more than 6,000 employees in the study area; the adjacent table breaks the employment down by industry sector.

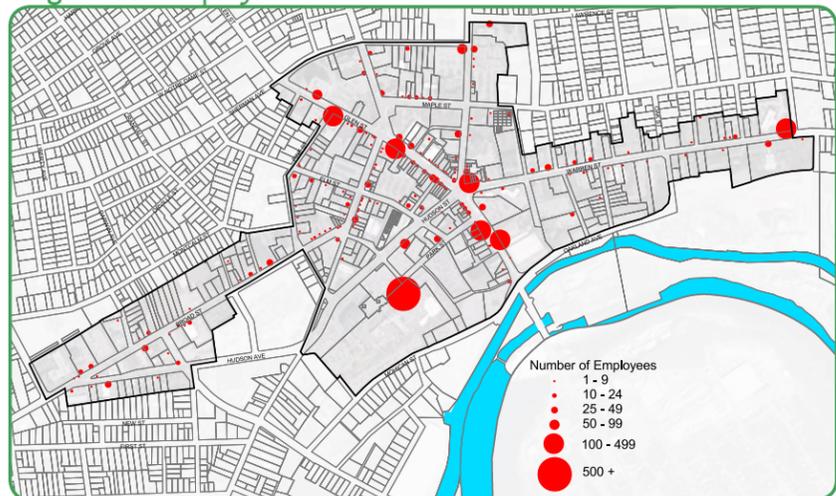
Table 12: Study Area Employment by Industry

Industry	Employees
Forestry, fishing, hunting, and Agriculture Support	2
Mining, quarrying, and oil and gas extraction	100
Utilities	1
Construction	13
Manufacturing	138
Wholesale trade	67
Retail trade	174
Transportation and warehousing	62
Information	258
Finance and insurance	457
Real estate and rental and leasing	60
Professional, scientific, and technical services	262
Management of companies and enterprises	3
Admin., support, waste mgmnt. and remediation svcs.	227
Educational services	58
Health care and social assistance	3,092
Arts, entertainment, and recreation	78
Accommodation and food services	347
Other services (except public administration)	252
Public service	377
Industries not classified	38
Source: Dunn & Bradstreet	6,066

Occupancy Status

To evaluate the present vacancy conditions downtown, an occupancy status of each building was taken from an outside observation. Buildings had to show signs that all or part of the building was not being used. Boarded up windows or windows without treatment would be signs of vacancy. For sale or lease signs would also indicate vacancies. The buildings were not entered to confirm that apartments or commercial space was indeed vacated. Just over 10% of the structures were found to be vacant with another 8.1% partially occupied. Most vacant structures were found on Warren Street and South Street. There were also several vacant or partially occupied structures in the central business district.

Figure 12: Employment Clusters



Downtown Market Needs

Given this analysis, the following are key needs in order to experience new growth for the future:

- Incentives for the conversion of additional Class C office space into Class A office space
- Infill Class A office space
- Infill commercial/industrial flex space
- Nationally-branded hotel
- Equitable and consistent property assessment practices

Retail Gap Analysis

Downtown Glens Falls is noted for its continued success as an urban retail center. While cities across Upstate New York have seen their downtowns empty out, losing retail establishments as well as their status as their region's commercial center, downtown Glens Falls has sustained its retail core. In 2012, there remain approximately 40 retailers in downtown Glens Falls, in addition to 35 restaurants or taverns as well as a handful of growing museum and cultural destinations.

A retail gap analysis was conducted as a means to identify additional retail sectors in which downtown Glens Falls has the potential to experience new, complementary growth. The analysis examines retail sales in the local market area in the context of consumer spending of the market's population. This exercise is able to define the retail goods and services that are provided to residents by local retailers and identify the goods that residents need to travel elsewhere to obtain. The goods that residents need to travel elsewhere to obtain is identified as "leakage." Sectors exhibiting leakage should be the primary targets for new retail growth. Sectors which have higher retail sales in a particular market than expenditures by the population in that market are functioning as destinations, drawing consumers from other markets to shop locally.

The strong presence of retail in Glens Falls and its importance to local residents is evident in the analysis. Within one mile of downtown Glens Falls there is more than \$170 million in retail sales, with only an additional 3.9% leaking outside of that market area to elsewhere.

This can be accounted for by retailers that require larger footprints and substantial surface parking lots that are not conducive to an urban environment. More than \$18 million in expenditures by residents living within a mile of downtown was spent in locations outside that area. A prime example is grocery shopping, as residents did nearly 40% of their spending (\$18 million) outside of the one-mile radius at locations such as Aldis and Hannaford.

Conversely, several sectors are functioning as destinations in Glens Falls, drawing consumers from outside markets. The City's restaurant and entertainment industry is a major draw for people from throughout the region. More than 50% of all dollars spent at food and drinking establishments downtown is done so by people who live outside of the city, generating more than \$25 million in economic activity. Revenues for office supplies, stationary and gifts exceeds the levels spent by those who do not live within one mile of downtown by nearly \$3 million, indicating that people and businesses are traveling to Glens Falls for those needs.

Between one and five miles of downtown, the retail industry experiences 14% greater sales than the area's population spends, drawing additional consumers from surrounding markets to shop at more than 500 stores. This area's retail base is anchored by large volume businesses, such as supermarkets as well as big-ticket retailers like automobile dealerships. These types of retailers function as regional draws, bringing in the majority of the spending from other markets. Extending

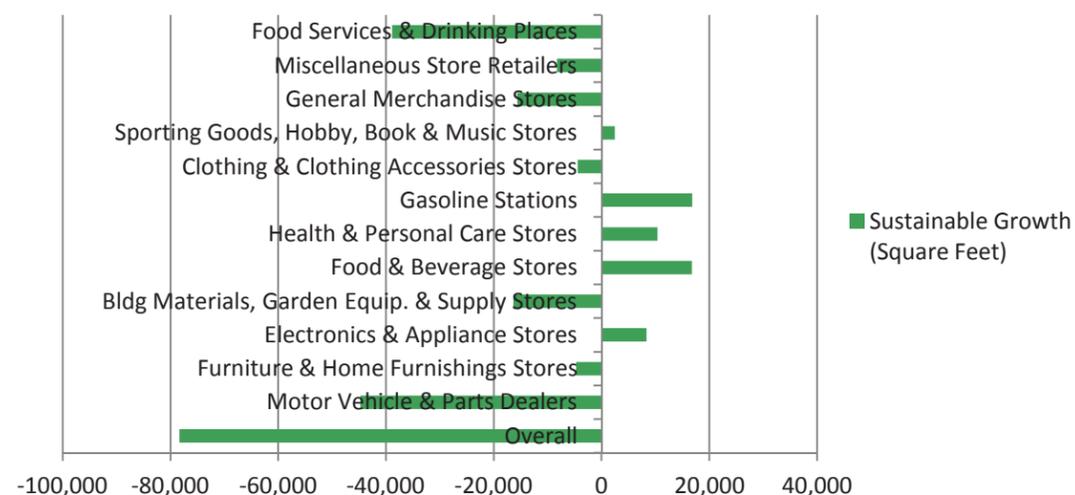
further, another nearly \$200 million is spent by residents within five to 10 miles of downtown.

Overall, retail exhibits characteristics of a saturated market in Glens Falls. In most sectors, the retail supply exceeds demand from the local population, meaning that new growth cannot sustain itself within the local market without drawing primarily from other markets. However, some sectors do show potential for new growth that could be captured in downtown Glens Falls. In order to gauge the extent to which retail sectors could experience new growth, a conservative estimate of the capture rate for retailers is 20% of unmet consumer demand for a particular sector. To gain a clearer understanding of just how much growth is possible, the unmet demand is calculated into physical square footages and quantifiable

retail outlets. Among the sectors that could experience new growth re Electronic and Appliance stores, which show a potential for more than 8,000 square feet of retail space or up to three smaller (2,500 square foot) establishments. Downtown could potentially absorb a small, neighborhood grocery store of about 16,000 square feet. Several health and personal care establishments could be established within the downtown area, totaling more than 10,000 square feet.

For downtown to expect to grow additional retail beyond those sectors exhibiting gaps, the project area must expand its status as a destination. Identifying a unique niche among capital district and Adirondack locales will be key to bringing new consumers to Downtown Glens Falls. Space to accommodate new retail growth should be provided as the City re-imagines the development of its own brand.

Table 13: Retail Gaps in Square Feet (within 10 miles)



Source: ESRI Business Analyst Online & peter j. smith & company, inc.

Regional Tourism

Tourism generates nearly \$100 billion in economic impact in New York State, yearly, and has consistently grown on an annual basis. In 2011, alone, visitor spending increased by 8.3%, more than \$4 billion. Almost 700,000 jobs are directly sustained by tourism activity. Moving into the future, it is expected that tourism will continue to become an even more important sector of the New York State economy.

The City of Glens Falls is an urban hub of the Adirondacks tourism region of New York. Of all 11 regions in the State, the Adirondacks' economy depends most heavily upon the tourism industry. Nearly 18% of all employment in the Adirondacks is sustained by tourism, more than 12% directly sustained. In 2011, \$1.2 billion was spent by visitors to the region, an increase of 4.3% from the previous year. Warren County represents nearly half of tourism spending in the Adirondacks, collecting \$507 million in sales in 2011. Including spending, wages and taxes generated by tourism, the annual economic impact of the industry on Warren County totals \$810 million.

According to a 2011 survey, about half of the visitors to Warren County come from within New York State, many of those from the New York City area. The next largest source of visitors is from New Jersey, representing almost 20% of all trips to the county. Increasingly, tourists are arriving from the Canadian provinces of Ontario and Quebec. This trend is due to the increased strength of the Canadian dollar, making US destinations a more affordable option for Canadians looking to travel. As long as the Canadian dollar continues to maintain nearly equal or greater value to the American dollar, the Ontario and Quebec markets will continue to be strong sources for drawing visitors.

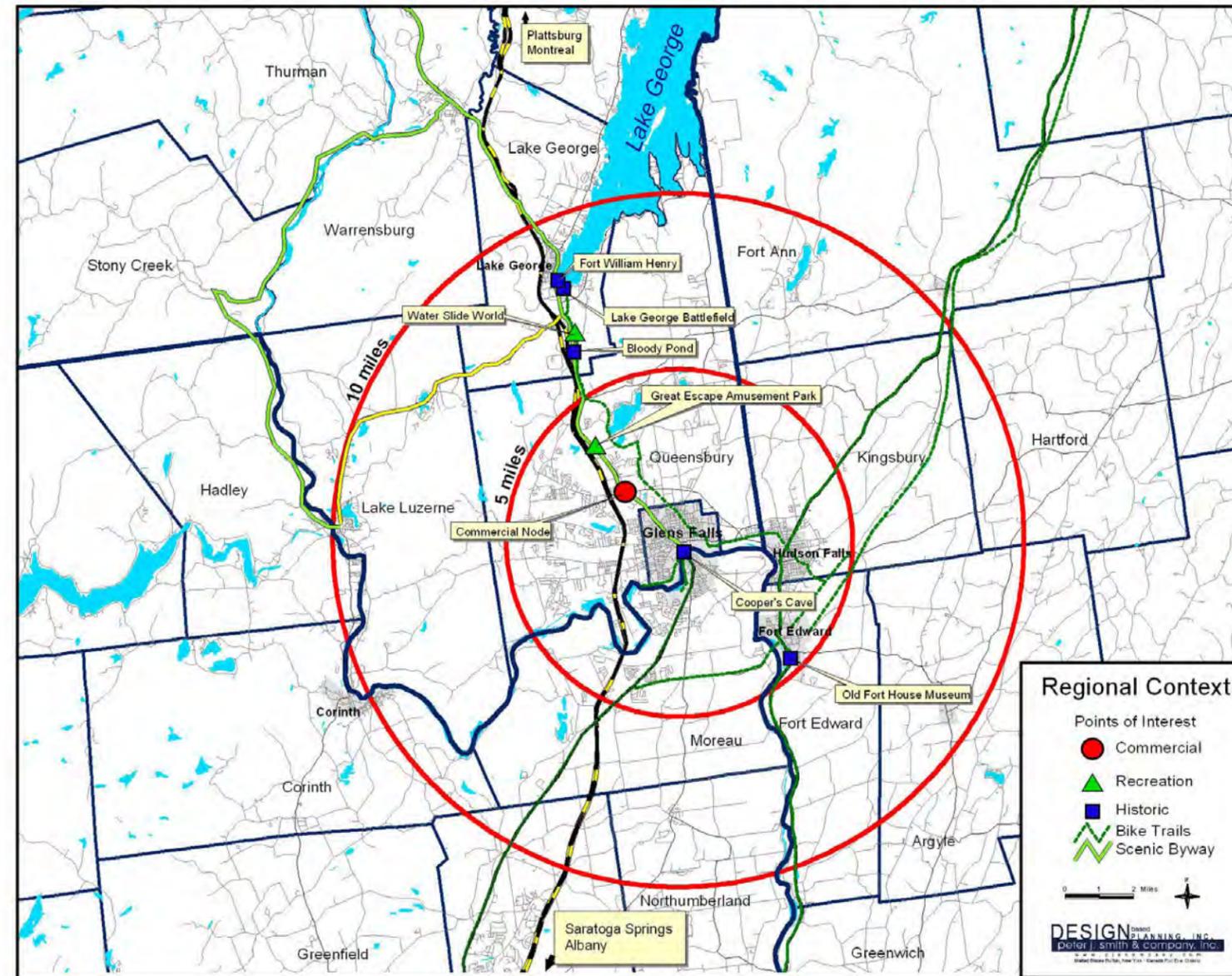


Figure 14: Regional Tourism Amenities

Positioning Glens Falls for Tourism Growth

Glens Falls is home to several major cultural institutions; the Wood Theatre, the Hyde Collection and the Glens Falls Symphony Orchestra, in addition to a burgeoning local arts scene are anchors of a growing visitor industry. The City's urban downtown is a unique setting within the Adirondack region and its affordability in comparison to neighboring Saratoga Springs position it well to be a gateway hub for travelers to the area. As interests grow, it is projected that employment in the arts and entertainment industries will also grow by as much as 14.3% between 2008 and 2018 in the Albany Capital District. Museums and related institutions, alone, will increase by more than 30%.

The City of Glens Falls should position itself to take advantage of such a healthy regional industry. Among the City's major shortfalls

is a lack of visitor accommodations. The City should pursue the development of a nationally-flagged hotel with conference facilities to increase room capacity in downtown. This could be developed in connection with the Civic Center, enhancing the City's ability to draw major events and conferences. Glens Falls can position its cultural industry to better cater to visiting populations. The major magnets include the artists and artisans involved in the Shirt Factory Arts and Healing Center and Lower Adirondack Arts Council as well as World Awareness Children's Museum, Chapman Museum and Hyde Collection, Adirondack Theater Festival and Glens Falls Symphony Orchestra. As new venues establish, downtown can promote its attractions through a major arts festival, aimed at drawing large crowds during a downtown arts season and introducing new audiences as well as those familiar with existing venues such as the Civic Center to downtown.

Workforce Housing

Workforce housing is a term used to describe housing options that are affordable to the average worker. The market tends to build housing for those with higher incomes. Demand for lower income housing is met through subsidy programs. These trends have left the average worker unable to afford new housing and unable to qualify for affordable housing assistance. Workforce housing is defined differently depending on the area, but are generally accepted to be housing that is affordable to people making 80% to 120% Median Area Income.

Income

Adjacent is the distribution of household incomes in the City of Glens Falls. The median income is \$41,950. Nearly 20% of households fall into the income range for workforce housing.

Table 14: Household

Income	Percent
Less than \$10,000	6.60%
\$10,000 to \$19,999	14.90%
\$20,000 to \$29,999	14.80%
\$30,000 to \$39,999	11.50%
\$40,000 to \$49,999	9.60%
\$50,000 to \$74,999	19.30%
\$75,000 to \$99,999	13.00%
\$100,000 or more	10.40%
Median	\$41,950

Source: 2010 American Community Survey, U.S. Census & peter j. smith & company, inc.

Affordability

Housing is generally considered affordable if it does not cost more than 30% of the household's income. At this rate a household making the median income can afford to pay \$1,049 per month on housing costs which includes utilities, taxes, insurance and mortgage or rent payments. For workforce housing, 30% of income would range from \$839 to \$1,258 per month.

Tenure

The amount that one pays towards housing is somewhat dependant on whether they rent or own a house. In the City of Glens Falls, 53.2% of occupied households are owner occupied leaving 46.8% renter occupied. Some owner occupied households, particularly those who are older, more affluent and have owned their homes for a long time, no longer have mortgages. Others may have a significantly smaller mortgage because they put down a large down payment. The following tables present the percentage of income spent on housing by income level and tenure. In the income range that include the incomes of workforce households as defined above, nearly 50% of homeowners spend more than 30% of their income on housing. The percentage homeowners spending more than 30% on housing increases as the income level goes down, but there are fewer households in those income ranges. Even in the \$50,000- \$75,000 income range, nearly 30% of homeowners are paying more than 30% of their income on housing.

Nearly 25% of renters with incomes between \$35,000 and \$50,000 spend more than 30% of their income on housing. Again, the percentage goes up as income decreases, but a greater percentage of households who rent are in the lower income ranges. These statistics demonstrate that housing is unaffordable to a large share of the population of Glens Falls based on standard definitions of affordability.

Housing Values

The following table was obtained from the 2010 5-year American Community Survey. The median value of a single family house in Glens Falls is \$148,000. The monthly mortgage on the median value home would be \$1,130, including principal, interest and taxes. This calculation assumes a 10% down payment with a 30 year mortgage

Table 15: Percent Spent on Housing by Tenure

Homeowners		Renters	
Less than \$20,000:	7.60%	Less than \$20,000:	36.10%
Percent of Income	Percent	Percent of Income	Percent
< 20%	5.10%	< 20%	1.80%
20%-29%	28.50%	20%-29%	7.90%
>30%	66.40%	>30%	90.30%
\$20,000 to \$34,999:	18.20%	\$20,000 to \$34,999	25.70%
Percent of Income	Percent	Percent of Income	Percent
< 20%	25.90%	< 20%	13.20%
20%-29%	15.20%	20%-29%	31.60%
>30%	58.80%	>30%	55.20%
\$35,000 to \$49,999:	14.10%	\$35,000 to \$49,999	14.30%
Percent of Income	Percent	Percent of Income	Percent
< 20%	24.90%	< 20%	20.20%
20%-29%	28.00%	20%-29%	55.00%
>30%	47.10%	>30%	24.80%
\$50,000 to \$74,999:	24.60%	\$50,000 to \$74,999	13.20%
Percent of Income	Percent	Percent of Income	Percent
< 20%	31.00%	< 20%	83.20%
20%-29%	39.60%	20%-29%	8.50%
>30%	29.40%	>30%	8.30%
\$75,000 or more:	35.60%	\$75,000 or more	9.40%
Percent of Income	Percent	Percent of Income	Percent
< 20%	69.80%	< 20%	96.70%
20%-29%	24.10%	20%-29%	3.30%
>30%	6.20%	>30%	0.00%

Source: 2010 American Community Survey, U.S. Census & peter j. smith & company, inc.

Table 16: Existing Housing Inventory in the Study Area

Housing Type	People	Units	% of total
GF Housing Authority -- Senior Living	181	181	31%
Upscale & Luxury	184.5	123	21%
Apartment buildings and mixed use	292.5	195	34%
Single family homes	875	35	6%
Two family homes	120	48	8%
Total potential residents/units	865.5	582	
Total at occupants/occupied 8% vacancy	692.4	465.6	
Assumptions			
Assume 181 seniors live alone			
Assume 477 at 1.5 per HH for all apartments			
Assume 88 at 2.5 for SFH			
Assume 120 at 2.5 for TFH			

Source: 2010 American Community Survey, U.S. Census & peter j. smith & company, inc.

at 4% interest and a 4% property tax rate. The monthly mortgage on the median home is above the affordability level of the median income, but within range to those making 120% of the median income. However, utilities are not included in the mortgage calculation making the monthly housing expenditure over 30% for even these households.

Table 17: Single Family Home Values

Value of Single Family Home	Percent of Households
Less than \$50,000	1.10%
\$50,000 to \$59,999	0.30%
\$60,000 to \$69,999	1.50%
\$70,000 to \$79,999	2.30%
\$80,000 to \$89,999	5.90%
\$90,000 to \$99,999	5.90%
\$100,000 to \$124,999	18.20%
\$125,000 to \$149,999	15.60%
\$150,000 to \$174,999	18.10%
\$175,000 to \$199,999	11.50%
\$200,000 to \$249,999	13.20%
\$250,000 to \$299,999	2.20%
\$300,000 to \$399,999	3.80%
\$400,000 to \$499,999	0.20%
\$500,000 or more	0.20%
Median	\$148,800

Source: 2010 American Community Survey, U.S. Census & peter j. smith & company, inc.

Housing Trends & Strategies

Rental Rates

Nearly half of the households in Glens Falls are renters.

The median gross rent paid is \$732. Even after utilities which may or may not be included in the rent, it appears that rental units are affordable to households in the workforce range. The adjacent table presents the distribution of gross monthly rents paid by renters in the City of Glens Falls.

Table 18: Gross Monthly Rent

Rent	Percent
\$100 to \$199	1.60%
\$200 to \$299	3.70%
\$300 to \$399	3.00%
\$400 to \$499	9.20%
\$500 to \$599	14.20%
\$600 to \$699	14.20%
\$700 to \$799	19.90%
\$800 to \$899	13.40%
\$900 to \$999	9.10%
\$1,000 to \$1,249	5.50%
\$1,250 to \$1,499	3.70%
\$1,500 to \$1,999	2.40%
Median Rent	\$732

Source: 2010 American Community Survey, U.S. Census & peter j. smith & company, inc.

Vacancy Rates

Based on the 2010 American Community Survey, there were 3,421 rental units in the City of Glens Falls. Of these, 162 are vacant for rent units for a rental vacancy rate of 4.7%. The Rental vacancy rate is well below the national rate of 7.4%. There 3,809 owner occupied units in Glens Falls of which 133 are unoccupied. The vacancy rate for owner occupied housing is 3.5% which is slightly higher than the national rate of 2.4%.

Housing Sales trends

Housing sales trends were gathered from Trulia.com. Home prices in 2012 ranged from \$22,000 to \$400,000; the median price was \$121,850, up slightly from June 2012, but down considerably from 2007, when the median sale price was \$147,970. The peak median sale price, \$153,000, was in 2010. The median sale price is considerably lower than the average listing price of \$175,000. Compared to nearby communities, Glens Falls median sale price is lower than nearly all communities except Hudson Falls, which has a median sale price of \$113,450. The median sale price, suggests an average monthly mortgage would be \$930.

Rental Rate Trends

Trulia.com lists only five units ranging from \$475-\$1,350 per month. Apartmentfinder.com only has two complexes located in Glens falls. The Mill in the Downtown area has units ranging from \$1,350-\$3,000. Colonial Gardens off of Ridge Street has more affordable units ranging from \$600 per month for one bedroom apartments to \$750 per month for two bedrooms. One check of the Post Star showed 11 listings under unfurnished apartments with rents from \$525 to \$975 per month with an average of \$733 per month. New projects renting now include 11 units at the former Empire Theater, 28 on Warren Street Square and 12 in Maple Street. By the end of the year, the Rogers complex with 28 units, Renaissance Plaza on Glen Street with 32 units and McEchron House with four units are all due to be completed. Most units are projected to rent for \$100/ square foot/month or in the range of \$600 to \$1,200 with several, such as McEchron House, charging higher rents.

Employment

Employment figures from Dunn & Bradstreet show that More than 13,000 people work in the City of Glens Falls, The number of employees working in the city exceeds the 11,985 of people of working age who live in the city. Workers are living outside of the city could be facing significantly higher housing charges and are facing increasing costs of commuting. If more moderately priced housing alternatives were created in the city, there is sure to be a market presented by a portion of the workers currently living outside the city.

Table 19: Area Median Sales Prices

Community	Median Price
Queensbury	\$198,000
South Glens Falls	\$149,500
Hudson Falls	\$113,450
Fort Edwards	\$147,500
Lake Luzerne	\$181,000
Wilton	\$285,000
Glens Falls	\$121,850

Source: www.trulia.com & peter j. smith & company, inc.

Housing Strategies

A large share of single-family homeowners within Glens Falls are paying more than 30% of their income on housing costs. Rental units, while more affordable, are not readily available. The large percentage of workers living outside of the city demonstrates a need for housing alternative that are affordable and closer to the workplace. Forbes Magazine listed Glens Falls as number eight on the list of best small cities for jobs in 2012 with a job growth rate of 5.4%. Future growth of the economy could lead to a greater demand for housing in Glens Falls. A high standard of living through walkability and energy efficiency can further attract businesses and residents. The following are strategies to increase the supply of moderately priced housing for future residents.

Inclusionary Zoning

Inclusionary zoning is a tool that mandates that a development provide a percentage of units that are affordable to households within a given income range. Requires a regional policy.

Zoning Incentives

Higher densities can be permitted for developments that provide a percentage of workforce housing units. This can supplement or be a part of inclusionary zoning regulations. Higher densities make projects within the price range of workforce families more economically viable.

Tax Incentives

Tax incentives can help make projects feasible. This is a tool to phase in the increase in taxes due to the increased value of a building or property after significant investment by a developer. The Rogers complex, Warren Street project, Renaissance Plaza, Empire Theater, and McEchron House have all been granted incentives by the Glens Falls Industrial Development Agency. The developer pays 100% of the taxes on the property's current value and the amount of taxes that results from the increase in value is incrementally increased over a period of years

Improve Energy Efficiency

Weatherization programs are available to assist homeowners to make their homes more energy efficient. Energy efficiency reduces the monthly cost of housing.

Target Funding Sources

The city should target funding sources, such as CDBG funds, towards development projects that rehabilitate existing vacant buildings to provide affordable housing units. Building rehabilitation is not only a cost effective way to provide workforce housing units, it also strengthens the character of the surrounding community.

Land use

Land use information was obtained from the Warren County Real Property Services parcels database. A few modifications were made based on our building inventory. The following chart present a summary of the different land uses by area and percentage within the study area. The areas included represent parcel areas and does not include rights-of-way.

Table 20: Land Use

Land Use	Acres	Percent
Commercial	59.7	41.70%
Community Service	30.6	21.40%
Parking	21.5	15.00%
Residential	10.9	7.60%
Apartment	10.3	7.20%
Recreation	5.9	4.10%
Vacant	4.2	3.00%

Source: Warren County & peter j. smith & company, inc.

The largest use of land within the study are is commercial with 41.7% of the parcel area. Commercial uses include retail businesses and office uses. Mixed use buildings fall into this category and the residential uses on upper floors are unaccounted for in this analysis. Commercial uses are concentrated in the central business area but are found throughout the study area except for immediately surrounding the hospital.

Community services make up the second largest portion of land use within the study area with 21.4%. The hospital makes up a large portion of the area. The Hyde Museum campus also contributes a large portion of the area. Other medical buildings and museums, City Hall, the library and several churches make up the rest of the community service land uses.

The parking land use includes parcels that are entirely devoted to parking. This category does not include parking areas located on the lot of another land use that it serves, such as a parking lot which is located on the same parcel as a commercial building. Still, 15% of the study area is designated as parking lots. Most of these are located around the hospital. There are also municipal parking lots provided in the central business district.

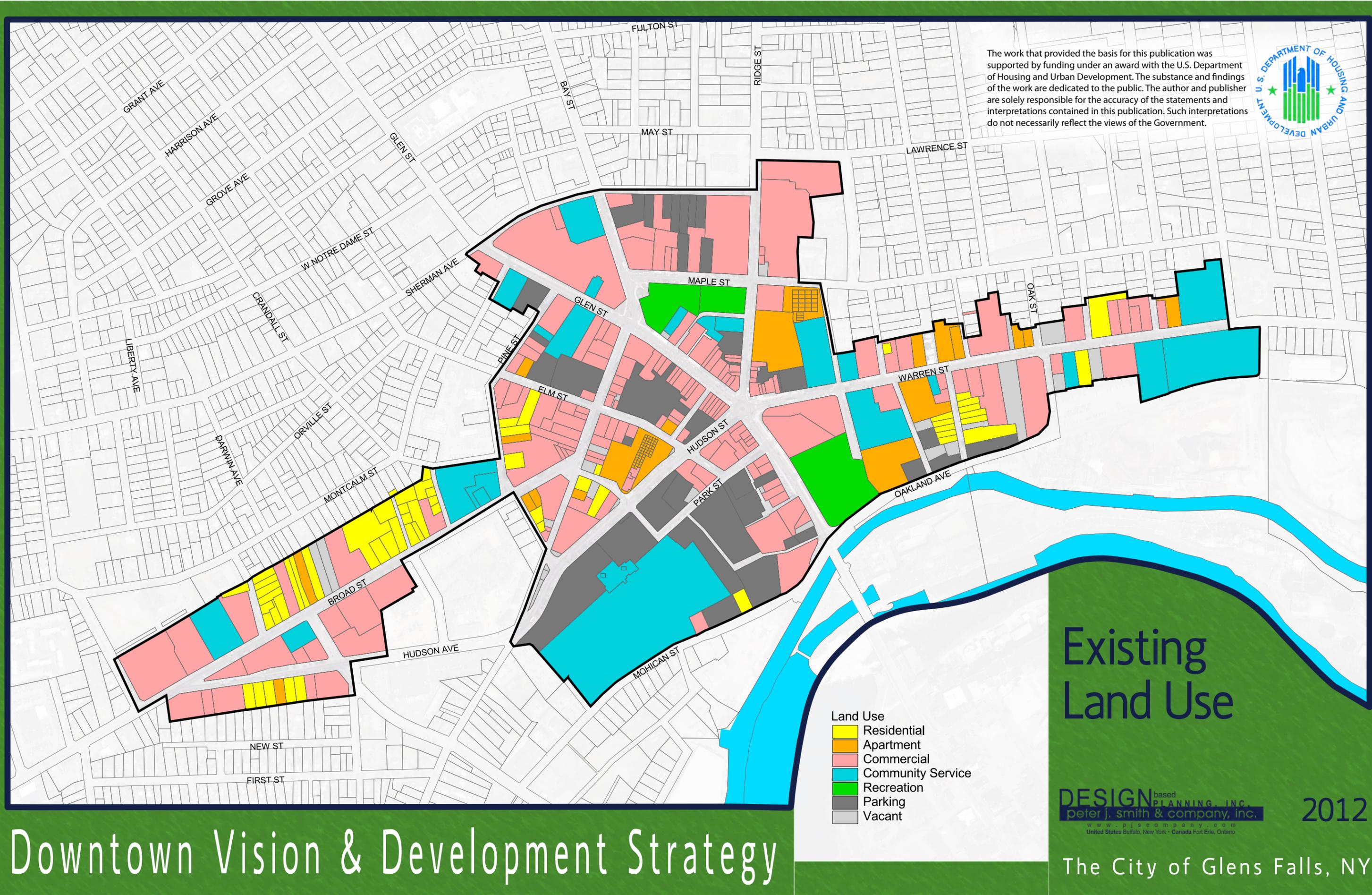
Residential land uses are those parcels that have a single or two-family house on them. Apartments are categorized separately. Residential uses make up 7.6% of the study area. Most residential uses are found off Broad Street and on Fredella Street.

Apartments make up 7.2% of the study area. The Mill and the Glens Falls Housing Authority complex on Ridge Street are the largest apartment parcels. There is also a large apartment complex on Maple Street. Smaller apartment buildings are found on Warren Street. Apartments located above commercial uses in the downtown are not included in the area because those properties are classified as commercial.

Recreational uses make up 4.1% of the study area. Glens Falls City Park and the Civic Center make up all the area devoted to recreation.

Vacant parcels are those lots that do not have a structure on them. Lots with vacant buildings are not counted in the vacant land use area. Only 3% of the parcel area in the study area is vacant. Most of the vacant lots are located around Warren Street. These lots provide a good opportunity for infill development.





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- Land Use
- Residential
 - Apartment
 - Commercial
 - Community Service
 - Recreation
 - Parking
 - Vacant

Existing Land Use

DESIGN based
 PLANNING, INC.
 peter j. smith & company, inc.
www.pjsc.com
United States Buffalo, New York • Canada Fort Erie, Ontario

2012

Downtown Vision & Development Strategy

The City of Glens Falls, NY

Zoning

CCD — Central Commercial District

All of the Central Commercial District is contained within the study area. The District makes up 22.7% of the study area and is located north and west of Centennial Circle.

The CCD allows a wide range of commercial and mixed uses. No residential uses are permitted on the first floor. All uses are subject to site plan review and review by the Architectural Review Board. Drive-throughs and other auto-related uses are specifically prohibited in the CCD. There are no minimum side or front yard setbacks. There are no density limits except that building heights are limited to 100 feet. There are minimum housing standards contained in a separate ordinance pertaining to lighting, ventilation and minimum area per person and they are described below. In the CCD, 100% lot coverage is permitted. There is a special parking waiver district in the central core of the CCD where there are no minimum parking requirements. Warehousing is also permitted in the CCD district

GC2 — General Commercial District 2

The General Commercial District 2 comprises 28% of the study area. The district is primarily located on the southwest side the central commercial district. There are also GC2 districts located on Warren Street and Broad Street.

In the General Commercial District 2, a wide range of commercial uses are permitted. Multi-family dwellings

are also permitted. Mixed uses are permitted as any combination of the permitted uses. Unlike the CCD district, residences are permitted on first floors. Retail establishments and professional offices as well as similar uses are permitted without site plan review, but all uses are subject to Architectural Review. Drive-throughs and auto-oriented establishments are permitted in the district. The height limitation of the district is 50 feet. The density requirement dictates 2,500 square feet of lot area for each dwelling.

GC1 — General Commercial District 1

The General Commercial District 1 makes up nearly 40% of the Study Area. The district is located north and east of the downtown. Areas further out along Warren Street and Broad Street are also zoned GC1. The GC1 permits all uses permitted in the GC2 district with the exception of self-storage units, warehousing, and auto-related uses. All uses are subject to site plan and architectural review. The height limitation of the district is 50 feet. The density requirement is 2,500 square feet of lot area for each dwelling.

C-P OD — Cultural Professional Office District

The Cultural Professional Office District is located on the south side of Warren Street on the east end of the study area. Another C-P OD District is located adjacent to western side of the study area bounded by Elm, Pine and

Montcalm streets. The District provides an area for office development mixed with relatively low density residential development. Permitted uses include offices, single family dwellings and multi-family dwellings with no more than six units. There is a 35-foot height limitation and a density requirement of 2,500 square feet of lot area for each dwelling.

R-M — Residential Medium Density

The Residential Medium Density District is intended to allow multi-family structures as well as single- and two-family dwellings. The district occupies 2.6% of the study area in an area between Jay Street and Fredella Avenue along with two parcels on Warren Street.

R-2 — Residential Two-family

In the Residential Two-family District single- and two-family dwellings are permitted. The homes on the east side of Fredella Avenue are zoned R-2. There is also a parcel on Hudson Avenue that is zoned R-2; this parcel currently has a commercial use.

PRD — Park and Recreation District

The Park and Recreation District is reserved for City-owned land dedicated to open space and Recreation. City Park is zoned PRD accounting for 1.5% of the Study Area. The district also includes City Hall and the Crandall Public Library.

Special Districts

There are a number of districts that are not zoning-related but have regulations that can impact development.

Historic Districts and Buildings

Two of three Glens Falls National Register Historic Districts are within the study area: The Fredella Avenue Historic District was listed in 1984; the Three Squares Historic District was also listed in 1984. The Fredella Avenue district is a modest area comprised of eight residential properties on the study area's south side. The Three Squares district is 23 acres spanning the entirety of Glen Street within the study area extending out South Street and up Ridge to Maple. There are also 17 individually listed buildings in the study area. Developments proposed within these districts are subject to review by the City Planning and Architectural Review Board.

Downtown Parking Waiver District

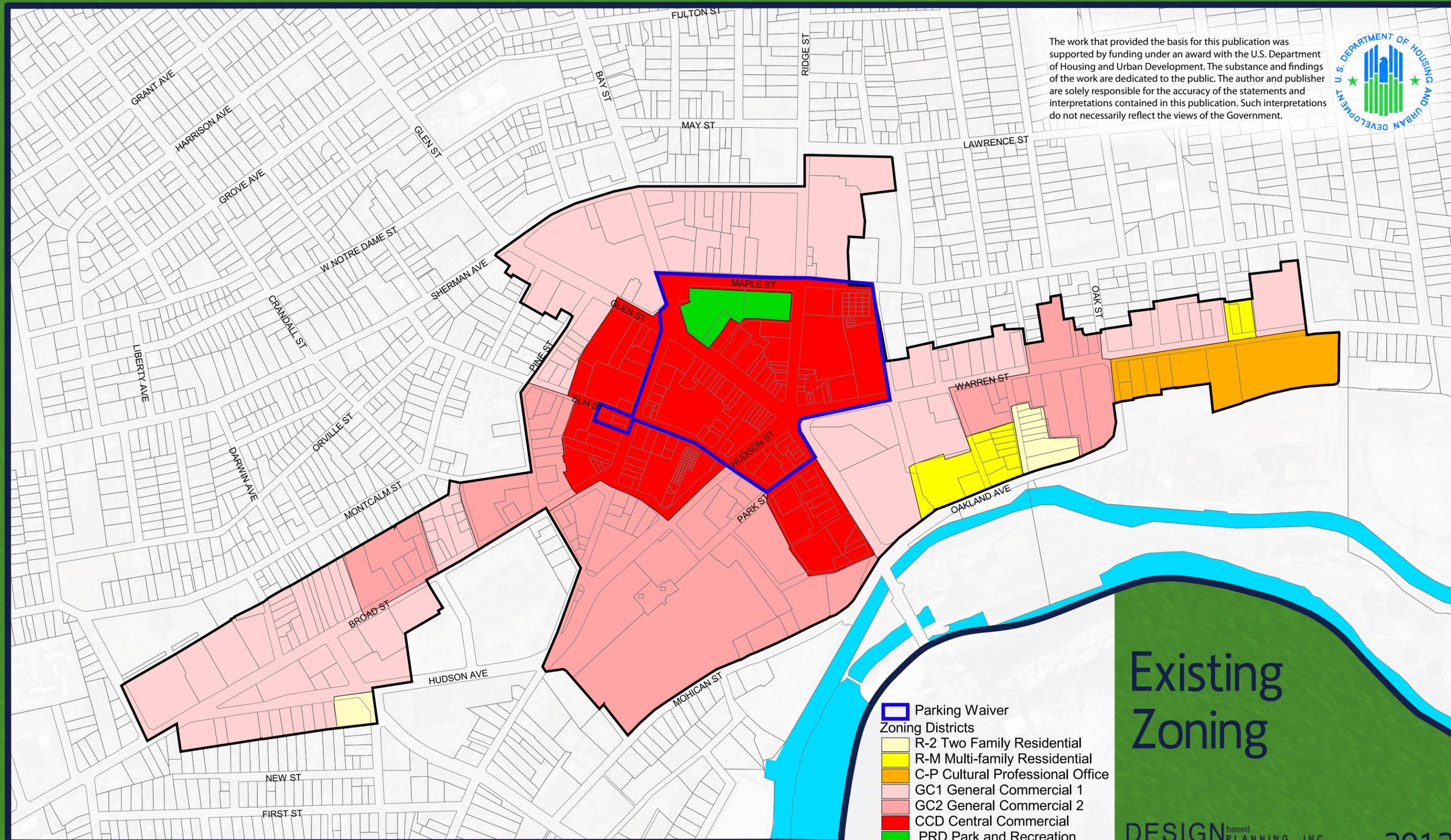
Within a small designated area downtown all minimum parking requirements are waived.

Central Business Improvement District

The BID was formed in 2005 as a non-profit organization comprised of property owners within a defined downtown area that encompasses the core of the CBD. It is wholly contained within the study area. Property owners, with exception of the city and churches, in the BID pay \$1 per \$1,000 of assessed value to support economic development downtown. It raises about \$30,000 a year.



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-  Parking Waiver
- Zoning Districts
-  R-2 Two Family Residential
-  R-M Multi-family Residential
-  C-P Cultural Professional Office
-  GC1 General Commercial 1
-  GC2 General Commercial 2
-  CCD Central Commercial
-  PRD Park and Recreation

Existing Zoning

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Downtown Vision & Development Strategy

The City of Glens Falls, NY

Zoning Findings

Findings

Site Plan Review

While most developments have to undergo site plan review, the site plan review process is simple and short. There are provisions to waive submission requirements for minor developments. At most, there is a 45 day limit to determine if a site plan application is complete. A public hearing must be held within the 45 day period. Following the public hearing, the Planning Board has 45 days to approve the development. Failure to act is effectively an approval. In total, a site plan application must be decided within 90 days. Prior to applying for site plan approval, the applicant can provide a sketch plan of the development for initial review. At the initial review, the Planning Board will inform the applicant if the proposed development, in its rough draft is acceptable. Planning Board will also inform the applicant of the submission requirements needed for a site plan review.

The site plan approval process is straight forward and completed in a relatively short period of time. It would be difficult to offer incentives in the form of an expedited approval process.

Design Standards

The Zoning ordinance does not contain explicit design standards. Quality of development and conformity to the neighborhood is controlled by Architectural Review.

Architectural Review

Architectural review is a means to insure that new developments are compatible with the existing character of the neighborhood. However, the Architectural Review Committee is composed of the members of the Planning Board already responsible for site plan review. Architectural review could be a consideration of site plan review to improve efficiency or a separate committee should be solely be dedicated to architectural review.

Affordable Housing

The City of Glen Falls currently has no Zoning regulations or other laws which require or incentivize the establishment of affordable housing units.

Historic Structures

The City of Glens Falls has three historic districts, two of them located within the study area, plus many buildings that are individually listed on the National Register of Historic Places. However, there are no zoning regulations nor is there a stand-alone ordinance to protect these structures, maintain their character or encourage their reuse. The city may want to consider passing an historic preservation ordinance to this end. Once such an ordinance is in place, the city becomes eligible for Certified Local Government (CLG) status. The CLG program offers assistance to communities looking to use historic preservation as a means of economic development. The program also makes communities eligible for some small grants related to historic preservation.

Green Development

Green development refers to both new developments and retrofitting existing development to be more environmentally efficient. Green development can have higher initial costs but can ultimately save money over the life of a project. Lessening carbon footprints, lowering energy costs and providing leadership in sustainability are goals of the US HUD's Community Challenge program. The City presently has no incentives or regulations to advance green building design.

Vacant Structures

In some areas of the City, vacant buildings detract from the character of the community. The zoning code needs a mechanism to encourage the reuse of vacant structures.

Gross Floor Area

Incidental to the scope of this project is the use of Gross Floor Area throughout the zoning ordinance. The definition identifies what is used to calculate the Gross Floor Area. Gross Floor Area should be used to determine a Floor Area Ratio (FAR), but a FAR is not used in the ordinance. The definition does not include accessory uses used for parking (garage). Gross Floor Area is often used in the ordinance when referring to the size of a garage in reference to a required setback or the size of a business. The density requirement for the Multi-family District reads "No multiple-family dwelling shall be erected, altered or used which does not provide a lot area of at least 2,500 square feet of gross floor area for each dwelling unit."

As it sits, this can be misconstrued to mean there must be 2,500 feet of Gross Floor Area, the size of a large house, for each unit. The sentence should read "No multiple-family dwelling shall be erected, altered or used which does not provide a lot area of at least 2,500 square feet for each dwelling unit." This would result in a density of about four units in a quarter-acre, an appropriate density for a multi-family district.

Density

In the CCD district, there is no maximum density and height restrictions are well above the existing patterns of development, so it is difficult to provide density bonuses as incentives for affordable housing, green building standards, or adaptive reuse of existing structures.

In GC 2 and GC 1 the density restrictions provides opportunities to offer incentives in exchange for increased densities. In the Cultural Professional Office District there is an opportunity to increase density as an incentive but the area is not suitable for increased densities.

Zoning Recommendations

Regulation Based Recommendations

Additional regulations are those that can be added to improve building design, provide amenities, and promote green building standards without significant costs to developers which could hinder development. These are standards that are widely used in zoning codes throughout the country that are currently not contained in the City of Glens Falls Zoning Ordinance.

Lighting

The Zoning Ordinance should incorporate lighting standards designed to reduce light pollution, prevent glare, and promote energy efficiency. Regulations should include:

- A maximum light intensity visible at the property line
- Mandate lighting fixtures that focus light downwards
- Mandate energy efficiency such as LED lighting
- Control spacing
- Mandate uniform design in certain districts
- Prohibit flood lighting

Parking Lot Design

Parking lot design standards should be created to reduce the heat island affect and decrease impermeable surfaces. Parking lot regulations should include:

- Mandating the provision for and spacing of trees and tree cover
- Provision and location of landscaped islands
- Use of permeable materials
- Devote a portion of parking area for high efficiency cars, including establishment of electric receptacles to recharge electric cars.
- Priority location for efficient car parking

Bicycle Amenities

In order to promote the use of alternative transportation, the zoning ordinance should contain regulations for the provision of bicycle amenities. Regulations should include:

- Required bicycle parking spaces with secured racks
- Provisions for showers and changing rooms

Such provisions would only apply to establishments beyond minimum number of employees.

Alternative Energy Devices

Alternative energy devices such as solar panels and wind energy generating devices are a mean of providing energy from renewable energy sources. Regulations should be provided to allow for the use alternative energy sources.

Regulations for alternative energy devices would control:

- Solar access easements
- Solar panel location and angle
- Solar panel reflectivity
- Size and height of wind energy devices
- Safety concerns regarding stability of wind energy devices
- Aesthetic characteristics

Landscape Requirements

Landscape requirements should be added to address the following:

- Use of indigenous plants to restore the natural ecosystem
- Screen mechanical equipment and other uses
- Maximize stormwater retention

Storm Water Retention and Reuse

All new developments should be mandated to retain a percentage of stormwater on site to be used for not potable reuse such as landscape irrigation and toilet flushing. Techniques used to retain stormwater include:

- Green roofs
- Rain barrels
- Rain gardens
- Stormwater reuse systems

Zoning Recommendations

Inclusionary Zoning

Inclusionary zoning is an effective means of supplying workforce and affordable housing in many jurisdictions throughout the country. Elements of Inclusionary Zoning include:

- Mandating the percentage of a development that needs to be made available to households within a given income range
- Establishing a development size threshold for mandating affordable housing
- Establishing a length of time the units need to be affordable
- Establishing a mechanism for eligibility
- Establishing a fee in lieu providing affordable housing

Inclusionary zoning is most effective where there is regional cooperation towards providing workforce/affordable housing. Without a regional approach, developers will tend to develop in jurisdictions without such regulations.

Incentive Based Recommendations

Zoning incentives can be used to make developments more economically feasible in circumstances where the developer would incur an extra cost by establishing something that is determined to be a public good. Zoning incentives include:

- Allowing increase density (sometimes through a height variance)
- Accelerated approval process
- Zoning fee waivers

Zoning Incentives can be used to achieve the following:

- Adaptive reuse of deteriorating buildings
- Encouraging infill development
- Creating workforce housing in addition to or instead of an inclusionary mandate
- Provision of open space

Design Guidelines

Currently, architectural review is guided by the principle that all developments which undergo architectural review:

“Have exterior designs and use exterior materials that are compatible and in harmony with other permitted uses and structures.

Develop landscaping plans that are compatible with the character of other existing buildings and uses. Be discouraged from the use of incongruous, distorted or unnatural combinations or bizarre designs of buildings, color schemes or exterior materials.”

Much is left up to the interpretation of the Architectural Review Board. Clearer design guidelines would give the architectural review board greater justification for their determination. The guidelines would also give developers a better understanding of what to expect when designing their development. Design guideline can control:

- Scale in context of other buildings
- Building Articulation
- Window Coverage
- Orientation
- Building Materials
- Massing
- Setback Consistency
- Landscape material

Definitions

Zoning ordinance cannot keep up with changing terminology. Some terms can become obsolete; some terms need to be redefined; and some terms need to be added. Example s of definition that need updating include:

- Revising the definition of ‘gross floor area’ or change its use throughout the zoning ordinance.
- Add “live/work” loft as a definition and a permitted use in several different zoning districts

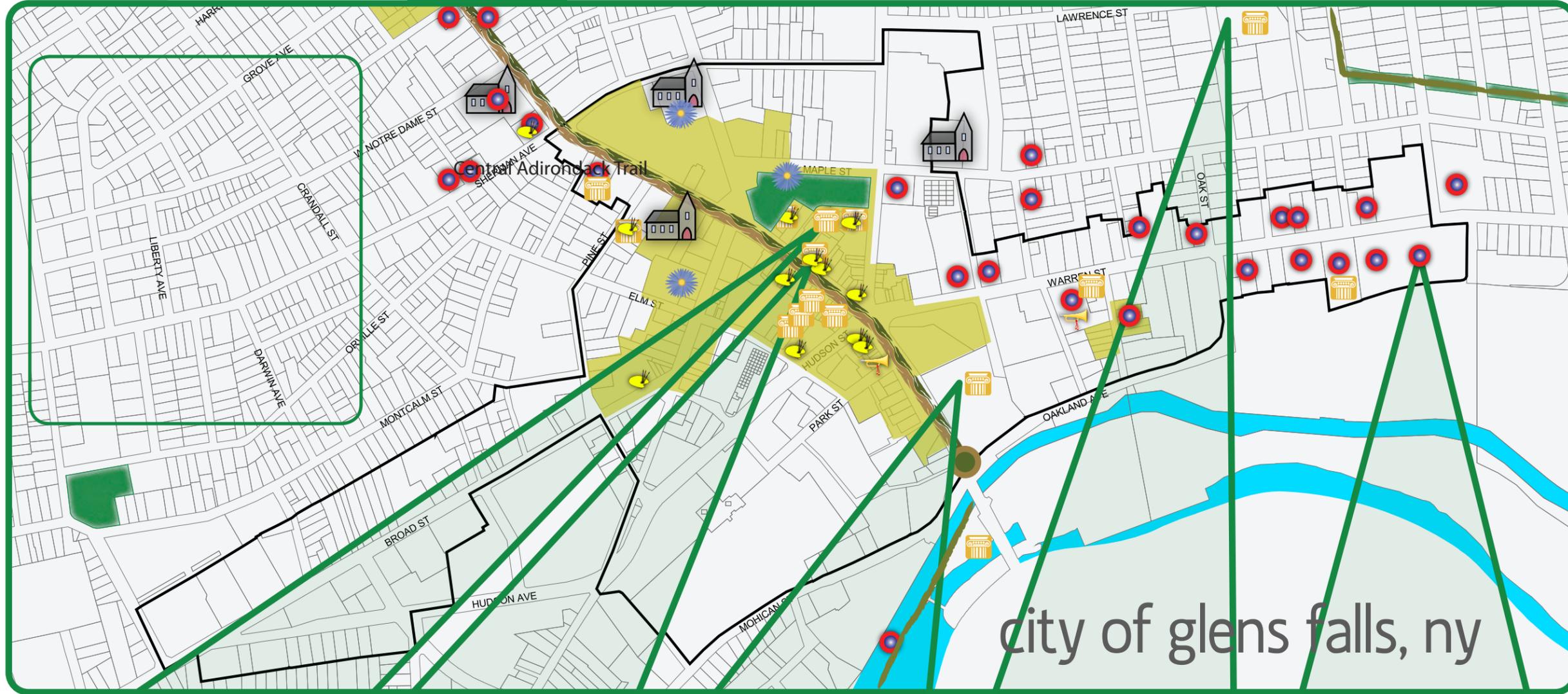
A Cultural Destination

Downtown Glens Falls is home to a tremendous collection of cultural, artistic and historic institutions and attractions. With several major venues and a flourishing local arts scene, the downtown is positioned ideally to grow into a cultural urban gateway to the entire Adirondack region.

The City boasts cultural amenities that are typically only found in the central cities of major metropolitan areas. Already, Glens Falls is home to a world-renowned arts collection that includes works by Picasso, Rembrandt and Renoir, has its own symphony orchestra and a sports arena that seats 5,000 to 7,000 and which is home to the NYS High School Boys Basketball Championship. The city is also the headquarter location of the Lower Adirondack’s Regional Arts Council (LARAC) and the contemporary Wood Theater, a 300-seat performing arts venue. The Shirt Factory is one of the most innovative mixed-use, live-work arts complexes in the country, hosting more than 50 resident artists and more than a dozen arts-related businesses. A successful art-walk event is held in Downtown every third Thursday with 14 locations along the trail.

Perhaps as significant as the collection of venues and history in Glens Falls is their concentration proximate to one another within a walkable downtown. The map on the following page identifies the major cultural, artistic and historic anchors in downtown, illustrating Glens’ Falls as a cultural experience destination. The cultural amenities provided within a few downtown blocks are of the scale and quality that few cities the size of Glens Falls could compare to. The following pages include an inventory of the

Downtown Cultural Resources



CULTURAL & CIVIC ANCHORS



LARAC

Headquarters of the
Lower Adirondacks Regional
Arts Council



Wood Theater

600-Seat
Performing Arts Venue



Civic Center

6,000-Seat Sports Arena



**Shirt Factory
Arts & Healing Center**

Home to more than
50 Resident Artists and
16 Arts-Related Businesses



Hyde Collection

World-Renowned Art Collection
Including Works By
Rembrandt, Picasso & Renoir

PHYSICAL COMMUNITY CONDITIONS ANALYSIS

Historic & Cultural Resources

Cultural Destinations

The Cultural Destinations in Glens Falls are places that are dedicated to presenting art, music, or theater. Places that present a historic overview are also included as cultural destinations. (#'s correspond to locations on Cultural Resources Map, Page 28). This list is representative, not exhaustive.

6 Pine Street Gallery (1)

An art gallery with changing exhibits from over 20 local artists

Aimie's Dinner & A Movie (2)

A venue where the latest movies are shown in a dining room atmosphere.

Chapman Historical Museum (3)

Home to the Seneca Ray Stoddard Collection of photographs which highlights life in the Adirondacks around the 1900s. The museum also houses thousands of photographs that document the history of Glen Falls which are made available to researchers.

Charles Wood Theater (4)

A former vacant Woolworth store converted into a performing arts venue. The theater has state of the art lighting and sound packages. The theater is home to the Adirondack Theater Festival which has strong roots in New York City's off-Broadway theater.

Cooper's Cave (5)

A tourist attraction which is the site that inspired James Fennimore Cooper to write Last of the Mohicans.

Crandall Park (6)

The park is a tremendous recreational asset for the City of Glens Falls. The park also contains several historical monuments and has an amphitheater which regularly features live bands and the Glens Falls Symphony Orchestra.

Crandall Public Library (7)

Aside from being a repository for books, the Crandall Library houses the Folklife Center. The center is charged with the mission to research and present the cultural traditions of the upper Hudson valley and southern Adirondacks of upstate New York through its research and documentation, special collections, public programs, gallery and educational services. The library also hosts the Folklife Concert Series. The library is located in City Park which provides a central location for public gatherings.

Glens Falls Civic Center (8)

The Civic Center is home to the NYS High School Boys Basketball Championship. The center also stages concerts, family entertainment, dance, and theater events. The 7,000 square foot Heritage Hall hosts banquets, meetings and conferences.

Glens Falls Cemetery (9)

An historic cemetery established in 1853. In September, the cemetery hosts a tour during which members of the Glens Falls Community Theater bring to life characters from the area's past.

Glens Falls High School (10)

Practice location and venue for the Glens Falls Symphony Orchestra.

Glens Falls Post Office (11)

The post office exhibits art collections from various organizations throughout the year.

HR Tyrer Galleries (12)

An art gallery that hold auctions periodically throughout the year.

Hyde Collection Art Museum (13)

The Hyde Collection is an art museum with an extraordinary collection of more than 3,000 objects. The museum houses works from artist such as Rembrandt, Rubens, Picasso, Renoir, and Hassam. The works are constantly in demand by museums around the world.

Lapham Gallery (14)

Located on scenic City Park and within the Lower Adirondack Regional Arts Council headquarters, the Lapham Gallery displays fine art and craft created by regional artists and becomes a unique holiday gift shop in late Fall.

The Shirt Factory Art Gallery (15)

The historic building that once housed the McMullen-Leavens Shirt Factory is now home to more than 50 resident artists, and 16 art and healing related businesses that keep regular hours for the public.

Upstate Model Railroaders (16)

A railroad club providing information and instruction in various modeling techniques for N, HO, O & C scale layouts.

Wallabee's Jazz Bar (17)

A small bar located behind Aimie's that features live jazz performances.

World Awareness Children's Museum (18)

The museum was established in 1985 with the vision of collecting and sharing international youth art to promote positive images of diverse cultures.

Cultural Organizations

Cultural organizations are organizations that promote or perform art at various venues throughout the city of glen falls. The following is a list of cultural organization and a brief description of their work.

Adirondack Theater Festival

Adirondack Theatre Festival (ATF) is a professional summer theatre presented in the Charles Wood Theater. Each summer ATF produces a six-week season of theatre for an audience of more than 6,000 using professional artists from New York City and across the country. A typical six week summer season includes three mainstage productions, a new play/musical workshop and a late night slot for cabaret and more adventurous productions.

Historic & Cultural Resources

Art in the Public Eye

An organization whose mission is to form relationships between the area's art community and local businesses and to create greater access to art through cultural activities and public exhibitions. Art in the public eye hosts the "Third Thursday", an art walk around Glens Falls ending with an outdoor showing of a movie in City Park.

Glens Falls Community Theater

A theatrical group that has been in existence since 1935. The group performs musicals, plays, and murder mysteries.

Glens Falls Symphony Orchestra

The Glen Falls Symphony Orchestra is a 54 piece orchestra with national recognition. The orchestra has been in existence for 26 years.

Lower Adirondack Regional Arts Council (LARAC)

The Lower Adirondack Regional Arts Council (LARAC) was founded in 1972 to unify the arts community and establish a cultural identity for the region. LARAC offers exhibits, workshops, lectures, readings, and artists' demonstrations for children and adults. Services for artists and arts organizations include: business seminars, gallery and shop exhibition opportunities, arts festivals, grants for arts and cultural projects and more.

North Country Arts Center

The NCAC is a not-for-profit cultural organization established in 1971 for artists, artisans and people interested in art. Their work is shown in various locations throughout Glens Falls with its main gallery space at City Hall, 2nd floor.

Third Thursday Art Walk Location

The Third Thursday Artwalk is a city-wide event that takes place at traditional and alternative gallery venues on the third Thursday of each month from May to October. The following is a list of venues highlighted on the art walk.

- Glens Falls Senior Center — 380 Glen Street
- 6 Pine Street Gallery — 6 Pine Street
- Samantha's Café & Catering — 11 Broad Street
- Rock Hill Bakehouse Café — 19 Exchange Street
- Scoville Jewelers — 167 Glen Street
- City Hall Gallery — 42 Ridge Street
- Lapham Gallery at LARAC — 7 Lapham Place
- Crandall Public Library — 251 Glen Street
- Folklife Center — 251 Glen Street
- Uncorked Glens Falls — 217 Glen Street
- Sterling & Company — 203 Glen Street
- Achenbach's Jewelers — 220 Glen Street
- TechQuest — 144 Glen Street
- Coffee Planet — 140 Glen Street

Dance/Music Studios

The following is a list of places where art is promoted through dance and music education.

- Adirondack Repertory Dance Theater — 126 Glen Street
- Glens Falls Music Academy — 2 Harrison Avenue
- Dance Center of Queensbury — 79 Warren Street
- Bolton Dance Academy — 16 Rogers Street

Farmers' Markets

Downtown Glens Falls is home to two Farmers' Markets and one Winter market that feature events and musical performances, including:

- *Glens Falls Market*
Saturdays, 8a.m. - Noon, @ South Street Pavillion
- *City Park Market*
Wednesdays, 3p.m. - 6p.m., @ City Park
- *Winter Market*
Saturdays, 9a.m. - Noon, @ Christ Church United

National Register of Historic Places

The National Register of Historic Places is the United States federal government's official list of districts, sites, buildings, structures, and objects deemed worthy of preservation. A property listed in the National Register, or located within a National Register Historic District, may qualify for tax incentives derived from the total value of expenses incurred preserving the property.

Table 21: Historic Structures

18 th Separate Company Armory	Hyde House
A.S. Rugge House	James L. Dix House
Addison B. Colvin House	John E. Parry House
Argent Apartments	Jones Ordway House
Cunningham House	Joseph Fredella House & Garage
Dr. Charles A. Foster House	Joubert & White Building
Dr. James Ferguson Office	Martin L.C. Wilmarth House
Enoch Rosekrans House	Peyser & Morrison Shirt Factory Building
Ephriam B. Potter House	Russel M. Little House
First Presbyterian Church	Sherman House
George H. Parks House	Smith Flats
Glens Falls Cemetery	St. Mary's Academy
Glens Falls Feeder Canal	Stephen T. Birdsall House
Glens Falls Home for Aged Women	Thomas Burnham House
Helen Wing House	Thomas Stillwell House
Hiram Krum House	W.T. Cowles House
Hoopess House	William McEchron House
House at 216 Warren Street	Zopher DeLong House

Source: National Register of Historic Places & peter j. smith & company, inc.

Historic Districts

The adjacent table identifies individual buildings listed on the National Register of Historic Places. The following are districts which contain structures collectively listed on the national Register of Historic Places.

Bemis Eye Sanitarium Complex

The complex was built between about 1893 and 1902 and consists of eight contributing structures. There are five boarding houses built for the sanatorium, as well as two previously existing residences and a carriage house that were converted for sanatorium use in the 1890s

Fredella Avenue Historic District

The District includes eight contributing buildings. They are multi-story concrete residential buildings built as speculative housing for Italian immigrant families. They are built of molded concrete block and decorated with cast concrete trim and characterized by two story porches with concrete fluted columns.

Three Squares Historic District

The district includes 75 contributing buildings, one contributing site, and one contributing object. It encompasses Glens Falls historic and contemporary commercial center. The buildings generally consist of brick commercial, office, and institutional structures between two and five stories in height. Because of devastating fires in 1862 and 1902, the majority of the buildings were built between 1902 and 1930. Notable buildings include the Italianate style Cowles block (1865), Neoclassical style Rogers Building (1926-1927), Beaux-Arts style Empire Theater (1899), and Neoclassical style Glens Falls City Hall (1900).

Building Conditions

Each building within the study area was inventoried and photographed. The inventory was then input into a geographic database. The purpose of the building inventory database was to identify areas of the downtown that are in good condition as well as identifying areas that could be redeveloped. The database can be used to determine eligibility for incentive programs should the City create such programs. Each building was assessed for the overall condition, façade quality, and historic character. Buildings were also assessed for vacancies. In all, 265 buildings were inventoried within the study area.

General Condition

The overall condition of the building is a relative assessment of building maintenance and need of repair. Despite the age of many of the buildings in the study area, many of the buildings are in good condition. In the study area, nearly 55% of the structures were rated as having a quality of four or five on a scale from one to five. Only 6.8% of the structures were rated in poor condition. The poorest building conditions are found on South Street. Several residences on Broad Street and Hudson Avenue also rated as poor. Many structures in Warren Street area rate low. The following table presents a breakdown of the condition rating.

Table 22: Building Conditions

Condition	Percent
Poor (1)	6.80%
2	12.80%
3	25.50%
4	26.80%
Good (5)	28.10%

Source: Building Inventory, peter j. smith & company, inc.

Façade Quality

Façade quality is a measure of general upkeep as well as compatibility with the surrounding character. Nearly 50% of the building facades were rated a four or five. Just over 20% of the facades received a low rating of one or two. Façade quality was closely correlated to building condition. The following table presents a breakdown of the façade quality.

Table 23: Façade Quality

Façade Quality	Percent
Poor (1)	8.10%
2	12.80%
3	30.60%
4	23.80%
Good (5)	24.70%

Source: Building Inventory, peter j. smith & company, inc.

Historic Quality

The rating of historic quality is a measure of how a building contributes to the historic character of the city. Nearly 30% of the building rated low with a historic value of one or two. Many of the lower rated historic quality structures are located on Broad Street. There are several other structures with low historic value scattered around the study area. They seem to be buildings that were built in the 1960's and 1970's.

Table 24: Historic Quality

Historic Quality	Percent
Poor (1)	13.60%
2	15.70%
3	23.00%
4	20.40%
Good (5)	27.20%

Source: Building Inventory, peter j. smith & company, inc.

Figure 18: Building Conditions

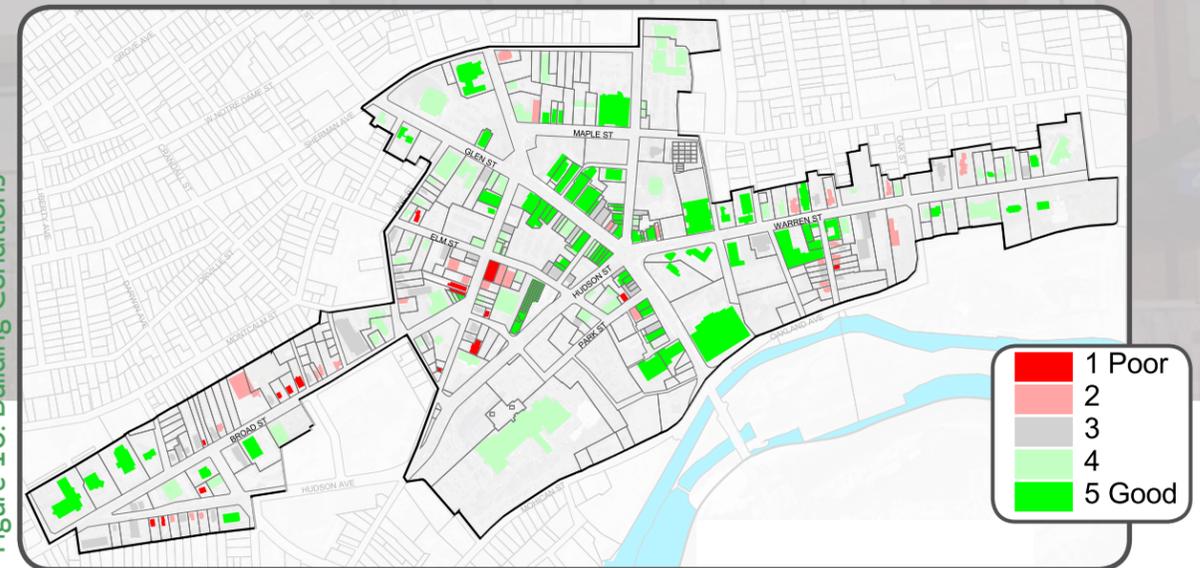


Figure 19: Façade Conditions

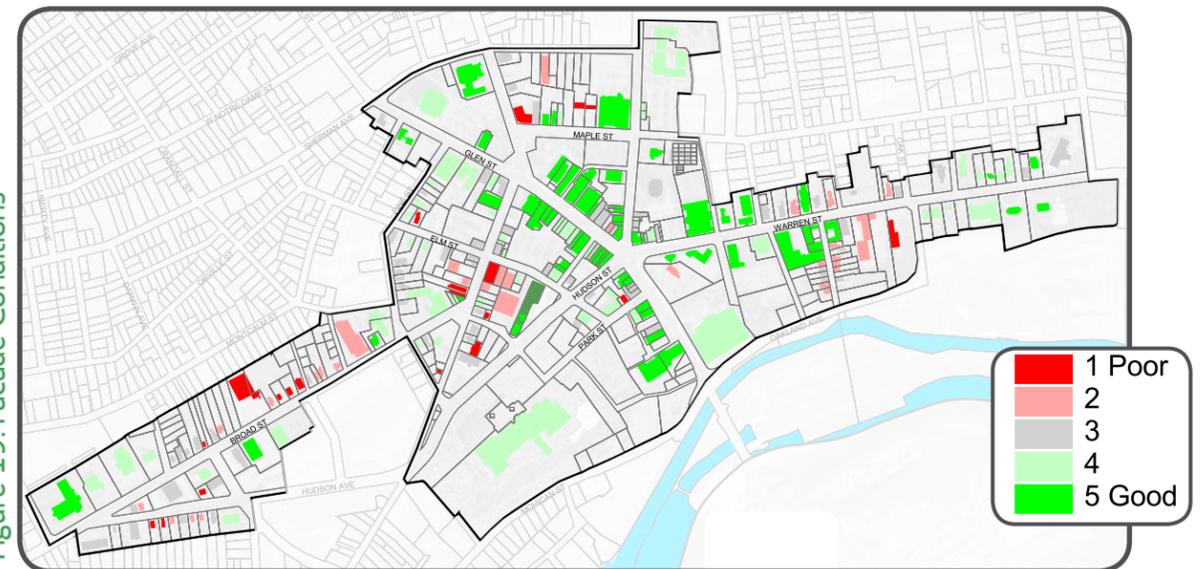
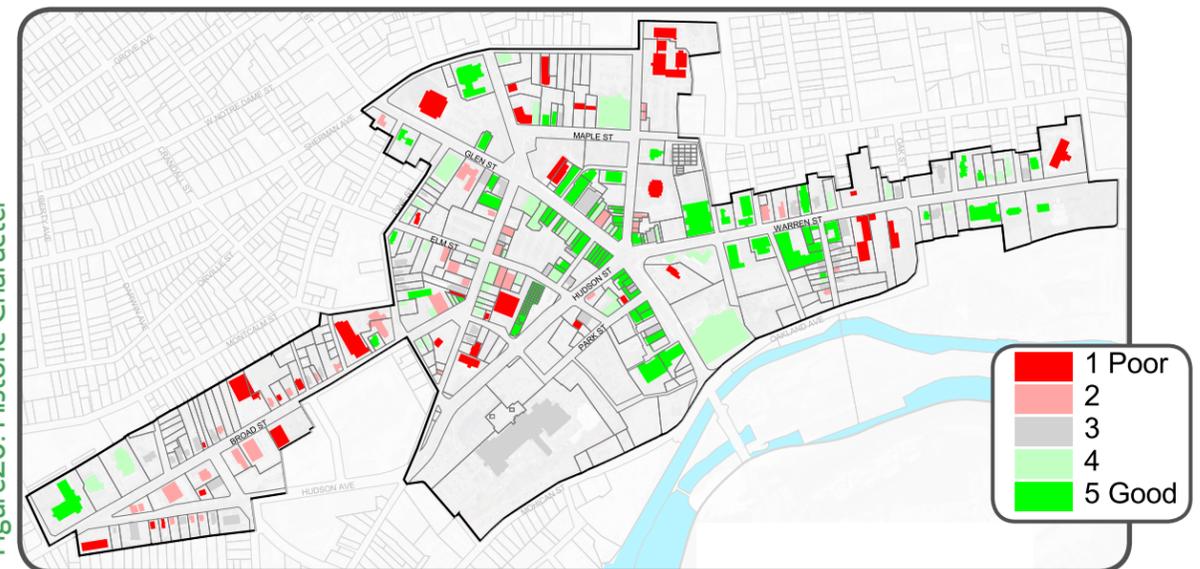


Figure 20: Historic Character



Property Conditions

Vacant, Deteriorating, and Underutilized Properties

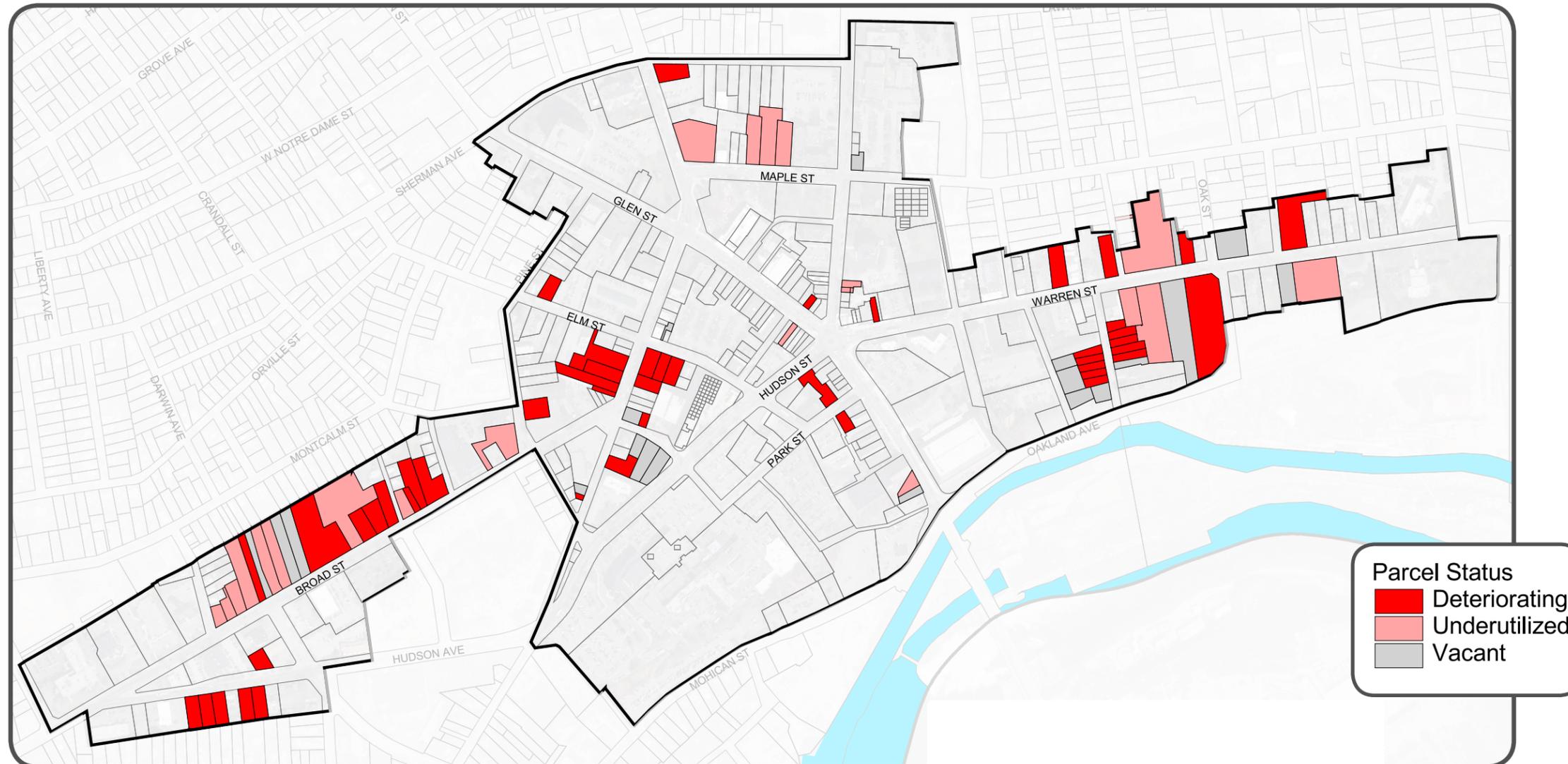
A survey was taken within the study area to determine what parcels were vacant, deteriorating, or underutilized. The result is a parcel database that can be used to determine each property's eligibility for incentive programs that encourage infill development or redevelopment in targeted areas of commercial core of Glens Falls. Vacant Properties are those properties where there are no buildings and the property is not used for parking. These parcels present an opportunity for infill development. Deteriorating parcels were based on the building inventory. These properties

have buildings on them that received a low rating for overall condition. These properties could simply need façade renovations or are in need of complete redevelopment.

Improvement of underutilized parcels should be a priority. Underutilized properties could be properties with a vacant building or properties with an existing use where it was determined that the use was inappropriate based on its location or relative size of the parcel. These parcels do not lend to a concentrated built form.

One problem area is found along Warren Street where there is a mix of deteriorating buildings and vacant lots. Found within this cluster is the deteriorating Fredella Avenue Historic district and the unoccupied armory building. Deteriorating structures are prevalent along South Street. This area is in need of renovation. The north side of Broad Street is a mix of deteriorating buildings and small residential structures on large lots. This area presents an opportunity for complete redevelopment to match the surrounding development.

Figure 21: Underutilized Parcels



(5) Public Outreach

An interactive community input process

The Downtown Vision and Development Strategy is rooted in input received throughout a comprehensive public participation process. This input has guided the direction of the project and informed the investigative inventory and, ultimately, the recommendations for future improvements. Ongoing contact with the community has also generated a widespread understanding of the project and, because it has been developed in the vision of the community, the process has strengthened the public support. Moving into the future, the City of Glens Falls will continue to engage the community in the implementation of the plan, ensuring that individual projects are sensitive to the local population and the context within which they are developed.

The public process is composed of the following four major elements:

Steering Committee Meetings

Focus Groups Sessions

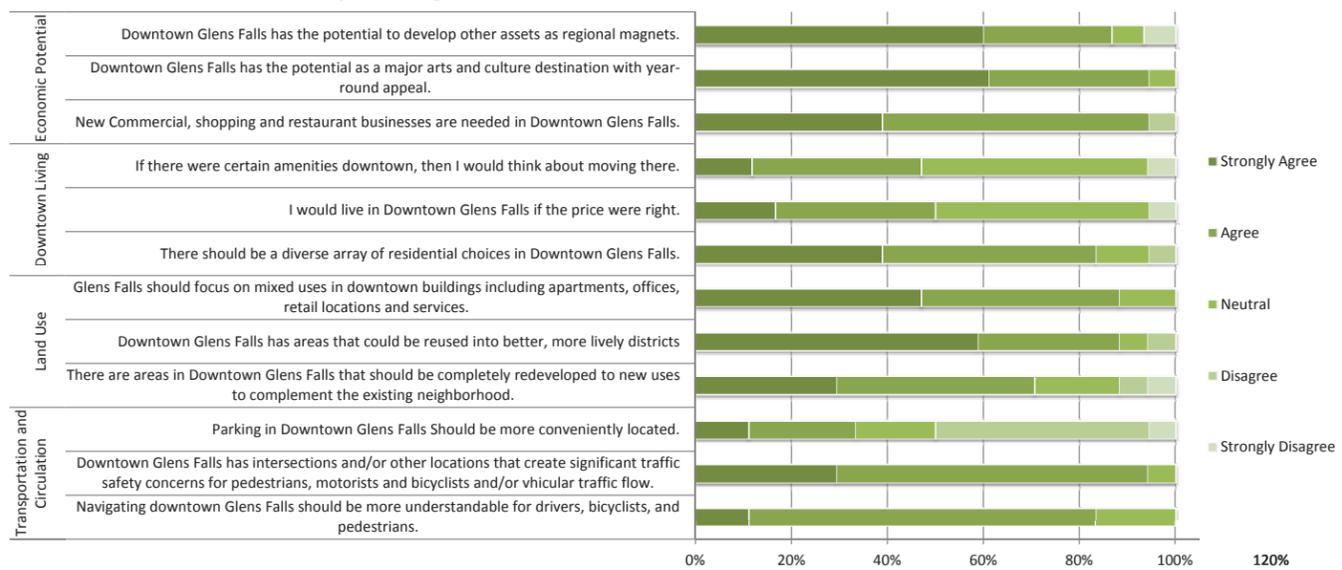
- Arts & Culture
- Transportation & Circulation
- Housing & Human Services
- Downtown Stakeholders

Three Interactive Public Forums

- Issues & Opportunities
- Scenario Evaluations
- Goals, Objectives & Final Report

Online Community Survey

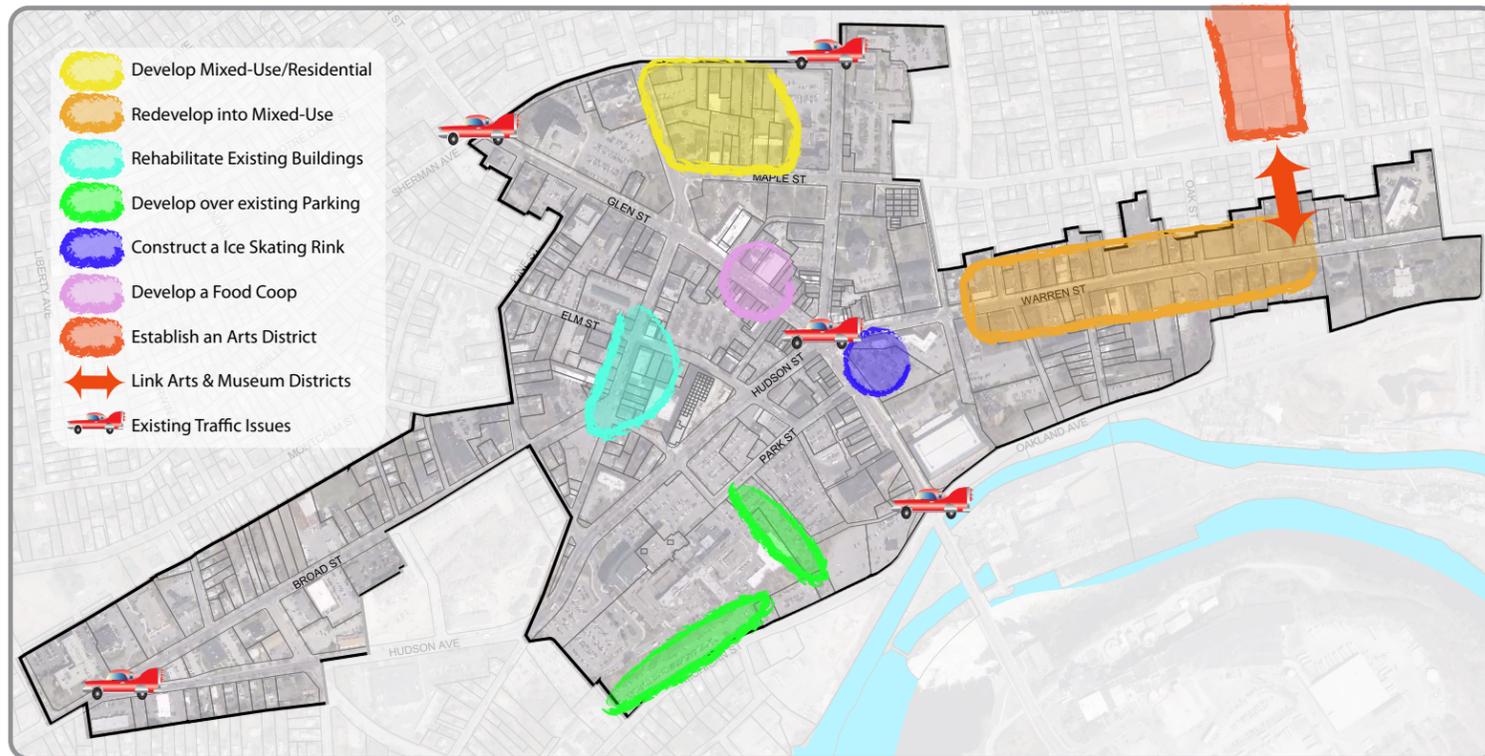
Table 25: Public Workshop Survey Results



Emerging Themes

In a September 2012 interactive public forum, participants were engaged in a survey regarding the major issues and opportunities facing the growth of Downtown Glens Falls. The chart on the previous page depicts the tabulated outcomes of the survey. Next, attendees worked collaboratively to graphically illustrate their major ideas and concerns for downtown on a map of the project area. Several distinct themes emerged and are depicted on the map, below:

Figure 22: Issue Identification, Interactive Public Synthesis Map



Emerging Themes

The following words, phrases and statements represent the most prominent themes emerging from the public participation process, providing focus for the direction of the Downtown Vision & Development Strategy:

collaboration marketing, branding, advertising
 visitor information shirt factory
 wayfinding **roundabout**
 we need good parking, but not too much a new hotel
 city government is proactive capitalize on the hospital refurbish the civic center
 rehabilitate historic urban structures into mixed use and housing
 need better bike accommodations
 streets need to be safer food coop!
 build a public ice rink **workforce housing**
grow arts & culture establish linkages
 you don't have to run off to NYC to be awesome... you can be awesome right here!!!



COMMUNITY ANALYSIS
 PUBLIC OUTREACH

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