



Downtown Revitalization Initiative
 Strategic Investment Plan
City of Glens Falls, New York
Capital District Regional Economic Development Council

February 2017

City of Glens Falls

Downtown Revitalization Initiative

City of Glens Falls

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City of Glens Falls

Downtown Revitalization Initiative

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FOREWORD

“A thriving downtown can provide a tremendous boost to the local economy. The Downtown Revitalization Initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family, which will also help attract new investments and business for years to come.” ~ Governor Andrew M. Cuomo

Recognizing that companies are increasingly seeking to relocate and invest in vibrant, walkable downtowns in an effort to attract and retain a talented workforce, Governor Cuomo launched the Downtown Revitalization Initiative (DRI), a \$100 million effort to improve the vitality of urban centers across New York State.

Ten communities were identified by the Governor’s Regional Economic Development Councils (REDCs) to participate in the DRI because their downtowns were deemed ripe for development into vibrant areas in which to live, work and raise families. Ten million dollars will be invested in each of these communities.

Led by former Secretary of State Cesar Perales and supported by current Secretary of State Rossana Rosado, the DRI is a multi-agency approach to downtown revitalization conducted by staff from the Department of State Office of Planning and Development and the Homes and Community Renewal Office of Community Renewal.





The State facilitated a community planning process to develop the key ingredients needed for successful downtown revitalization:

- a vision for the downtown;
- goals and strategies to accomplish the vision;
- an action plan; and
- a strategic investment plan that identifies specific catalytic projects that align with the unique vision of their downtown area.

The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near downtown neighborhoods, building upon growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identified projects that totaled in excess of the available DRI funds to ensure a continued pipeline of projects ready for funding within the community in the event that alternate funding sources are identified for projects; additional State funds become available; or projects drop from consideration. The most transformative and catalytic projects from those identified for each downtown will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these ten communities will become vibrant communities where people will want to live, work and raise families.

EXECUTIVE SUMMARY

Introduction

In August 2016, the City of Glens Falls was one of 10 communities identified by the New York State Regional Economic Development Councils (REDC) to receive \$10 million in State funding. The \$10 million was awarded to support a Downtown Revitalization Initiative (DRI) to transform downtowns ripe for development through a comprehensive, community-driven approach. The DRI program was launched in April 2016 by Governor Andrew M. Cuomo to improve the places that people live, work and raise families, by generating new opportunities for local development and investment. Former New York Secretary of State Cesar A. Perales chairs this initiative, leading a team of planners from the New York State Department of State (NYS DOS) and private-sector experts to help communities develop strategic investment plans to achieve the initiative’s goals.

The intent of this report is to create a Strategic Investment Plan (“DRI Plan”) for the City of Glens Falls that maximizes the impact of DRI investment by advancing projects and initiatives that have catalytic and transformative potential, have the greatest public benefit, are primed for implementation, and enjoy broad stakeholder support. . The purpose of the Strategic Investment Plan is to advise the City on how to best leverage its resources and assets to encourage appropriate public and private investment.

Glens Falls DRI Area

Glens Falls is located in southeastern Warren County, in New York’s Adirondack Region. The Hudson River runs along the City’s southern edge, serving as both the municipal boundary and the border between Warren and Saratoga Counties. To the north, east, and west is the Town of Queensbury. Glens Falls is located east of the Northway (Interstate 87), accessed via Exits 18 and 19, with State Route 9 running north and south through the City via Glen Street, which serves as the City’s main commercial corridor. Albany is approximately 60 miles to the south and is accessible by car and bus. The Fort Edward-Glens Falls Amtrak station is located in Fort Edward, approximately six miles southeast of the City, and is served by the daily Ethan Allen Express and Adirondack train services, running from New York City to Rutland, Vermont and Montreal, Quebec, respectively. Greater Glens Falls Transit offers bus transit with a service area that includes Warren County, Washington County, and Saratoga County, as well as seasonal trolley service to Lake George and Bolton Landing, ten and 23 miles north of the Downtown, respectively.

The Glens Falls DRI area is roughly 95 acres, bounded by Pine and Maple Streets to the north, Church Street to the east, the Hudson River to the south and New Pruyn Street to the west. Downtown Glens Falls is a highly walkable and compact area featuring historic architecture, an active mix of land uses, and regional anchors for arts and culture, health care, and entertainment. It is the commercial and cultural

hub for Warren, Washington, and upper Saratoga Counties with a regional medical center as its largest employer. There are a variety of retail stores with a mix of restaurants, coffee shops and bars, as well as important cultural, entertainment and civic venues. While the Glen Street corridor features a fairly continuous frontage of retail, restaurants and professional office spaces, other blocks were demolished to provide surface parking lots, or to address urban blight in the mid- and late-1900s. Although these parking lots disrupt the building frontages and detract from the pedestrian environment, they provide a current amenity (given regional dependencies on motor vehicles) as well as the potential for future infill development. These challenges and opportunities ensure that the Glens Falls DRI area is positioned to address the goals of the REDC to grow technology, connect markets, build workforce, accelerate innovation, access new capital, engage education providers, and advance technology infrastructure.

The DRI area in Glens Falls has a variety of uses, including commercial and institutional uses serving medical, civic and municipal needs. The primary commercial corridors are generally located along Glen and South Streets. The DRI area is home to many of the City's arts and cultural attractions, including the Civic Center, government buildings and cultural facilities, including the Lower Adirondack's Regional Arts Council (LARAC), Charles R. Wood Theater, North Country Arts, and the Chapman Historical Museum. Many of the older buildings, particularly those along Glen Street, have been renovated and restored with retail uses on the ground floor and upper floor residential or office use. Despite these efforts, there are numerous vacant or underutilized properties, particularly along South Street, that are ripe for redevelopment.

Community driven Process

The objective of the DRI planning process was to develop recommendations for catalytic economic development projects with broad public support. The DRI planning process was guided by a Local Planning Committee (LPC) and engaged members of the public, civic leaders, property and business owners and other stakeholders in recommending catalytic projects for DRI funding with potential to leverage additional investment and promote economic development in the City. The community engagement plan was structured to provide multiple opportunities for input and to encourage broad community participation. The process included six LPC meetings that were open to the public, four community engagement events, attendance at additional public events, online tools, and a public survey.

The LPC was instrumental in providing direction and information to shape the DRI Plan as well as reaching out to their broader constituent and social networks.

Recent Planning Initiatives

Completion of the Glens Falls DRI Plan was guided in part by several recent plans, studies, and resources that address existing conditions, community goals, regulatory frameworks, and economic development opportunities in the City. These resources have been produced by government agencies, regional planning groups, and non-profit organizations. Existing plans with direct or indirect connections to the City were reviewed to identify established goals and ongoing or proposed



projects. These plans were also assessed to ensure that the DRI Plan is supportive and not duplicative of other planning efforts.

The City of Glens Falls has been successful in recent years in attracting both private investment and public grant funding. The City has partnered with the private sector to capitalize on more than \$225 million in new investment to attract new residents and businesses to the Downtown, leveraging four dollars for every public sector dollar committed. The City has also secured approximately \$20 million in public grant funding in recent years to grow technology, enhance cultural institutions, connect markets, build the workforce, accelerate innovation, access new capital, engage education providers, advance technology infrastructure and build a vibrant city for our families and businesses in a beautiful natural environment.

The DRI Strategic Investment Plan represents an opportunity for the City to build on these recent successes to continue the ongoing revitalization of Downtown Glens Falls.

Objectives of the Glens Falls DRI Plan

The goal of the DRI Plan for Glens Falls is to capitalize on the City's assets while helping to resolve some challenges that have placed barriers in the way of additional economic development. There is no question that Glens Falls is on the cusp of a transformation into an even more thriving Downtown that provides greater resources for local residents while also attracting additional visitors to the City's arts and cultural institutions, healthcare and wellness assets, and entertainment venues. The Glens Falls DRI Plan positions the City to build upon its existing momentum, while providing a needed boost to better serve existing residents and workers, attract new people to live and open businesses Downtown, and attract visitors to the City from around the region and the country.

Glens Falls has momentum.

Strong local leadership in the City from elected officials and economic development institutions has created many opportunities to secure grant funding in recent years and develop plans to move exciting ideas forward.

A *thriving arts community* generates a creative energy through world class arts collections, theater, music, and film.

The Downtown has a beautiful *architectural character* that creates a historic, main street feel.

The city center is also characterized by a *compact, walkable downtown*, with great access to boutique stores, restaurants, and nightlife.

The City also has *strong anchor employers as well as a diverse job market* — longtime employers create stability while no one sector dominates the job market.

The City has exciting *new entrepreneurs recently* bringing fresh energy and business ideas to the region as well as a *vibrant mix of small businesses* that create a character that is uniquely Glens Falls.

Local and Regional Attractions, from the Civic Center to the Farmers' Market to the Hospital provide resources for locals and draw in visitors, cementing the City's place as the Gateway to the Adirondacks.

Finally, *new mixed-use and multifamily developments* have created new energy in the Downtown by expanding the market for local businesses and putting more people on the streets throughout the day and night.

But...Glens Falls needs a boost.

Glens Falls could better *compete with regional competition*, especially from bigger names like Saratoga Springs and Lake George, with more promotion of existing attractions and with additional anchor attractions to draw in visitors.

Downtown would benefit by *filling retail and commercial vacancies* in order to create more activity on the streets.

Attracting more residents downtown would also contribute to an improved retail and commercial market.

One key part of Downtown is primed for revitalization—*South Street needs a catalyst* to jump start its transformation into a thriving corridor of innovation.

The City has a great opportunity to *create a connection to SUNY Adirondack* and to attract students and faculty to Downtown.

Although arts and culture are a great asset for Glens Falls, the City can *increase visibility of the arts community*, providing more opportunities for visitors to help support the various museums, galleries, and other venues around Downtown.

The City can create a *stronger connection between Downtown and the waterfront*, which would create yet another attraction to draw new visitors to the City.

Lastly, there is a desire among locals for a *greater variety of retail and shopping options* to provide resources and create a greater draw to the city center.

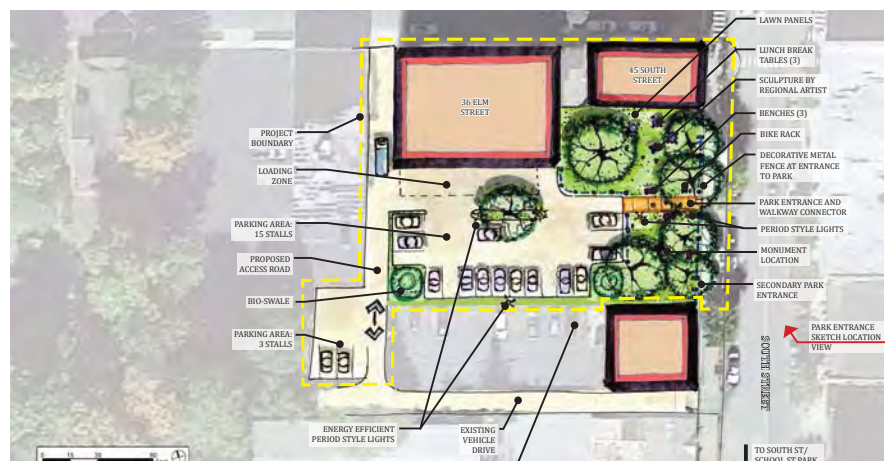
Goals, strategies and Projects

The DRI Strategic Investment Plan helps build on the City's existing momentum and recent successes while also providing a needed boost to promote ongoing economic development by attracting new residents, businesses, and visitors to the Downtown. The DRI Plan can jumpstart the Downtown economy by capitalizing on existing resources, catalyzing the transformation of South Street and bringing many ideas into a cohesive vision that is greater than the sum of its parts. The DRI Plan achieves this vision with a series of innovative projects to support South Street and all of Downtown that create a groundswell of new activity that brings new residents to Downtown, helps local businesses, boosts the arts community, and attracts new visitors to Glens Falls.

Through collaborative discussions with the LPC, stakeholder engagement, public surveys, and background research five key revitalization goals were developed for the Glens Falls DRI plan. The DRI goals, strategies, and priority projects are listed and summarized below.

Goal 1: Strengthen the vibrancy of Glens Falls' mixed-use and walkable neighborhoods.

Downtown Glens Falls will benefit from businesses and residents filling vacancies in key Downtown corridors. The projects in Goal 1 seek to decrease vacancy rates and attract a more diverse mix of retail tenants, by improving opportunities for landlords and tenants through financial incentives and programs that promote small and local businesses. The *Downtown Revitalization Fund* will provide a variety of resources for businesses, property owners, and non-profit organizations, and seeks to make Glens Falls an attractive Downtown for entrepreneurs and innovators looking for a place to locate. *Mixed use redevelopment of the Greater Glens Falls LDC-owned sites at 36 Elm Street and 45 South Street* in coordination with the redevelopment of the two adjacent vacant privately-owned parcels has the potential to catalyze growth and vibrancy Downtown by filling vacant space with new residential and commercial tenants and creating additional parking and open space. These projects should create greater vibrancy that will enhance the sense



of place Downtown, and can increase support for other businesses and market demand for new housing and other commercial uses.

Additional projects funded by other sources will address feasibility for new development and improvements to the existing fabric of the Downtown. A feasibility study for the redevelopment of the corner of Warren and Glen Streets will address potential improvements to the pedestrian experience for residents and visitors. The City of Glens Falls will seek out future opportunities to acquire private properties containing vacant and deteriorating buildings and undertake request for proposals (RFPs) for redevelopment by the private sector, and encourage private owners of vacant and underutilized properties to explore redevelopment opportunities.

Goal 2: Support and expand local and regional resources that improve public health.

The Market on South Street, the signature project of Goal 2, will be a key part of the revitalization of South Street and is a nexus for many of the DRI strategies. The project will contain a new multipurpose community space that will house the Glens Falls Farmers' Market in a year-round location, include an incubator/test kitchen to help growing food-related businesses, and will provide retail space to activate the South Street frontage. It creates new opportunities for local retailers, artisans, restaurateurs and farmers by expanding upon one of the City's greatest assets: its connection to regional agricultural resources. The Market will also be a place for the community, providing an innovative space for public education and wellness classes, festivals, fairs, and private events.

Additional projects funded by other sources will address connectivity between the waterfront and the Downtown, which has consistently been cited as a City priority. Recommendations of the 2013 Redevelopment and Connection Plan for Pruyn's Island identified opportunities for the City to create a valuable public resource that will attract visitors and provide access to facilities supporting an active lifestyle. In addition, it is recommended that the City continue to implement its Complete Streets Policy, improve connectivity between community resources, and work with



Glens Falls Hospital to continue to provide state-of-the-art medical resources to the region.

Goal 3: Generate opportunities for the next generation workforce.

These projects aim to attract young professionals to Downtown Glens Falls by providing opportunities that stimulate innovation and take advantage of local workforce training resources. A major regional resource is SUNY Adirondack, and a key DRI project will be to *bring the SUNY Adirondack Culinary Arts Program to Downtown Glens Falls*. Through the DRI program, the City will provide capital funding to assist SUNY Adirondack in relocating, and in turn will benefit from the influx of students, faculty and staff. DRI funds will also be leveraged to *bring the Argyle Cheese Factory to Pruyn's Island*, where they have plans to construct an expansion for a new manufacturing and retail facility. This project brings together the City's goals of reinvigorating the waterfront and creating buzz around the City as a center for food innovation.

Goal 4: Provide infrastructure that supports existing and new residents and businesses.

These projects seek to expand access to green infrastructure, including emerging broadband capabilities and resilient energy. A *new park on the corner of South and School Streets* will serve as an attractive gateway to the city that features a green infrastructure component that will reduce stormwater runoff and help the City manage strain currently placed on existing infrastructure. An *incentive for a broadband provider* to install necessary infrastructure to develop a broadband wireless service for residents and businesses will make Downtown Glens Falls a more attractive place for young people and growing businesses to locate. *Streetscape improvements* are also an important part of creating a more pleasant environment for visitors to stroll and enjoy the Downtown's many offerings. Attractive and well-designed streetscapes will help to increase shopper foot traffic and reduce vehicular congestion.

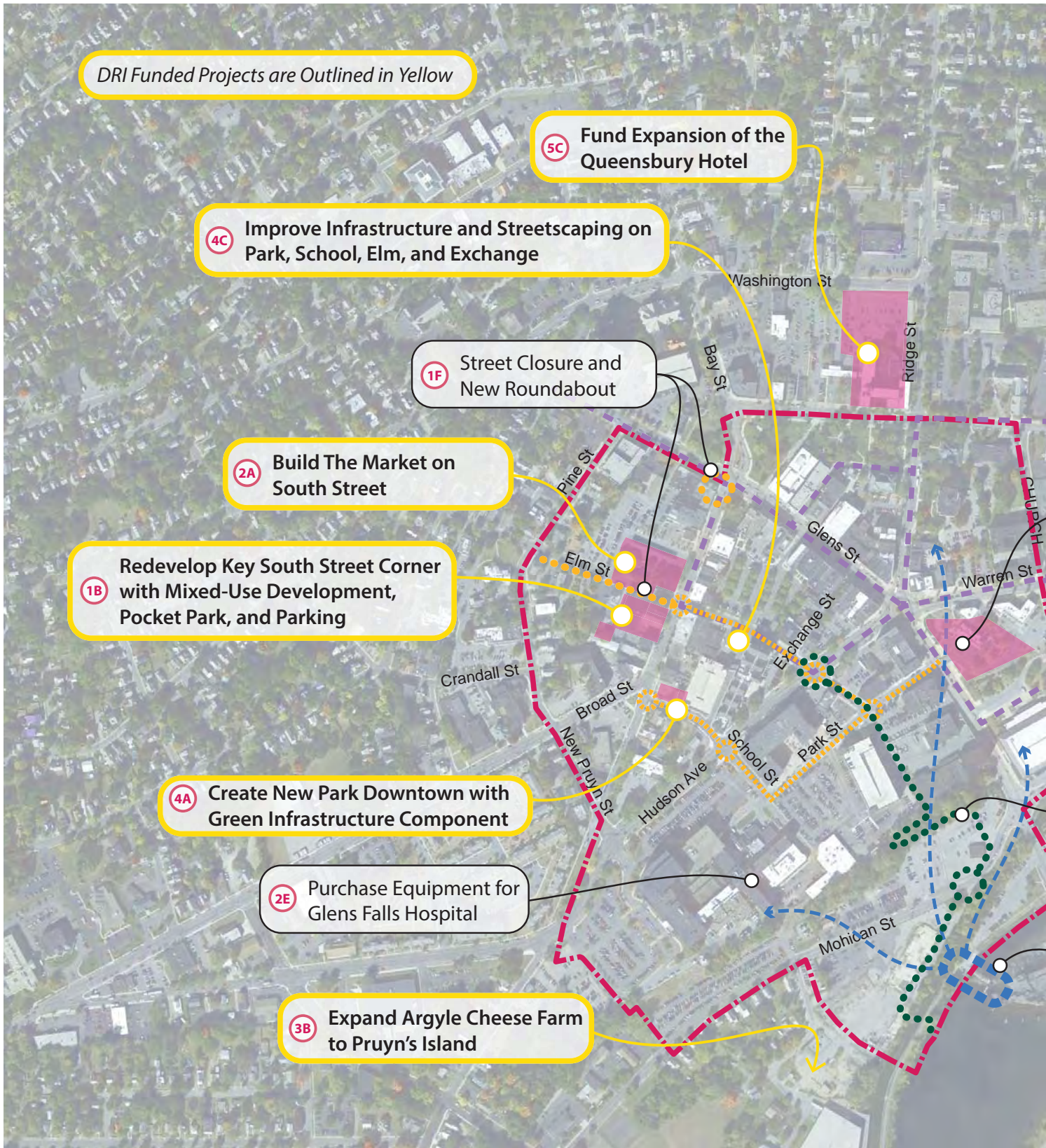
Other funding may be used to help advance Glens Falls' efforts in meeting the City's commitments in adopting the Climate Smart Pledge, while also reducing municipal energy consumption and costs, encouraging adoption of principles of sustainability by the community as a whole, and supporting the green innovation economy. Finally, improving access between regional resources through a Regional Transportation Plan will complement a number of DRI related projects by improving access between the Downtown and surrounding residential neighborhoods, SUNY Adirondack and the region.



Goal 5: Promote Glens Falls as a regional destination for arts, entertainment, and culture.

Projects associated with Goal 5 seek to promote Glens Falls' existing reputation as a regional destination for arts, culture and film by supporting the local arts community and providing high quality accommodations to meet the needs of visitors. Improving facilities to help *expand the Adirondack Film Festival and create a Glens Falls/Warren County Film Commission* will increase the capacity and visibility of the film industry in Glens Falls. An *Arts District and Public Art Trail* through the Downtown will serve to enhance the Downtown's sense of place, make the area more welcoming and attractive to visitors, and provide an incentive that will bring the creative class to Glens Falls. In conjunction, bringing on a team of professionals to create a broader strategy for *Downtown marketing and branding* will help the City to reflect and communicate Glens Falls' retail, cultural, and community assets and activities. A major objective in revitalizing the Downtown is to attract visitors and retain those who come to the Adirondack region. The *Queensbury Hotel expansion* project will help the City compete regionally for larger conferences and gatherings. The *Wood Theater improvements* will similarly expand an existing resource that provides entertainment to locals and visitors alike.

Projects recommended for other funding include a feasibility study for a Science Technology Engineering Arts and Math (STEAM) museum to build upon the City's reputation for quality arts resources. With the DRI's emphasis on expanding opportunities for visitors to the Downtown, a second hotel is also recommended for other funding as it would create a new Downtown amenity that supports the arts, entertainment and civic communities, nearby businesses and institutions, and tourism— strengthening the Downtown as a destination.



DRI Funded Projects are Outlined in Yellow

5C Fund Expansion of the Queensbury Hotel

4C Improve Infrastructure and Streetscaping on Park, School, Elm, and Exchange

1F Street Closure and New Roundabout

2A Build The Market on South Street

1B Redevelop Key South Street Corner with Mixed-Use Development, Pocket Park, and Parking

4A Create New Park Downtown with Green Infrastructure Component

2E Purchase Equipment for Glens Falls Hospital

3B Expand Argyle Cheese Farm to Pruyn's Island



5B Art District and Public Art Trail

1C Feasibility Study for Warren Street/Glens Street Site

2C Connections between Downtown and the Waterfront

4D Build a Glens Falls Microgrid

* Projects Not Mapped - DRI Funded

- 1A** Downtown Revitalization Fund
 - Retail Race for Space
 - Facade Improvement Program
 - Capital Projects Fund for Non-Profits
 - Competitive Innovation and Entrepreneurship Program
 - Office Recruitment Program
- 3A** SUNY Adirondack Culinary School
- 4B** Install High Speed Broadband Throughout Downtown
- 5A** Increase Capacity of the Film Industry
- 5D** Downtown Marketing and Branding Strategy
- 5E** Fund Wood Theater Capital Improvements

* Projects Not Mapped - Funded Through Other Sources

- 1D** Acquire Additional Project for Redevelopment
- 1E** Warren Street BOA Feasibility Study
- 1G** Residential Renovation Assistance Program
- 2D** Glens Falls Complete Streets Policy
- 2F** Connectivity to the City's Community Resources
- 3B** Workforce Training and Apprenticeship Program
- 4E** Continue Climate Smart Community Commitments
- 4F** Provide EV Charging Stations in Municipal Lots
- 4G** Develop a Regional Transportation Plan
- 4H** Build a Solar Farm
- 5F** STEAM Museum Feasibility Study
- 5G** Attract a Second Hotel to Downtown Glens Falls



Downtown Revitalization Initiative

PART 1: DOWNTOWN VISION PLAN

City of Glens Falls, New York

Capital District Regional Economic Development Council

February 2017

SECTION 1. DOWNTOWN PROFILE AND ASSESSMENT

Introduction

In July 2016, the City of Glens Falls was one of 10 communities identified by the New York State Regional Economic Development Councils (REDC) to receive \$10 million in State funding. The \$10 million was awarded to support a Downtown Revitalization Initiative (DRI) to transform downtowns ripe for development through a comprehensive, community-driven approach. The DRI program was launched in April 2016 by Governor Andrew M. Cuomo to improve the places that people live, work and raise families, by generating new opportunities for local development and investment. Former New York Secretary of State Cesar A. Peralas chairs this initiative, leading a team of planners from the New York State Department of State (NYS DOS) and private-sector experts to help communities develop strategic investment plans to achieve the initiative's goals.

The DRI process engaged local communities and civic leaders in order to utilize funding for catalytic projects that have the greatest potential to leverage additional investment. A group of local stakeholders was selected to serve on the Local Planning Committee (LPC), an advisory group formed to assist private-sector and State experts build a Strategic Investment Plan for Downtown Glens Falls. The Glens Falls DRI LPC is co-chaired by Dan Hall, the president of the City Common Council, and Omar Usmani, a representative from the Capital Region REDC. The LPC is comprised of business owners and leaders from local organizations and institutions. Throughout the development of the DRI Plan, the LPC held monthly meetings to set the vision, goals and strategies for the DRI Plan, identify and evaluate potential projects and develop the strategic investment plan for Glens Falls. LPC meetings were open to the public and were well-attended by Glens Falls residents, non-profit organizations and business owners.

The Downtown Profile and Assessment provides an overview of existing conditions, opportunities, and challenges in the Glens Falls DRI area. Based on previous studies completed to date (see sidebar) this section provides an understanding of the real estate market; public and private investments in the Downtown; challenges and opportunities in the business, residential, retail, arts and entertainment landscape; major employers and property owners; and potential projects that could drive further economic investment to Downtown. Additional analysis about existing conditions, challenges, and opportunities was conducted via site visits focused on the physical condition and locations of public space, streets and other improvements; the age, condition and types of buildings; storefront conditions and signage; and access and visibility including availability of public transit, parking, bike lanes and pedestrian walkability.

Existing planning documents and studies

- Glens Falls DRI Application, July 2016
- Getting it Right! Sustainable, Walkable, Developable Downtown Glens Falls, April 2016
- Upstate Revitalization Initiative, October 5, 2015
- Pathways to Progress, June 2015
- Downtown Vision and Development Strategy, July 2013
- Pedestrian and Bicycle Connectivity Study, June 2013
- Redevelopment and Connection Plan for Pruyn's Island, March 2013
- Hudson River and Champlain Feeder Canal Regional Waterfront Plan, July 2008
- South Street Opportunity Area Pre-Nomination Study, July 2008
- South Street Revitalization Plan, Real Estate Market Analysis

DRI Area

Regional Context

Glens Falls is located in southeastern Warren County, in New York's Adirondack Region (Figure 1.1: Regional Context). The Hudson River runs along the City's southern edge, serving as both the municipal boundary and the border between Warren and Saratoga Counties. To the north, east, and west is the Town of Queensbury. Glens Falls is located east of the Northway (Interstate 87), accessed via Exits 18 and 19, with State Route 9 running north and south through the City via Glen Street, which serves as the City's main commercial corridor. Albany is approximately 60 miles to the south and is accessible by car and bus. The Fort Edward-Glens Falls Amtrak station is located in Fort Edward, approximately six miles southeast of the City, and is served by the daily Ethan Allen Express and Adirondack train services, running from New York City to Rutland, Vermont and Montreal, Quebec, respectively. Greater Glens Falls Transit offers bus transit with a service area that includes Warren County, Washington County, and Saratoga County, as well as seasonal trolley service to Lake George and Bolton Landing, ten and 23 miles north of the Downtown, respectively.

Although it is a relatively small City with a compact central business district, Downtown Glens Falls serves as a regional center for surrounding communities. Residents in the Town of Queensbury, Hudson Falls, Fort Edward, and South Glens Falls view Downtown Glens Falls as a regional asset, and benefit from the City's cultural resources, employment opportunities, health care options, and entertainment, ranging from concerts and sporting events at the Civic Center to indoor and outdoor festivals and the Farmers' Market. Because of the City's regional importance, economic development in Glens Falls has an impact far beyond the DRI boundary and the City's borders.

Glens Falls DRI Area

The Glens Falls DRI area is roughly 95 acres, bounded by Pine and Maple Streets to the north, Church Street to the east, the Hudson River to the south and New Pruyn Street to the west (Figure 1.2: Glens Falls DRI Area). Downtown Glens Falls is a highly walkable and compact area featuring historic architecture, an active mix of land uses, and regional anchors for arts and culture, health care, and entertainment. It is the commercial and cultural hub for Warren, Washington, and upper Saratoga Counties with a regional medical center as its largest employer. There are a variety of retail stores with a mix of restaurants, coffee shops and bars, as well as important cultural, entertainment and civic venues. While the Glen Street corridor features a fairly continuous frontage of retail, restaurants and professional office spaces, other blocks were demolished to provide surface parking lots, or to address urban blight in the mid- and late-1900s. Although these parking lots disrupt the building frontages and detract from the pedestrian environment, they provide a current amenity (given regional dependencies on motor vehicles) as well as the potential for future development. These challenges and opportunities ensure that the Glens Falls DRI area is positioned to address the goals of the REDC to grow

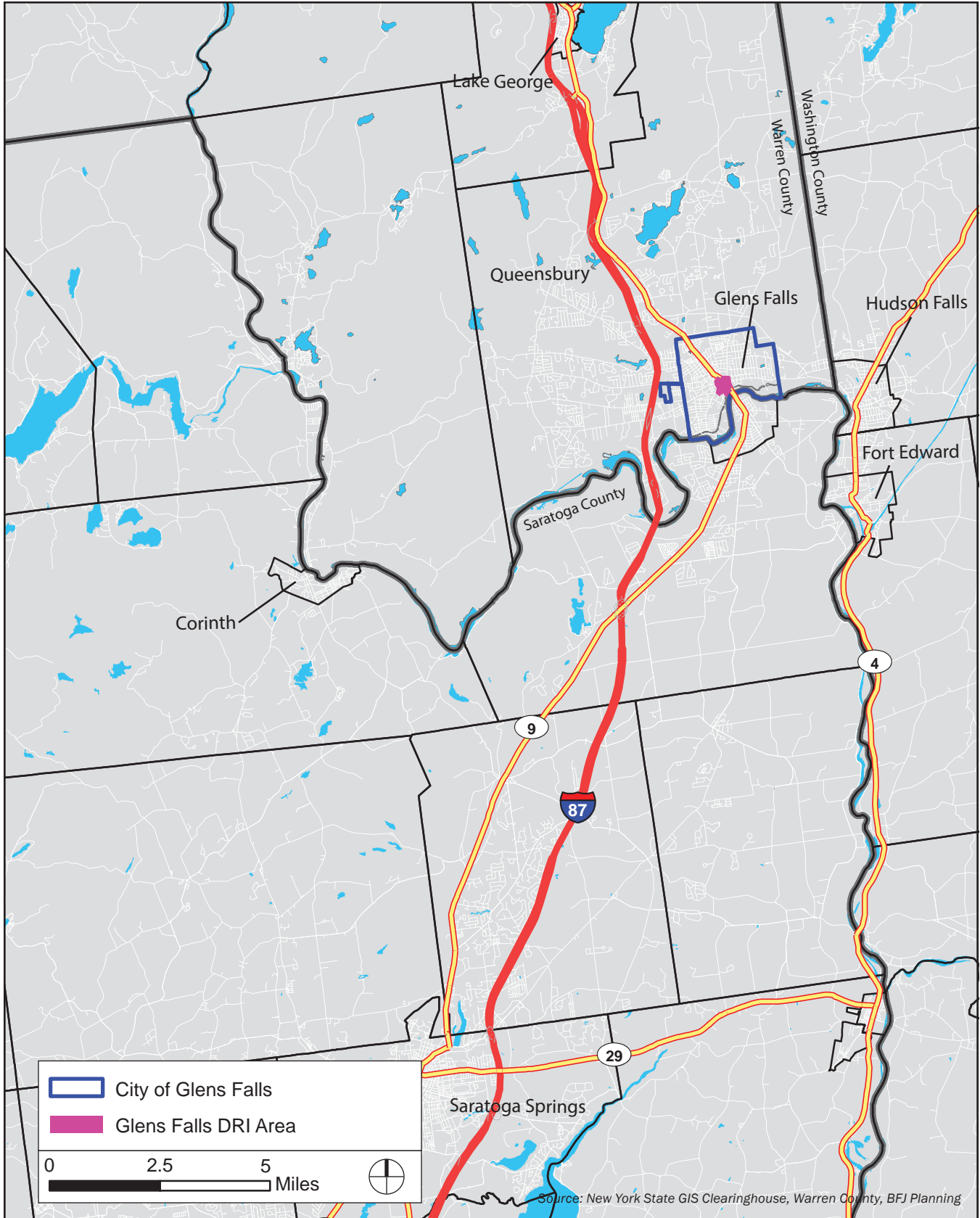
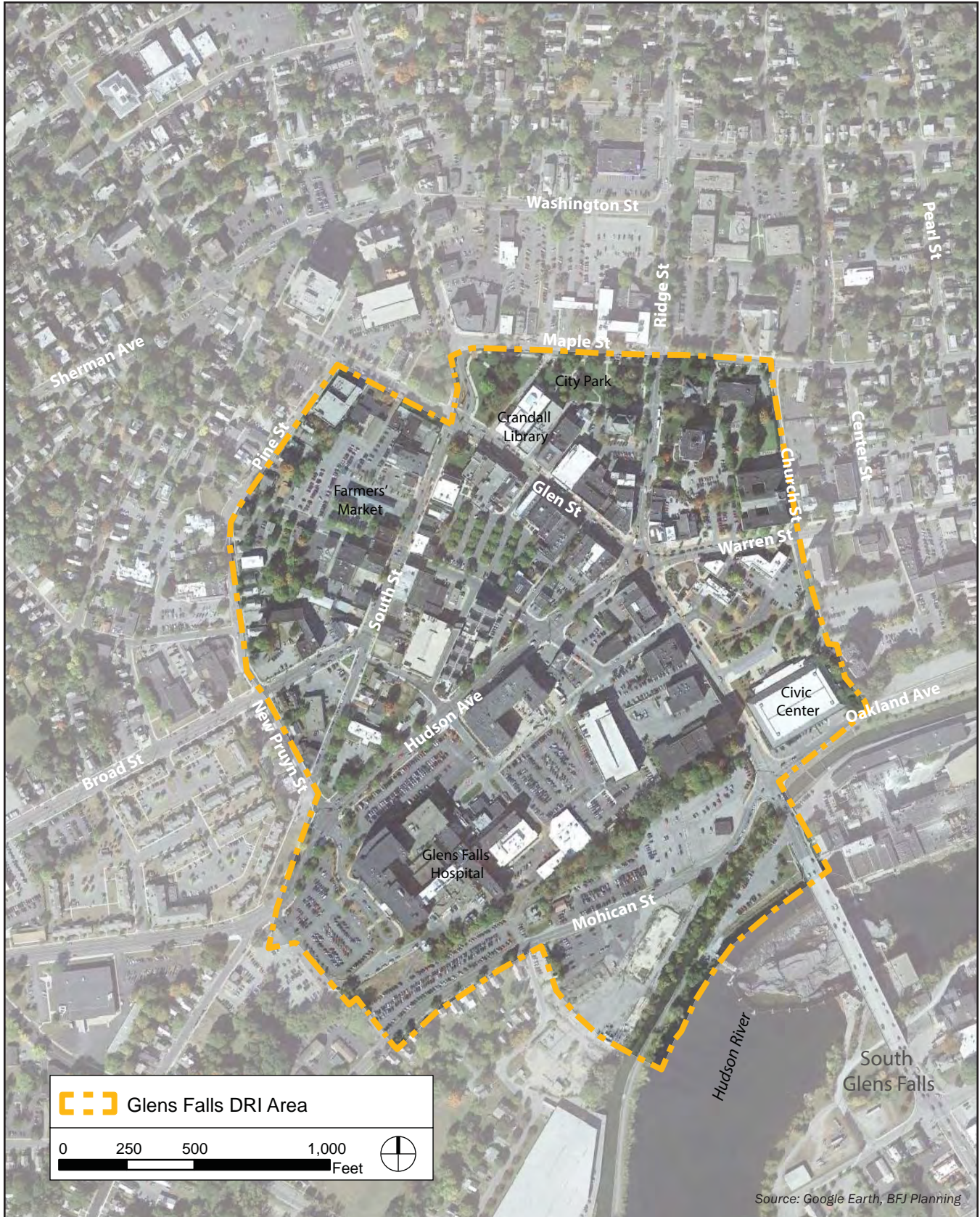


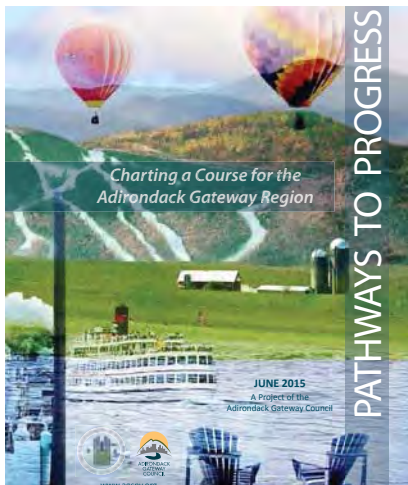
Figure 1.1: Regional Context



Be in AWE of Glens Falls



City of Glens Falls
Downtown Revitalization Initiative
Glens Falls Downtown
Arts, Wellness & Entertainment (AWE) District



SOUTH STREET REVITALIZATION PLAN
Real Estate Market Analysis



technology, connect markets, build workforce, accelerate innovation, access new capital, engage education providers, and advance technology infrastructure.

Previous Planning Efforts

Completion of the Glens Falls DRI Plan was guided in part by several recent plans, studies, and resources that address existing conditions, community goals, regulatory frameworks, and economic development opportunities in the City. These resources have been produced by government agencies, regional planning groups, and non-profit organizations. Existing plans with direct or indirect connections to the City were reviewed to identify established goals and ongoing or proposed projects. These plans were also assessed to ensure that the DRI Plan is supportive and not duplicative of other planning efforts. Existing plans contributing information and ideas relevant to the DRI planning process are summarized below. This section concludes with an overview of current strategic initiatives, projects and public priorities for investment.

Be in AWE of Glens Falls: Downtown Revitalization Initiative, 2016

The City of Glens Falls' DRI Application provides a preliminary overview of issues and opportunities the Downtown faces. This report served as a guide for the Downtown Profile and Assessment, and has informed goals, strategies and potential project ideas. The DRI Application includes basic information and a history of investment in the Downtown, as well as a list of projects and policies, that were considered during the DRI Planning process or may be viewed as priorities to explore in the future.

Pathways to Progress Regional Development Strategy, 2015

The Adirondack Gateway Council (AGC) received a Sustainable Communities Planning Grant from the U.S. Department of Housing and Urban Development (HUD) to address regional economic development, transportation, housing, infrastructure, and agriculture issues. The Pathways to Progress Regional Development Strategy (June 2015) charts a course to develop strategies around these key concerns in Warren, Washington, and Northern Saratoga Counties. The plan focuses on four "pathways" that address the need to build healthy, sustainable communities that can support regional progress, productivity, and prosperity.

Upstate Revitalization Initiative—Capital 20.20, 2015

In October 2015 the Capital Region Economic Development Council and the region's eight counties submitted a plan to revitalize the region based on an analysis of economic performance and opportunities in order to create a plan for strategic investment.

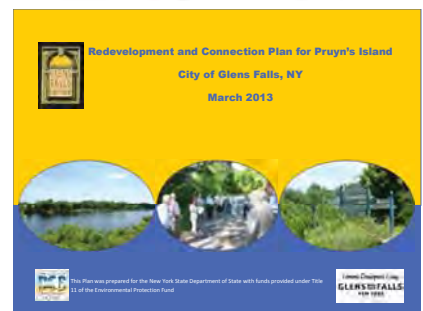
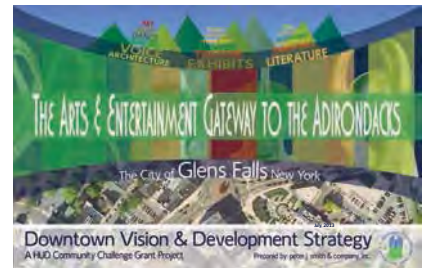
South Street Revitalization Plan—Real Estate Market Analysis

The real estate analysis of South Street identifies the two block area between Glen and School Streets, and assesses the existing conditions and opportunities for improvement through strategic investment. The report includes an inventory of the study area and identifies areas of opportunity, emphasizing a vision to develop

a positive identity by attracting new residents and businesses who are interested in taking advantage of the district's historic architecture, improved pedestrian experience, and new uses that promote a vibrant character. Catalytic projects are identified along with redevelopment and infill opportunities.

Downtown Vision and Development Strategy and Bike/Pedestrian Path Connectivity: Glens Falls Arts and Entertainment Gateway to the Adirondacks

Glens Falls received a HUD-funded Community Challenge Grant for planning economic development, housing, transportation, and bike-pedestrian improvements in the downtown area. The City developed the Downtown Vision and Development Strategy (July 2013) under this grant in order to create investment opportunities, workforce housing, and innovative transportation that would make Glens Falls a destination and a livable community for residents. With public participation, focus groups and professional expertise, this plan was created to build a sustainable model for economic development. The Strategy includes an inventory of downtown occupancy; market analysis for additional commercial and retail; a regional tourism analysis; an examination of existing zoning and design regulations; an assessment of workforce housing downtown; and an urban design plan to accommodate future growth and improve pedestrian, bike and traffic safety.



Redevelopment and Connection Plan for Pruyn's Island

The City developed the Pruyn's Island Master Plan (March 2013) to explore ways to incorporate the Feeder Canal and the Hudson River into the fabric of the City. Recommendations from this plan provide an opportunity to improve connections to regional open space resources. The plan outlines an implementation strategy to draft zoning and design guidelines, establish a partnership and consortium of businesses, as well as physical redevelopment plans to relocate roads and utilities, improve streetscape and circulation systems to Haviland Cove Park, the Hudson River waterfront and the existing bike paths in the region.

Relationship between the DRI Area and REDC Strategies, Plans and Priorities

This DRI Proposal, including the focus on the South Street and Elm Street Innovation Corridors, is an expanded version of the successful application that was included in the Capital Region REDC's (CR REDC) Urban Revitalization Initiative Plan as part of a catalyst downtown revitalization initiative along with the City of Albany. It was judged as meeting the URI goals of capturing the next growth horizons, connecting markets and businesses, building the workforce of today and tomorrow, accelerating ideas, entrepreneurs, and businesses and building vibrant cities for businesses and families. Efforts that the City has already made, as demonstrated by previous projects and programs, also advance CR REDC goals by:

- Taking advantage of numerous productive and successful public, private and educational partnerships to leverage and collaborate. Community institutions are leading partners and investment in local arts and cultural

venues, including the Crandall Library (\$18.8 million renovation), the Charles R. Wood Theater (\$3.1 million rehabilitation), and the Glens Falls Civic Center (\$2.7 million modernization), is central to Glens Falls' continued success. New anchors promoted by the DRI Plan such as SUNY Adirondack Culinary School, the Arts Trail, the Market at South Street, and a growing local film industry add to the mix for visitors and residents of all ages.

- The ability to leverage nearly \$195 million in private sector commitments in recent years has encouraged the City to explore new innovative tools, techniques and incentives to open new doors to sources of capital. The Downtown Business Improvement District helps to implement these policies, promote downtown and support merchants. One focus of the DRI Plan has been to continue leveraging both private and public sector funds to expand the impact of local investment. The DRI Strategic Investment Plan is expected to leverage up to \$8,700,000 in additional public and private funds.
- Directly engaging the educational system including the K-12 Glens Falls and surrounding school districts, the NYS Department of Labor and SUNY Adirondack enables Glens Falls to train a workforce that is prepared for tomorrow.
- Modeling extensive technology and energy infrastructure, including solar power, a Glens Falls Community Microgrid, downtown high speed broadband and LED lighting, to help build New York's superhighway. The City is ready to respond with progressive policies to drive investment and use the DRI planning process to explore continued adaptive reuse of historic resources in the Three Squares District, use of smart growth principles and designations as a LEED ND downtown and AARP Age-Friendly community. The adopted Community Challenge designation highlights years of success improving the lives of low and moderate income residents.
- Using the City's architectural heritage, walkable urban core, and desirable neighborhoods, Glens Falls has been able to stimulate 283 new market rate residential units, 134 newly constructed affordable housing units and create 460 private and public sector jobs to bring the City to life. In particular, there are many properties in the DRI area and the surrounding district that can be used for affordable housing including the recently rehabilitated 134 units at Village Green Apartments and a major project in the planning stage for a site at Broad Street and Columbia Avenue.
- Alongside neighbors in the Adirondack Gateway communities of Warren, Washington and Northern Saratoga Counties the City encourages tourism-related businesses and supports a host of well-regarded arts and entertainment venues that celebrate and optimize the City's surroundings while also showcasing its beauty and serving as the arts and entertainment gateway to the Adirondacks.

- All of the City's work reinforces the district function and brand as the primary downtown for a region of over 150,000 residents, including many in the southern portion of the Adirondack Park. Using intermunicipal agreements with nearby communities, like the Town of Queensbury, the City has built on and shared its public infrastructure capacity. The City takes a leading role with 32 counties of the Adirondack Gateway Partnership to identify pathways to progress for the Warren County, Washington County and Northern Saratoga County Region. The City's award winning marketing campaigns using slogans like "Glens Falls: Its Right, Here," "A Small Downtown That is Big on Options" and "Glens Falls: Perfect Place to Live, Shop, Work and Play" all help to spotlight its strengths.

Land Use and Zoning

Existing Land Use

The 95-acre Glens Falls DRI area is compact and walkable. Centennial Circle at the intersection of Glen Street, Hudson Ave, Warren Street and Ridge Street is the focal point of the City. The DRI area is primarily comprised of commercial properties used for office and entertainment purposes. The buildings in the DRI area are generally multistory with some containing residential units in the upper floors. Shops and offices line the five streets radiating outwards from a roundabout that replaced a signalized intersection in 2007. Downtown Glens Falls once hosted a wide variety of general retail establishments, however suburban style strip development and the construction of the Aviation Mall in the adjacent Town of Queensbury to the north contributed to a decline in the number of retail establishments in the City center. Today, the storefronts that once housed more general retail are home to specialty retail shops.

Within the DRI area, approximately 13% of the parcels are commercial or office, and nearly 40% are public service/institutional uses, including medical institutions such as Glens Falls Hospital and Hudson Headwaters, the Civic Center, government buildings and cultural facilities, including the LARAC, Charles R. Wood Theater, North Country Arts, and the Chapman Historical Museum; this category also includes waterfront utilities and waterways (Table 1.1 DRI Area Land Use, Figure 1.4: DRI Area Land Use). Approximately 18% of the DRI area parcels are stand-alone parking facilities (either surface lots or parking structures). Residential properties comprise approximately 8% of land in the area, with an additional 10% dedicated to mixed-uses. Many of the older buildings, particularly those along Glen Street, have been renovated with retail uses on the ground floor and upper floor residential or office use. Despite these efforts, there are numerous vacant or underutilized properties, particularly along South Street, that are ripe for redevelopment. Vacant lots account for 2% of land use in the DRI area, though additional parcels are underutilized. Open space and recreational uses, which includes Glens Falls City Park, comprise approximately 6% of the DRI land area

Study Area Land Use	Acres	% Total
Single Family Residence	1.86	2.0%
2-3 Family Housing	0.33	0.4%
Multi-Family	5.43	5.8%
Commercial	2.96	3.1%
Office	6.93	7.4%
Mixed Use	11.29	12.0%
Institutional/ Public Service	37.50	39.8%
Vacant	2.99	3.2%
Parking	17.11	18.2%
Industrial	1.91	2.0%
Parks	2.43	2.6%
Entertainment/ Recreation	3.50	3.7%
Total	94.24	
<i>Source: Warren County Land Use Data (2016)</i>		

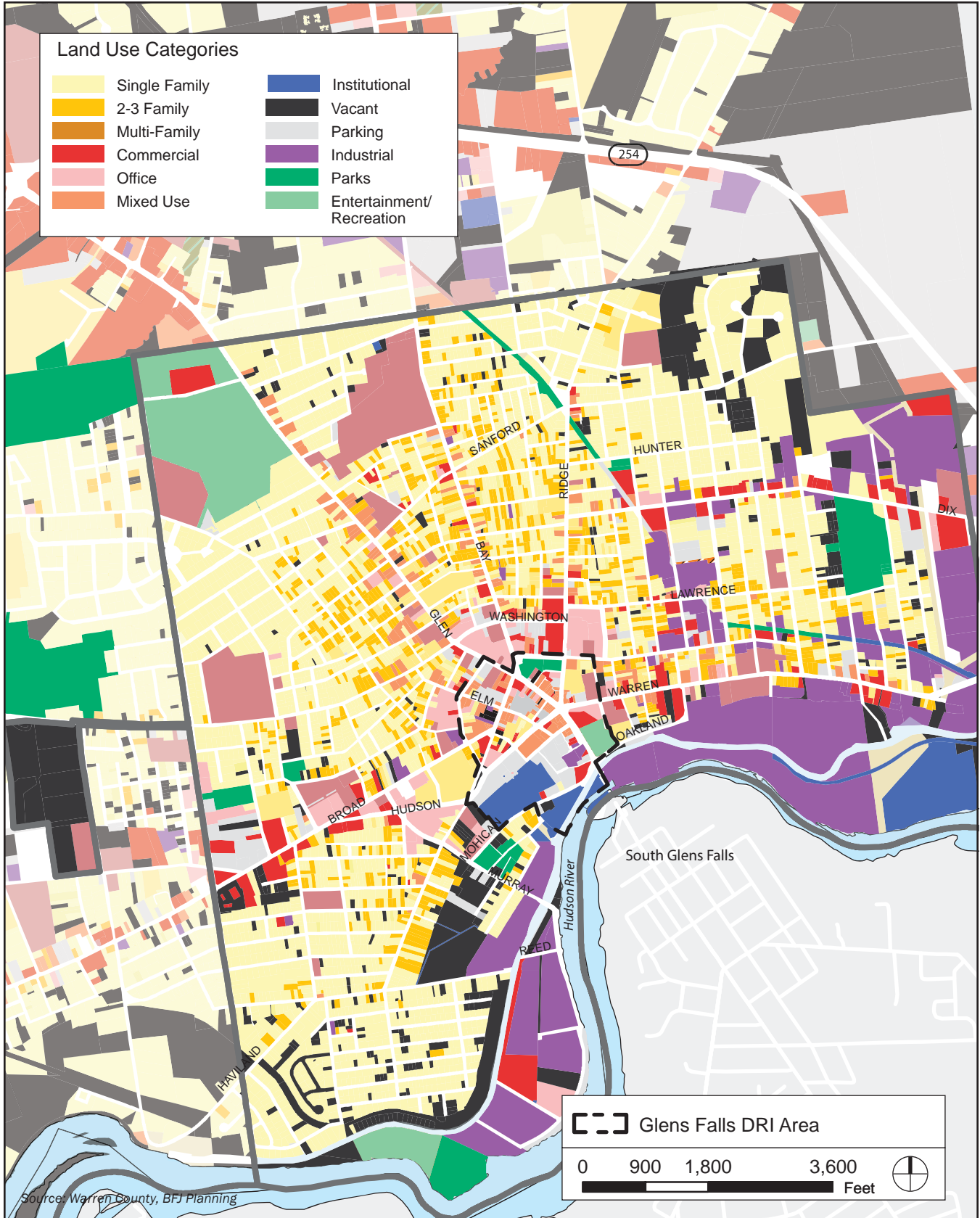


Figure 1.3: Glens Falls Land Use

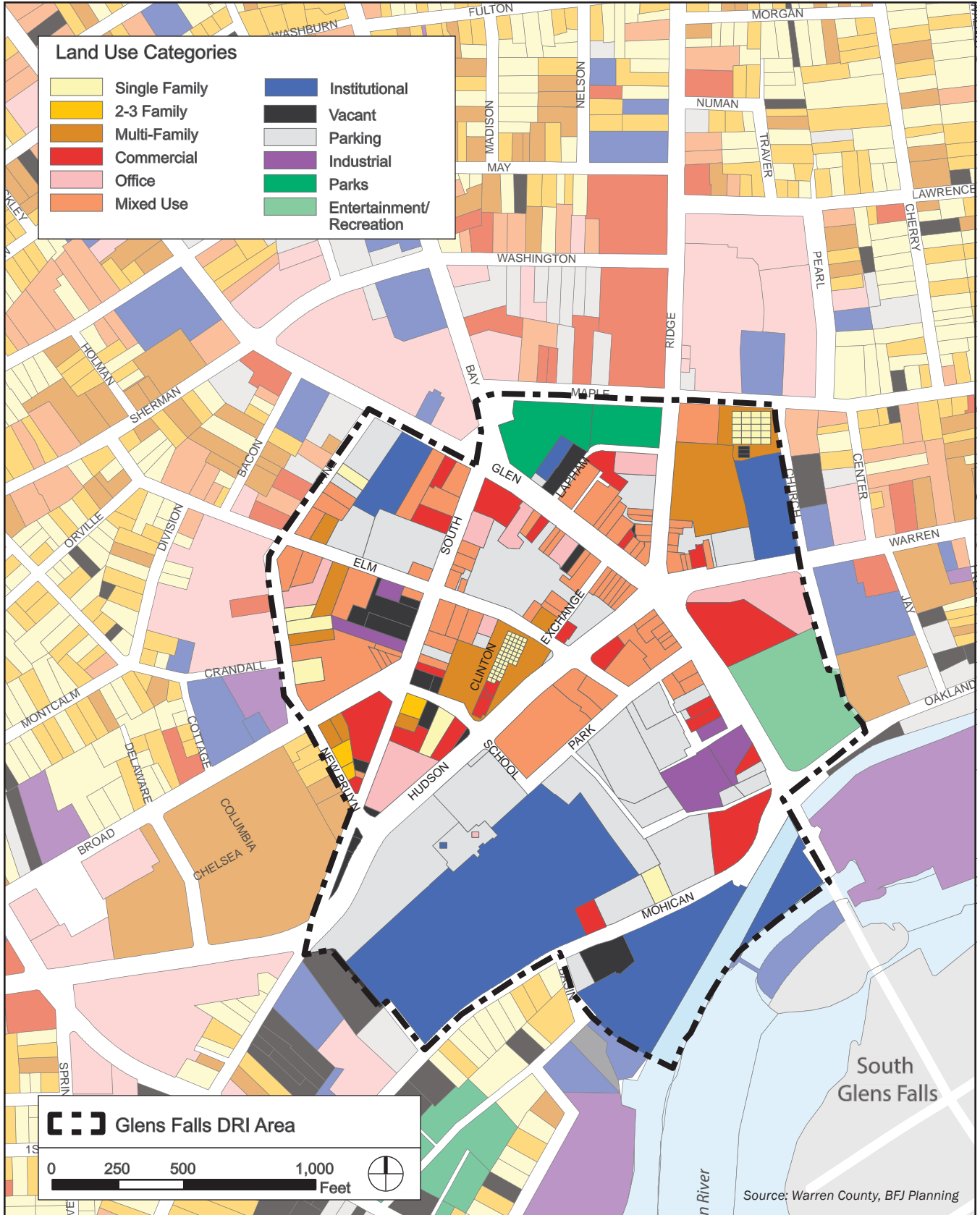


Figure 1.4: Glens Falls DRI Area Land Use

Despite the land area dedicated to surface parking lots within the Downtown, there are relatively few sites available for infill development. Infill of these surface parking areas, while a potential opportunity, is also a challenge given the perceived lack of parking in the DRI area. This issue could be exacerbated by increased economic activity in the Downtown. In addition, access to public open space is another constraint in the Downtown as there is only one public park, City Park, in or near the Downtown and no public connection to the Hudson River waterfront. Additional open space in the Downtown, as well as improved connections between the Downtown and the Hudson River waterfront could make the City more attractive for both residents and visitors. Finally, another challenge facing the City is that many of the largest uses in Downtown Glens Falls are tax exempt—although resources such as Glens Falls Hospital and the Civic Center provide valuable community benefits, the City would benefit from increasing the tax base in the DRI area.

Despite these challenges, existing land use in the DRI area presents opportunities to absorb new economic development that will benefit the City. For example, vacant and underutilized buildings create the potential for adaptive reuse into mixed-use properties. There are several existing buildings in the DRI area that could be renovated to provide new retail uses on the ground floor with apartments or offices on the upper floors. Even in buildings that are currently occupied on the ground floor, there is a high rate of vacancies on upper floors. These properties create an opportunity to increase market rate commercial uses and bolster the tax base by filling in vacant upper floors of underutilized buildings. In addition, vacant and underutilized lots can also provide an opportunity for the City to provide strategic open space in key locations.

Parks and Open Spaces

The City of Glens Falls contains a diversity of parks ranging from small pocket parks, a community green, multi-purpose (active and passive recreation) parks, to bicycle and pedestrian trails connecting the City to points north, south, east and west (Figure 1.5: Parks and Open Space). However, the only park located within the Downtown is the 2.5 acre City Park, which has been recently upgraded using funds raised by the Glens Falls Business Improvement District (BID). It is located in front of Crandall Library and bounded by Maple, Ridge, and Bay Streets. The City Bandstand, which hosts live music, is located in the center of the park. The park contains large shade trees and benches and is well maintained by the City. Its central location and large size makes it an ideal place to host public events.

Just to the southeast of the Downtown is the Feeder Canal Park Heritage Trail. Formed by the not-for-profit Feeder Canal Alliance, it is the last remaining original canal in New York State. Local and regional residents enjoy walking, running, bicycling, canoeing, and kayaking the seven-mile Feeder Canal as it flows from the Hudson River at the Feeder Dam in Queensbury through Glens Falls, Hudson Falls, to Kingsbury on the Champlain Canal. The canal and towpath today provide recreational opportunities to members of the community as well as a glimpse into the region's history.

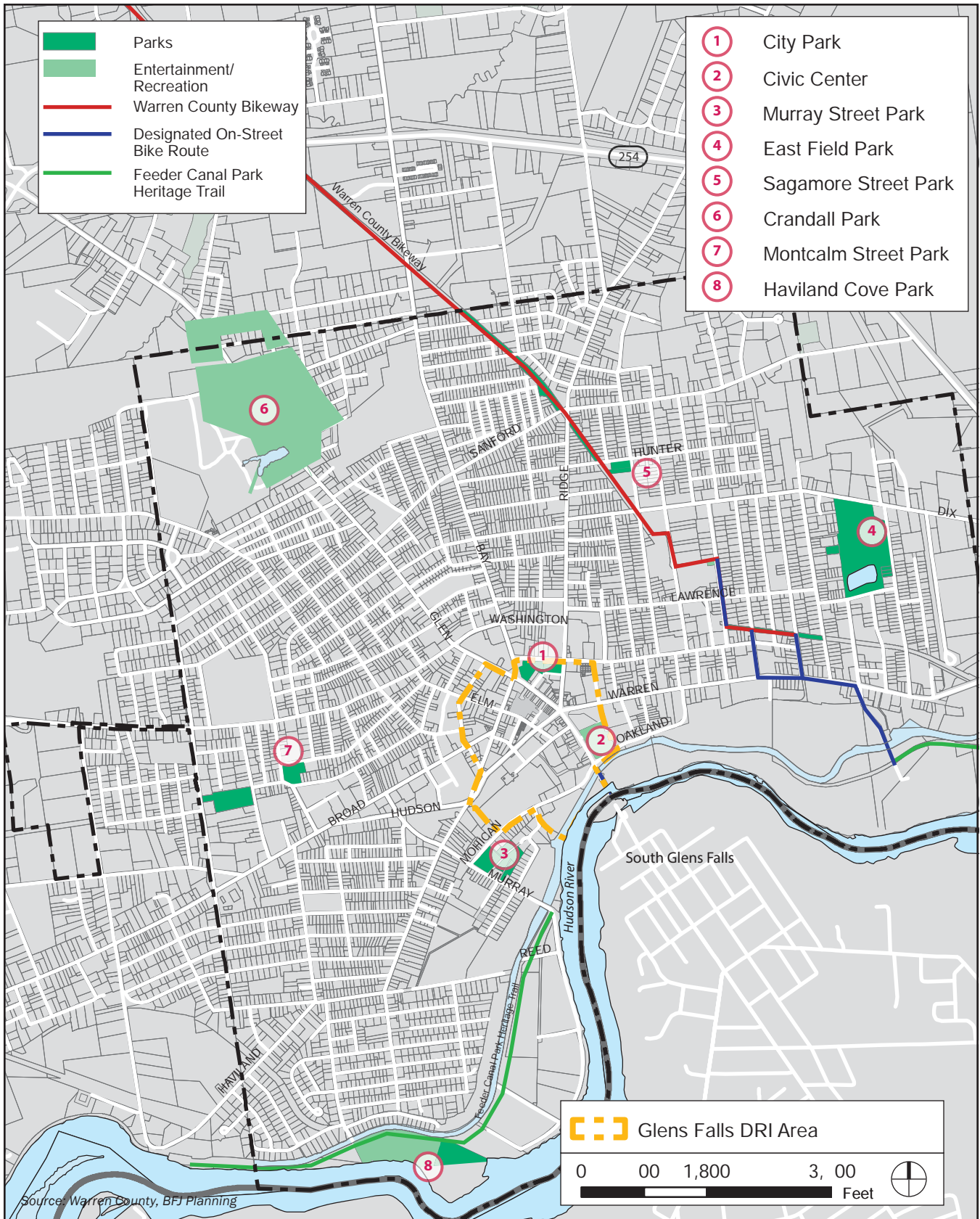


Figure 1.5: City of Glens Falls Parks and Open Space

Similar to the Feeder Canal, the Warren County Bikeway is located just outside the Downtown. The Warren County bikeway stretches from Downtown Glens Falls all the way to the Village of Lake George. The vast majority of the Bikeway is paved, although it is designed for non-motor vehicle traffic. Where a separate trail was not possible, the trail intersects with local roads and uses the shoulder.

City Park is a highly used, flexible open space that supports year-round outdoor activity. However, it is the only open space facility within the Downtown. The Feeder Canal Trail and Warren County Bikeway provide access to a broader network of open space resources but connections to both of these corridors are inconsistent and poorly marked. The City developed the Pruyn's Island Master Plan to explore ways to incorporate the Feeder Canal and the Hudson River into the fabric of the City. Recommendations from this plan provide an opportunity to improve connections to regional open space resources. Existing regional trails provide a base on which to improve pedestrian and bicycle connections by completing links to the Warren County Bikeway and the Feeder Canal Trail. This will provide connections to the broader region, including north to Lake George (nine miles), east to Washington County, Hudson Falls and Fort Edward (9 miles), and south (12 miles) to the Saratoga Monument in Victory Mills, Saratoga County.

Vacant and Underutilized Sites

Glen Street and other sections of the DRI area feature offices and retail stores that provide services for downtown residents and attract people from outside Glens Falls to this regional downtown. However, there are some target areas within the Downtown that would benefit from revitalization, by upgrading buildings facades and filling vacant retail and commercial space. In the DRI area, there are vacant storefronts and offices as well as underutilized properties, including 86 Glen Street; 136 Glen Street; 178 Glen Street; 179 Glen Street; 274 Glen Street; 17 School Street; 41 South Street; 45 South Street; 49 South Street; 51-57 South Street; 76 South Street; and 36 Elm Street (Figure 1.6: Vacant and Underutilized Parcels). These sites present possible opportunities for adaptive reuse, redevelopment or creation of additional open space, and would draw new residents and visitors and enhance an already lively downtown feel.

Zoning

There are 13 zoning districts in the City of Glens Falls. The City's Central Commercial zone is located at the center of the DRI area along Glen Street from School Street to the west, South and Maple Streets to the north, Church Street to the east and Mohican Street to the south. Beyond the Central Commercial district, a portion of the DRI area also contains zones for General Commercial (General Commercial 1 and 2). Glens Falls City Park is zoned for Parks and Recreation (Figure 1.7: Zoning).

Just beyond the DRI area are heavy industrial, cultural, professional and residential districts. Additional commercial zoning extends along Warren, Broad and Ridge Streets. The main cultural and professional corridor is Glen Street between Washington Street and Coolidge Avenue.

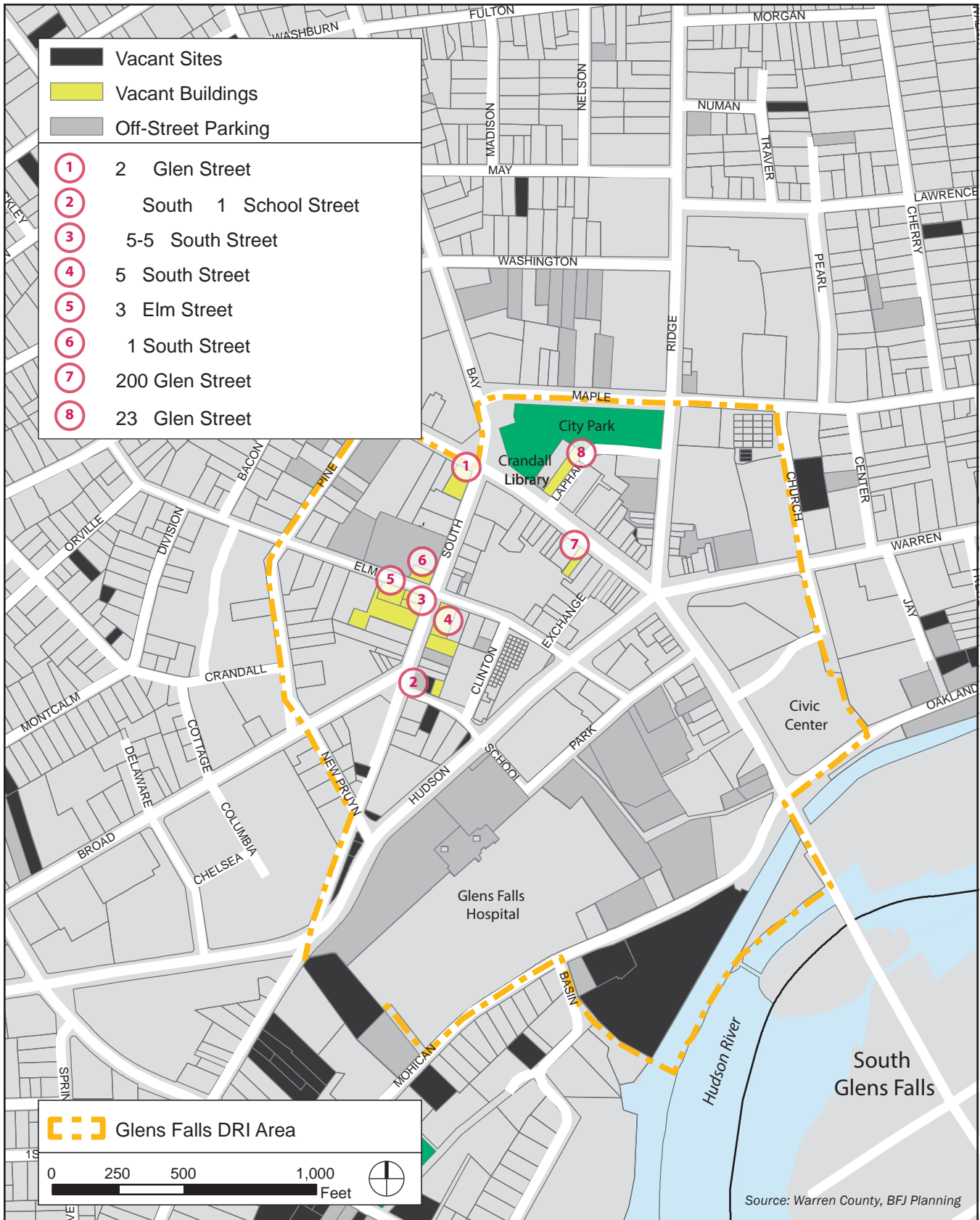


Figure 1.6: Glens Falls DRI Vacant and Underutilized Parcels

Table 1.2: CCD—Central Commercial District Regulations	
Permitted Uses	Retail businesses; professional offices; services; banks; restaurants and take-out restaurants; taverns and nightclubs; schools; private and public parking areas and structures; public utilities uses; libraries; museums, art galleries, dance studios; theaters, performing arts and movie theaters; places of worship; hotels; liquor stores; grocery stores; beauty shops; barber shops; public parks; pharmacies; public transportation facilities; health/fitness clubs and commercial recreation; wholesale business; office supplies and equipment sales and services; warehousing; three or more dwelling units on floors above the first floor.
Prohibited Uses	Drive-through restaurants; vehicle-related uses; automobile service stations; bus and/or taxi maintenance garages
Maximum Lot Coverage	100%
Minimum Lot Size	No minimum lot size or width
Maximum Height	100 feet
Yards Required	No minimum required
Off-Street Parking	No minimum required
<i>Source: §220-5 City of Glens Falls, Article IV: Commercial Zoning Districts</i>	

Central Commercial District

The Central Commercial District (CCD), which represents most of the DRI area, is intended to provide high-density commercial use in Downtown Glens Falls. The purpose of this zoning district is to promote the commercial core of the Downtown with building lots of unique configuration, lot coverage and density, to continue the development of a diverse mix of commercial businesses, and to prohibit development with an adverse effect on business uses already in the Downtown area (see Table 2: CCD Central Commercial District Regulations). There is no minimum parking requirement in this district.

All uses in this district are subject to architectural review.

In addition to the Central Commercial District, the DRI area contains two other commercial districts (GC1, GC2) and one zoning district reserved for parks and recreational use (PRD). The General Commercial District 1 (GC1) is intended to promote moderately intense retail, wholesale commercial and office use while enhancing existing commercial uses in areas accessible to primary transportation routes. The General Commercial District 2 (GC2) was created to foster retail, commercial, office and warehousing space in areas accessible by primary transportation routes. The GC2 lines major travel corridors with multifamily housing at reasonable densities with adequate parking as a separate use or mixed commercial/residential. The GC2 encourages the trend of consolidating small, underutilized parcels in order to promote larger properties with more extensive frontages. The Parks and Recreation District (PRD) provides a separate



Figure 1.7: Glens Falls DRI Area Zoning

classification for land within the City, under City ownership, used for public open space and recreation.

Design guidelines

Section 220-25 of the City's Zoning Code outlines the City's architectural review procedures and guidelines. These guidelines require that developments have exterior designs, materials, landscaping and color schemes that are consistent with other permitted uses and structures. The regulations enable an Architectural Review Committee, designated by the Planning Board, which is responsible for hiring or appointing at least one registered architect. The regulations for each zoning district in the Zoning Code indicate which uses are subject to architectural review and approval. All developments subject to this approval must submit proposed plans to the Committee in order to obtain a building permit. All uses in the DRI area's General Commercial 2 and Central Commercial Districts are subject to architectural review.

Historic Districts

Glens Falls' Three Squares Historic District is approximately 23 acres centered on Glen and South Streets (Figure 7). It is characterized by its historic merit and unique architecture typical of the American Renaissance movement of the late 19th and early 20th centuries. In 1984, the Three Squares Historic District and its 73 significant buildings were added to the National Register of Historic Places.

Local Organizational and Management Capacity

The City of Glens Falls has a well-developed network of economic development and community building organizations to implement revitalization initiatives. For decades the City of Glens Falls has worked to strengthen ties between a variety of groups to revitalize its Downtown and the region as a whole. The most prominent groups that are engaged are:

- Warren County Economic Development Corporation (WCEDC)
- Greater Glens Falls Local Development Corporation (GGFLDC)
- Glens Falls Industrial Development Agency (GFIDA)
- The Adirondack Gateway Council (AGC)

The Greater Glens Falls LDC and Glens Falls IDA work closely with City Hall to identify and capture grant opportunities, implement community development programs, recruit and retain businesses and spearhead planning efforts. The GGFLDC has been integral to the City's success in applying for and receiving grant funding through a variety of State sources, including Empire State Development's Consolidated Funding Application (CFA), Department of State's (DOS) Local Waterfront Revitalization Program (LWRP) and DOS's Brownfield Opportunity Areas (BOA) program. These grant awards have supported both capital construction projects (i.e. Municipal Garage on Hudson Avenue) as well as planning studies and initiatives (i.e. LWRP). The City, through the GGFLDC and GFIDA, has proven

it has the capacity to undertake and implement complex projects in coordination with State funding agencies.

In addition to the above listed public groups, local business groups provide important support for revitalization efforts including the Glens Falls Business Improvement District, Glens Falls Collaborative, and the Adirondack Regional Chamber of Commerce.

The Downtown Glens Falls Business Improvement District (BID) includes 78 commercial establishments in an area generally bounded by East Washington Street to the north, Church Street to the East, Oakland Avenue and Mohican Street to the South, and Elm Street to the west. The BID is run by a board of directors and a District Manager Association, made up of property owners from the district. The BID is a volunteer organization currently funded via a charge of \$1.00 per thousand dollars in assessed value, with a total annual budget of approximately \$30,000 to \$40,000. The BID was formed in 2005 to support the economic development and sustainability of the Downtown as a center for arts, entertainment, culture and history. Funds raised through tax assessment, fundraising, event sponsorships and donations are reinvested into the Downtown in the form of programs, special events, infrastructure improvements and beautification initiatives. The BID's budget is dedicated to pay down the debt associated with City Park improvements and will be fully paid in two years. Store owners are reluctant to increase BID funding, making it difficult for the BID to take on the traditional responsibilities of a BID including street cleaning, programming events, or physical improvements.

The Glens Falls Collaborative was created in 2012 and performs some of the functions of a typical BID, including organizing events that bring visitors to the Downtown, and providing a directory of local businesses.

There are multiple groups in Glens Falls all working towards similar ends. It is important to ensure that they are working in concert without doubling efforts. The Business Improvement District, Collaborative and Chamber of Commerce work to improve economic conditions in the Downtown. Coordinating efforts among these volunteer organizations will maximize their positive impact on the City's revitalization initiatives. Additional staff for these organizations could help them implement DRI recommendations.

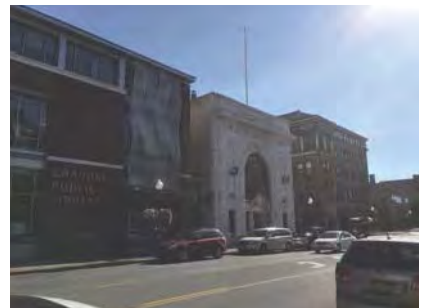
Urban Design and Historic Resources

Urban Design

Generally, the streetscape in Downtown is in good condition, with certain areas in need of improvement. Sidewalk enhancements, including brick sidewalk inserts, new street lights and curbs, and landscaping and planters were recently completed along Glen, South, Warren, and Ridge Streets. However, Elm Street, Park Street, and School Street have not yet received these enhancements and suffer from damaged and cracked sidewalks in certain sections, older cobra-head street lights, and limited landscaping. These key urban connectors lack streetscape



South Street



Glen Street

amenities that would make them safer and more comfortable for pedestrians, accessible for those with disabilities, and better connected to local and regional bicycle networks. Further, utility and phone lines on Park Street are aboveground, unsightly and susceptible to the weather.

Building facades in the Downtown along Glen, Warren, Ridge, and Broad Streets and Hudson Avenue are generally in good condition. Some facades along South Street between Glen and Broad Streets, as well as portions of Elm and Park Streets, are in fair to poor condition. Of particular interest in the Downtown are Elm and School Streets. These streets have partial sidewalks, no shade trees and no crosswalks. Continuing to improve the pedestrian environment will help link key anchors within the Downtown, including Glens Falls Hospital, new multi-family housing, an improved South Street corridor, the commercial center on Glen Street, and the proposed Arts District trail.

Historic Resources

Downtown Glens Falls has a robust stock of historic buildings. A portion of the DRI area is in the Three Squares Historic District. The Three Squares Historic 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).

Glens Falls has a considerable supply of historic structures, but there are sections of the City that were cleared during the Urban Renewal Era and have created gaps in the urban fabric. For example, the intersection at Warren and Glen Streets had at one point contained two and three story row houses which were demolished in the middle of the 20th century. Today, the 1.3 acre corner lot between Glen and Warren is home to a Burger King franchise. The single story restaurant, set back from the street and surrounded by asphalt, presents a wide gap in the urban fabric.

There are many underutilized structures in the DRI area that are in relatively good condition, aesthetically and structurally, and contribute to the Downtown's main street feel. Due to increasing growth in the regional real estate market for rental housing and urban-style living, the ample available space in the DRI area is an asset. These uses pair well with the potential incoming Millennials and Empty Nesters who find authentic building stock attractive; all within walking distance of existing resources.



LARAC



The Hyde Collection



Crandall Public Library



Glens Falls National Bank on Glen Street



Storefronts on Warren Street



Figure 1.8: Glens Falls DRI Area Historic and Cultural Resources

Cultural and Educational Resources

The Downtown is home to a collection of cultural, artistic and educational institutions and attractions. With several major venues and a flourishing local arts scene, Downtown Glens Falls is positioned to grow into a thriving cultural hub of activity.

Cultural Resources

The City boasts cultural amenities that are more typically found in the central cities of larger metropolitan areas (Figure 1.8: Historic and Cultural Resources). The Hyde Collection is home to an art collection that includes works by world-renowned artists including Picasso, Rembrandt and Renoir. The Glens Falls Civic Center is a sports arena that seats up to 7,000, and is home to The Adirondack Thunder, a professional ice hockey team in the East Coast Hockey League. The Civic Center also hosts entertainment events throughout the year. The City is the headquarter location of the Lower Adirondack's Regional Arts Council (LARAC), the Charles R. Wood Theater, a 300-seat performing arts venue, and also has its own symphony orchestra. Other cultural draws include the popular seasonal Farmers' Market located on South Street, and the Shirt Factory, just outside of the DRI area, which is an innovative mixed-use, live-work arts complex, hosting more than 50 resident artists and more than a dozen arts-related businesses. The Art District of Glens Falls is a collaboration of 14 arts organizations seeking to organize the City's various cultural organizations while enriching the art community, residents of Glens Falls and visitors to the region. The City runs a successful art-walk event in Downtown every third Thursday with nine locations along the art trail created by the Art District of Glens Falls.

Just outside of the DRI area is the Chapman Historical Museum, which presents the history of Glens Falls, Queensbury, and the southern Adirondacks. The museum features the restored Victorian home of the DeLong family, the 19th century Adirondack photographs of Seneca Ray Stoddard, exhibits about the history of the Glens Falls area, a research archive and gift shop. The World Awareness Children's Museum is located on Warren Street, providing interactive art and hands-on activities designed to inspire curiosity and foster understanding and appreciation of worldwide cultural diversity.¹

The City's cultural amenities present an opportunity to leverage existing resources to drive revitalization in the DRI area. Glens Falls has cultural institutions and events that are appealing to older visitors but more could be done to draw local residents to the Downtown and vacationing families to the region. There are periodic events that attract families, including Taste of the North Country and the Adirondack Balloon Festival, but they are temporary, outdoor events. The Civic Center is the largest events venue between Albany and Plattsburgh, and is a significant resource to the community. Expanding the Civic Center's schedule of events could draw greater numbers of visitors to the Downtown. Improving connections and marketing of Glens Falls regional cultural destinations could provide opportunities for heritage tourism and further economic development.

Educational Resources

The Glens Falls city schools provide Kindergarten through 12th grade public education to students living in Glens Falls and a portion of Queensbury. There are three neighborhood elementary schools, one middle school and a high school serving the local student population. All of the schools are located outside of the DRI area. The District uses a lottery system to fill a Universal Pre-Kindergarten half-day program for 4-year olds.

The City of Glens Falls is divided into two school districts. The Glens Falls City School District includes a majority of the City and contains the DRI area. The Glens Falls Common School district includes only a small portion of the City's southeast corner, bounded by Pearl Street to the west, Dix Avenue to the north, Glens Falls Tech Park to the east and the Hudson River to the south. Glens Falls Common School District has one school, located to the west of Downtown outside the DRI area, with 178 students enrolled in Kindergarten through Grade 6.

The Glens Falls City Schools district covers approximately four square miles. Total enrollment in the elementary schools, middle school and high school is approximately 2,000 students. School district enrollment has steadily declined since 1998, the earliest year with available data. The district's highest enrollment was 2,769 students in 1998. While the number of students has decreased steadily, the cost to educate has gone up. In May 2015, Glens Falls residents approved a 4% budget increase for Glens Falls City Schools. The spending plan was set at \$39.7 million, and increased the City tax by 1.45 percent. During the 2015-2016 school year, the cost to educate a student was \$20,152. High quality public education is an important asset to young people looking to start a family. Declining enrollment numbers may indicate an opportunity for improvement in a system that has capacity to accommodate additional students.

The Glens Falls Area Youth Center provides a drop-in facility for teens. The Center targets the area's disadvantaged youth and offers programs free of charge. The Youth Center is a resource to students enrolled in school and is open only during non-school hours. The goal of this organization is to supply area teens with good role models, a healthy environment for learning and participation in activities. In 2014, the Glens Falls Area Youth Center cared for and tutored 2,500 young people, served over 14,000 meals and provided \$4,000 in college scholarships.²

SUNY Adirondack is located in Queensbury, approximately three miles north of the DRI area. The two-year community college offers more than 30 academic programs including 23 degree programs, and is a regional leader in workforce development training. In the fall of 2016 SUNY Adirondack had a total enrollment of approximately 4,000 students with an average age of 23.8 years. In 2013 SUNY Adirondack opened a student housing facility accommodating 413 students, with 41% of residents from Warren, Washington and Saratoga counties. Only 3% of residents are from outside of New York State.³

Transportation and Infrastructure

Transportation

As a regional Downtown, the commercial center in Glens Falls is connected to areas beyond the City's boundaries. The regional transportation network links Glens Falls to nearby municipalities (Queensbury, South Glens Falls, and Hudson Falls) and Lake George by roadway, bike trail, and bus. While these connections exist, there is opportunity to enhance connectivity between Downtown Glens Falls through more robust transportation infrastructure.

The DRI program seeks to identify opportunities for streetscape enhancements along local roadways including South, Elm and Park Streets. The City of Glens Falls adopted a Complete Streets Policy in 2013, which has helped the City develop local transportation systems at a human scale. The City also completed a Downtown Connectivity Study in 2013 and used its recommendations to build the first on-street bike lanes in Warren County, including a dedicated bike lane along Hudson Avenue. Glens Falls' location next to the Warren County Bikeway, the Feeder Canal Trail and the Champlain Canal Trail should be used to leverage returns on future municipal investment.

Vehicular

The City is located between Exits 18 and 19 of the Adirondack Northway (I-87), the region's main north-south corridor. Glens Falls' location on the Interstate supports the City's position as the gateway to the Adirondack Mountains to the north, while also linking the City to Lake George, Saratoga Springs, and Albany.

US Route 9 Glen Street is a two-lane route that runs north-south through the City (Figure 1.9: Transportation). Within Downtown, there is on street parking on both sides and a wide median. Approximately one mile of Route 9 is located within the City boundary. Glen Street is Glens Falls' major commercial corridor and is the highest volume road in the City, with an annual average daily traffic (AADT) volume of 13,300 between Centennial Circle and the northern City boundary.

NY Route 32 Warren Street is a two-lane east-west arterial that intersects with US Route 9 at the Centennial Circle roundabout in Downtown Glens Falls. Route 32 runs approximately 1.5 miles between Centennial Circle and the City's eastern boundary and continues on to US Route 4 in Hudson Falls. Route 32 is under City jurisdiction and has on-street parking on both sides.

Mohican Street, which runs through the southwestern portion of the DRI area, is a two-lane east-west commercial/residential street that begins at Glen Street and terminates at Murray Street. Glens Falls Hospital is located on the northern side of Mohican Street while the Glens Falls Feeder Canal runs parallel. Mohican Street terminates at Glen Street and turns into Oakland Avenue. Oakland Avenue is the City's main industrial corridor. It is relatively narrow and consists of two travel lanes.



GGFT Ridge Street Terminal



Parking at the South Street Pavilion



Elm Street Municipal Parking Lot



Glens Falls Parking Structure, Park Street



Figure 1.9: Glens Falls DRI Area Transportation

Parking

Parking options in Downtown Glens Falls include on-street, off-street surface lots, and parking structures (Figure 1.9: Transportation). On-street parking is available along Glen Street, Pearl Street, Park Street and the west side of Church Street. All day unrestricted parking is available on both sides of Washington Street between Glen Street and Ridge Street. Permit-only parking is available on the north side of Pine Street.

Surface lot parking with a permit is available on Exchange Street, Ridge Street, Warren Street and Clinton Streets. For those without a permit, the Exchange, Ridge and Warren Street lots are open for three-hour parking from 9 am to 5 pm. Oakland Avenue also has an unrestricted lot.

There are municipal parking lots at Elm and South Streets and adjacent to the Civic Center. Elm Street Municipal Parking offers three hour parking from 9 am to 5 pm and is unrestricted between 6 pm and 9 am. South Street Municipal Parking is unrestricted except for Saturdays May-November, when the lot is closed during the Farmers' Market. There is a municipal parking lot with access from Glen and Church Streets that is open for two hour parking between 9 am and 6 pm, unrestricted from 6 pm to 9 am.

A Parking Utilization Study conducted in November 2016 indicated that parking in Downtown Glens Falls can be a challenge during peak periods, especially during the work day and special events. There are some shared parking arrangements, notably at the municipal garage and Mill Street garage. There is also informal shared parking at private lots within the City that help the system operate effectively during peak periods. On street parking throughout the City is unmetered with varying regulations on time limits. The majority of spaces in the DRI area are restricted to two or three hour limits during the day (see Figure 9. Municipal and Private Parking Facilities). Though there is some regular enforcement in place, a number of these spaces remain occupied for durations longer than two hours. This poses a challenge to local businesses along commercial streets that rely on the turnover of these spaces to attract customers.

Another concern for the future is whether the parking system, which generally works under current demand, will become strained in the event of new development and activity, especially on South Street. Activating South Street is one of the primary goals of the DRI Plan, but the need to accommodate the traffic that redevelopment generates must also be taken into account. Opportunities to improve the parking system could include installing meters, improving enforcement of existing parking regulations and identifying new locations for surface lots and/or garages. Additionally, there is limited infrastructure to meet growing demand for electric vehicles (EV). The new municipal garage on Hudson Avenue provides EV spaces but that technology needs to be expanded to other surface lots and garages. In the case of new parking, development could facilitate connection between the DRI area and specific venues, and should pair with Complete Streets concepts to create an attractive pedestrian and bike-friendly environment.



Figure 1.10: Downtown Vision & Development Strategy Circulation Concept

Source: *Downtown Vision and Development Strategy*, July 2013

Pedestrian Circulation

Downtown Glens Falls is walkable and compact. The National Complete Streets Coalition has given Glen Street and Hudson Avenue a “walkability score” of 94%. Sidewalks are well maintained and there is a high number of intersections and marked street crossings. Most of Downtown Glens Falls is predominantly flat and steep slopes and grade changes do not pose a challenge to pedestrian connectivity. The one exception is along Glen Street, which slopes down towards the Hudson River between Park Street and Mohican Street. Although this is not a significant pedestrian route, it does provide one of the few opportunities for pedestrians to access the Feeder Canal Trail from Downtown, which is one of the objectives of the *Redevelopment and Connection Plan for Pruyn’s Island*.

A portion of Exchange Street was converted into a pedestrian access between Glen Street and Elm Street. This passage provides a walkway to the Elm Street parking facility and provides outdoor seating space for two restaurants, 190 Grille and Davidson Brothers Brewery.

The City has recently invested in streetscape improvements in the Downtown, including along South, Broad and Glen Streets, and Hudson Avenue. In 2010 the Federal Department of Transportation (US DOT) granted the City \$1.3 million for South Street streetscape improvements. The City also received \$3.8 million in public investment for full streetscaping on Hudson Avenue with dedicated bike lanes. Additionally, the City spent \$150,000 on streetscaping in other Downtown locations.

The Downtown Vision and Development Strategy (July 2013) project conducted a detailed inventory of the urban environment. The result was a Circulation Concept that classified streets, alleys, paths, and sidewalks, illustrating the variety of ways in which people, cars, and bicycles move through the Downtown (Figure 1.10:



Figure 1.11: Glens Falls DRI Area Public Transit

Downtown Vision & Development Strategy Circulation Concept). Since completing this study the City has invested over \$12 million in sidewalks and alleyways helping to create a comfortable and safe walking environment inclusive of street trees, lighting, American with Disabilities Act (ADA) accessibility, benches, and trash receptacles. Areas in need of improvement include South Street, Glen Street, and connecting alleyways.

In 2013, the City adopted a Complete Streets policy and completed a Downtown Connectivity Study. One of the first projects implemented was to construct Warren County's first on-street bike lanes along Hudson Avenue. Other than this improvement, there are few bicycle amenities such as bike racks or shared lanes throughout the district.

Finally, there is also an ongoing effort by the Arts District of Glens Falls to create a public art trail to encourage pedestrians to visit the City's arts and cultural resources and promote businesses featured along the way.

Public Transit

Greater Glens Falls Transit (GGFT) is the primary local bus service provider in Glens Falls and Queensbury. GGFT operates six routes in Glens Falls, which terminate at the Ridge Street Terminal. These routes provide access to South Glens Falls, Hudson Falls, and Queensbury, as well as regional destinations including SUNY Adirondack, Six Flags and Lake George (Table 3: Greater Glens Falls Transit Bus Service).

GGFT offers two commuter routes. The East/West Commuter route provides service between Ridge Street terminal and Glens Falls High School. This service operates Monday-Friday between 7:55 AM – 8:25 AM and 3:00 PM – 3:26 PM. The Ridge Street Commuter makes stops along Ridge Street and Queensbury Avenue Monday – Friday 6:15 AM – 6:05 PM, and offers Saturday service from 7:45 AM-6:35 PM. Trolley service is also available between Lake George and Glens Falls. Extended service is available during the summer months (Figure 1.11: Public Transit).

Infrastructure

The City of Glens Falls Water and Sewer Department operates and maintains the water plant, wastewater plant and distribution and collection system in Glens Falls. The Department also operates a commercial laboratory where it performs tests for the public and other municipalities.

Water

Glens Falls provides City water from four separate reservoir systems—three from gravity-fed systems and one pumped to the filtration plant. The water system in the City reaches approximately 14,000 people through 5,200 service connections. In 2015 the amount of water brought to the filtration plant reached 1,157 million gallons and the water sold to customers was 801.2 million gallons, an increase of 46.8 million gallons from 2014. The daily average water consumption through the

Glens Falls distribution system was 2.2 million gallons. Customers were charged \$1.381/100 cubic feet of water and a capital charge of \$1.70 per \$1,000 of assessed value per year.⁴

Water is a valuable resource to Glens Falls. The City is home to JUST Water, a bottling plant that utilizes the excess water from Glens Falls watershed to package water for sale. JUST Water pays six times the rate of the average water user in the community and its partnership is expected to generate \$1 million over the next three to five years for the City. This revenue will support repairs to aging water pipes and support emergency services. In collaboration with the City, JUST Water has invested in studying and monitoring the Glens Falls watershed.⁵

Sewer

In May 2015, the Adirondack Gateway Council (AGC) recommended phased improvements for sewage treatment in Glens Falls and Washington County. AGC estimated the cost for process improvements at the Sewer District No. 2 Wastewater Treatment Plant at \$20 million. Glens Falls received an \$800,000 NYS Department of State Local Government Efficiency grant to plan and engineer improvements to the sewer's collection and conveyance system, the wastewater treatment plant, to conduct rate analysis for the region, and to review governance structures.

In spring 2016, the City of Glens Falls created a plan to invest \$12.7 million in projects aimed at mitigating sewage overflows caused by heavy runoff during storms, improve treatment of wet weather flows and separate storm drains and sanitary sewers. The program is designed to reduce energy demands and maintenance, restore treatment capacity and collection systems. An infiltration system is being installed at the Broad Street Firehouse.⁶

Environmental Constraints

Steep Slopes, Wetlands and Floodplains

Downtown Glens Falls is largely devoid of significant environmental constraints. The Downtown is predominantly flat with the exception of the southern portion of Glen Street which slopes down to Mohican Street towards the Feeder Canal and the Hudson River. There are also no Federal or State-regulated wetlands located within the DRI area. The City's southern municipal boundary, along the Hudson River, is located within the 100-year floodplain as shown on the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map (FIRM).⁷

Brownfields

The City of Glens Falls has used federal and state Brownfield Programs as an important part of its redevelopment strategy to date. Glens Falls received funding under the U.S. EPA Brownfield Risk Assessment Pilot Program to focus on possible environmental contamination of underutilized properties.

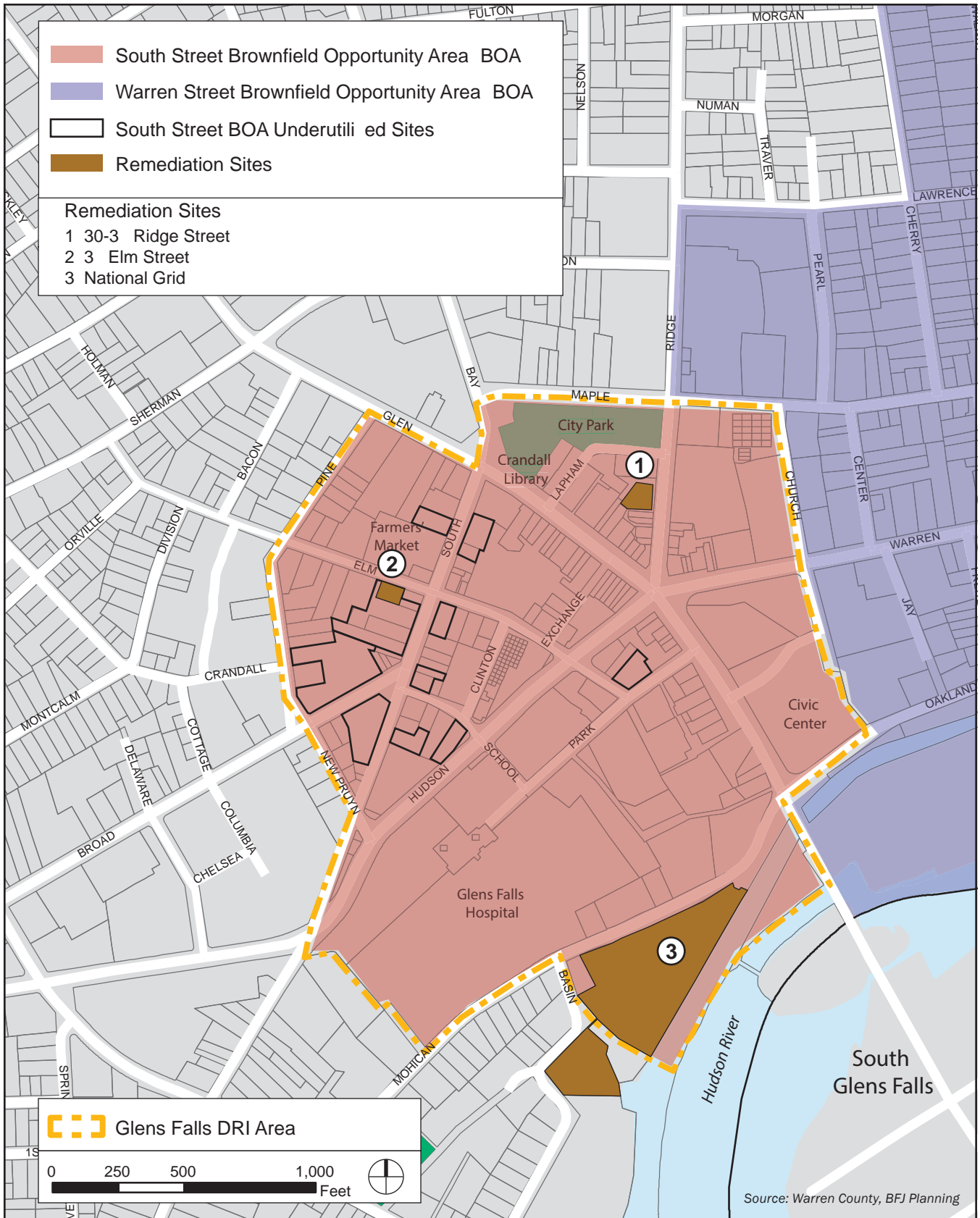


Figure 1.12: Glens Falls DRI Area Brownfields

The City has applied for additional funding from two EPA programs - EPA Brownfield Risk Assessment Grant and EPA Brownfield Training Grant. The City has also received funding under the Environmental Restoration Program (ERP) administered by the NYS Department of Environmental Conservation (NYSDEC) to clean up environmental hazards associated with a former textile factory and warehouse located at 36 Elm Street within the DRI area. This project removed above-ground storage tanks, asbestos insulation, and lead-based paint in a nearly 18,000 square foot building that had been deteriorating as cold storage space for more than 30 years. This remediation project is now completed, and the building is available for redevelopment as a mixed use facility.

The City has also completed Phase I of a NYS Brownfield Opportunity Areas (BOA) Program administered by the NYSDEC and the New York State Department of State (NYS DOS). In 2004, the City of Glens Falls received funding through the BOA Program to help the City address blighted and underutilized property conditions in the southern part of the City caused by former industrial uses and the potential contamination of those properties related to past commercial and industrial activities. This program has set the stage for further remediation activities and redevelopment planning. The Step 1 Pre-Nomination Study for the South Street BOA was completed in June 2008, and the City has applied for funding to continue with Step 2 of the program for the South Street. The boundary of the South Street BOA is co-terminus with the DRI area (Figure 1.12: Brownfields).

The City has identified a second Brownfield Opportunity Areas, the Warren Street BOA, whose southern boundary abuts the DRI area. The Warren Street BOA includes the Armory (139,147 Warren St), Native Textile (185 211 Warren St), Gen Pack (68 Warren, 12 Center St), vacant property (109, 115-117 Warren St), Fredella Ave, and Warren Street Plaza and adjoining restaurant. The City received a 2012 BOA award to complete a Pre-Nomination Study for the Warren Street BOA, an approximately 730-acre area characterized by 30 brownfield and underutilized sites located within the Warren Street Corridor, a primary gateway to the city's downtown. The Warren Street BOA presents prime opportunities to build on recent revitalization successes by fostering redevelopment along the primary commercial corridor connecting the city's industrial base and Downtown.

Population, Housing, and Employment

Demographic and economic data was collected to update and expand the analyses previously completed for Glens Falls, to allow a better understanding of demand for retail, residential, office, hotel and other types of land uses in the Downtown. Data for two market areas were collected:

- The Primary Market Area (PMA) —The PMA was estimated at ½ mile (a comfortable walking distance) from Centennial Circle. These residents and workers would be the primary source of demand for retail businesses and institutions located in the Downtown.

- The Secondary Market Area (SMA) –The SMA was estimated as the area within a 20 minute drive of Centennial Circle. Residents and workers within this area would be a secondary source of demand for Downtown retail businesses, and would require parking to visit the area.

The following analysis is based in part on data obtained through the Environmental Systems Research Institute (Esri). Esri provides demographic data from the United States Census and the American Community Survey (ACS).⁸

Population

According to 2016 projections, the PMA contains approximately 3,900 residents. Residents here are typically younger, less affluent, and slightly more diverse than in the surrounding region, with a median age of 38 and a median income of less than \$34,000. Within the SMA, there are approximately 87,000 residents, with a median age of 43 and a median income of \$54,000, indicating a large and economically strong population that could be attracted to shop and visit the Downtown. Both the PMA and SMA have experienced slow but steady population growth. This trend is anticipated to continue in the near term. Educational attainment is fairly consistent throughout the Downtown and the larger region, with over 30% of residents having some type of college degree.

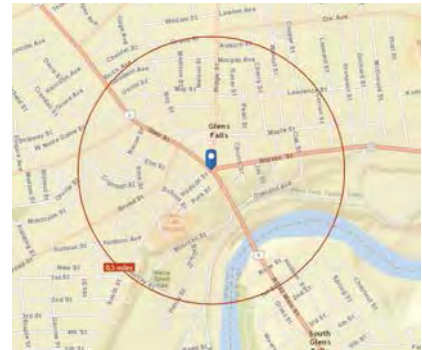
Projected growth in the PMA between 2016 and 2021 was also analyzed. Esri projections estimate that only three residents between the ages of 20 and 44 years old will be added during this period, while approximately 60 additional residents over the age of 44 years old are projected. These projections appear to be conservative given developer and investor expectations for the Downtown. Stakeholder interviews also indicated interest among both younger and older residents (empty nesters) for living in the Downtown.

Race and Ethnicity

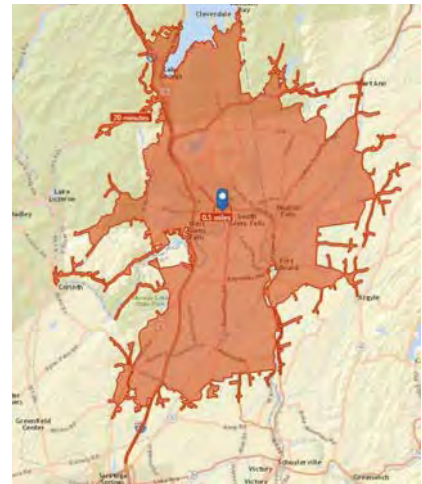
The City of Glens Falls has a similar demographic profile to the rest of Warren County. The City is 90.8% white, which is slightly more diverse from the surrounding county (94.6% white). The next largest ethnic group is Hispanic or Latino, which makes up 4.2% of the population. Glens Falls also includes 1.4% of its population who identify as black or African American, 1.6% Asian, and 2% of the population is some other race.⁹

Housing

Residential units in the Downtown are primarily located on the upper floors of mixed-use buildings, and in multi-family properties. There were 2,278 housing units within a half mile of Centennial Circle in 2016, which is anticipated to increase to 2,320 units by 2021. Approximately 59% are renter occupied, 28% owner-occupied, and 12% vacant.



Primary Market Area (PMA):
1/2 mile radius from Centennial Circle



Secondary Market Area (SMA):
20 minute drive from Centennial Circle

Renter occupied units are the fastest growing segment in the PMA, increasing at a compound annual growth rate (“CAGR”) of 0.8% from 2010-2016, or 0.8 units per month. This rate is expected to decrease slightly to 0.4% between 2016 and 2021, or 0.5 units/month, but will still outpace growth in other housing types.

The anticipated increase of 28 rental units by 2021 is well below the anticipated number of units coming online in the next 12 months, again indicating a conservative estimate by Esri. New supply opening in 2017 includes 14 Hudson Avenue with 87 units and the 10-unit Smith Flats. Smith Flats started to lease in October 2016 and, as of February 2017, had only two units left (absorption of 4 units per month).

There are a number of existing multi-family housing properties in the PMA. The Mill, which is located at 20 Elm Street. Originally planned as a condominium, due to market conditions the project was converted to rental apartments shortly after opening. It is now fully occupied, indicating a demand for in-town living. Formerly the Clark Brothers Glove Factory, this property includes 50 apartments ranging from two- to four-bedrooms. Units range from 1,153 square feet (sf) to 2,664 sf. Amenities include two parking spaces for each unit and a fitness center. The ground floor of the building was intended to be retail and is currently vacant, but is currently being converted to residential use.

The Glens Falls Housing Authority owns the Cronin High Rise and the Stichman Towers, which are located on Pearl and Jay Streets, respectively. Together these senior housing projects include 181 affordable one-bedroom apartments. Rents are determined by income and include utilities and amenities.

Two hundred eighty three (283) units of market-rate and 135 affordable housing were recently completed or are underway in the Downtown or within the adjacent outer market area. The market-rate residential projects represent construction costs of approximately \$81 million, with the affordable project at \$30 million. The majority of the projects are rental apartments, which should appeal to younger residents, but there was also a successful 20-unit condominium project completed at 93 Maple Avenue. Combined, these projects have been able to increase pedestrian traffic and increase the support for retail stores and professional services.

There are also many new developments under construction and planned for the Downtown and the surrounding area (Table 1.4: New Housing—Complete and Underway).

Demographic trends suggest slow population growth, but with faster increases in renter-occupied units compared with other housing types. There is also significant interest in living downtown according to stakeholder interviews among younger residents, empty-nesters, and for those also working in the Downtown. Stakeholders report higher absorption rates than forecast by Esri, and vacant units are typically re-rented within a month or two. Interest in living downtown is reported at a variety of price points, and while some units in the downtown are

PROPERTY	ADDRESS	AMOUNT	UNITS
MARKET RATE			
The Mill	20 Elm Street	\$30 Million	50
Empire Theater	11-17 South Street	\$2.5 million	11
Bonacio-Buicko Project	14 Hudson Avenue	\$28 million	87
Bullpen	216-220 Glen Street	\$1.5 million	4
Morgan & Co.	65 Ridge Street	\$1.3 million	4
Spot Coffee	221 Glen Street	\$4 million	29
Mean Max Building	193 Glen Street	\$550,000	4
Mikado Building	197 Glen Street	\$350,000	4
Rogers Building	21 Bay Street	\$4 million	32
Smith's Flats	53-61 Bay Street	\$1.25 million	11
Warren St. Square	77-87 Warren Street	\$4.8 million	27
Condominiums	93 Maple Avenue	\$2.5 million	20
SUBTOTAL (rounded)		\$80.7 million	283
AFFORDABLE			
Village Green Apts	Broad Street	\$30 million	134
TOTAL			417

	Census 2010		2016		2021	
	Number	Percent	Number	Percent	Number	Percent
Total Housing Units	2,200		2,278		2,230	
Occupied	1,937	88%	1,982	87%	2,004	86%
Owner	654	30%	640	28%	634	27%
Renter	1,283	58%	1,342	59%	1,370	59%
Vacant	263	12%	296	13%	316	14%

Source: Esri

currently affordable, increases in cost for newer units may price certain renters out of the downtown market.

Without future job growth, and the attraction of renters from outside the market area, the absorption of new residential units may be a challenge. Many older buildings require significant investment to convert for residential use; as a result, many upper floors are vacant. As property sale prices increase, there may be additional pressure to increase rental rates which may result in higher vacancies. All of these factors may require financial incentives to promote rehabilitation and possibly new construction, for both market rate and affordable workplace housing.

Employment

There are approximately 10,600 workers in the PMA according to Esri. There is a relative diversity in area employment, with no one sector representing more than 20% of the total. The largest employment sectors in the Glens Falls metro area are the Government; Trade, Transportation, and Utilities; Education and Health Services, Professional and Business Services; and Manufacturing sectors. This diversity is a positive factor for the economy as a whole, not relying on one or two major industries to support all employment. Major employers include Glens Falls Hospital, Finch Paper, Glens Falls National Bank, Hudson Headwaters, and the local school district. Recently, a major investment was made to convert a church for use by the JUST Water packaging company on Broad Street. Workers in the PMA, within a ½ mile walking distance of Centennial Circle, help support retailers in the Downtown by purchasing day-time meals; staying or returning after hours for drinking and dining; and making convenience or other types of purchases. Local employment has also experienced slow but steady growth in recent years, with future growth anticipated at similar levels. According to discussions with local representatives, there has been an increase in live-work among new residents conducting business in their Downtown apartments further increasing the potential for a more robust economy.

By comparison, the SMA has nearly 55,000 workers, illustrating that the PMA is more of a commercial center than a residential center for the region. Employment in the SMA is slightly more diverse, with less of a concentration in the health services and professional services sectors. These regional workers could also be a source of demand for residential space in the Downtown as the number of high-quality projects in the area increases.

Demographic trends suggest a slow but growing demand for residential apartments and retail space in downtown Glens Falls. While anticipated growth rates appear conservative based on actual absorption data, these absorption figures may reflect the PMA capturing growth that had been forecast to occur in the SMA, due to changing market preferences for more dense housing options being provided in the DRI that did not previously exist.

Incomes in the PMA are lower than in the SMA with slow growth forecasted for both areas. As such, demand for new apartments would likely occur across a variety of price points.

While the economy in Glens Falls is fairly diverse and stable, employment is still below pre-recession levels. However, the employment sectors experiencing the most growth are those that typically use office space, suggesting an increasing demand within the PMA as the DRI makes planned improvements to the physical environment, reductions in retail vacancies, residential developments and cultural attractions as well as a potential branding campaign.

Retail Market Analysis

Inventory, Vacancy and Rents

Shopping hours in the Downtown vary significantly from store to store, but most are open between 10 am and 6 pm during the week and on Saturdays. Many stores have modified hours on Sundays. According to stakeholder interviews, many of these business owners have other primary jobs and the store is a secondary source of income. As a result, there may be opportunities to expand business hours and help strengthen these businesses (addressed in Section III: Action Plan).

Glens Falls benefits from having many cultural, civic, and entertainment venues and events that bring people from throughout the region into the Downtown. With the redeveloped Crandall Library, the Charles R. Wood Theater, the Glens Falls Civic Center, and the Hyde Collection, as well as events such as the Lower Adirondack Regional Arts Council (LARAC) Festival, the Adirondack Balloon Festival, Taste of the North Country, the Public Art walk that links the library and Glens Falls City Park, and the newly created Adirondack Film Festival, there are many opportunities to extend the length of a visitor's "stay" in the Downtown, whether dining before a performance, celebrating after a sporting event, or shopping for art after visiting the museum.

There are approximately 225,000 sf of retail in the DRI area, with an approximate vacancy of 14%. However, the vacancy rate appears higher due to vacant storefronts that may not be actively marketed or spaces that were formerly used as office space. In the DRI area retail space is generally located on the ground floor of commercial or mixed-use buildings, with some free-standing retail structures also available. According to stakeholder interviews, actively marketed vacant retail space on the market is typically absorbed within a year, but may require longer for higher-rent units.

In addition to the existing vacant space, 14 Hudson Avenue will add 30,000 sf of ground floor retail to the market in 2017. Other than this project, no new retail is expected to be constructed in the market in the near-term.

Rental rates in prime locations downtown and in upscale buildings run \$15-\$18 per sf, while retail rental rates at other properties range from \$10-\$15 per sf depending on unit size, address, and building quality.

Retail in the SMA is located primarily in suburban format shopping centers and totals over 2.1 million sf creating a high degree of competition for traditional downtown retail. Major shopping centers in this area include the 630,000 sf Aviation Mall in Queensbury; the 300,000 sf Northway Plaza in Queensbury; the 172,000 sf Outlets at Lake George/Adirondack Factory Outlet Center; the 86,000 sf Hannaford Plaza in Glens Falls; the 58,000 sf Mount Royal Plaza in Queensbury, the 46,000 sf Mt. Royal Shopping Plaza in Queensbury; the 46,000 sf French Mountain Commons in Lake George; the 44,000 sf Log Jam Outlet Center in Lake George; and the 37,000 sf Meadowbrook Plaza in Queensbury.

Stakeholder Interviews

According to local brokers, building owners and retailers, Downtown Glens Falls does not compete directly with malls and shopping centers for tenants, and more likely competes with other smaller downtowns in the region for unique types of tenants.

Stakeholder Interviews also indicate that the downtown is not recognized by area residents as a retail location or destination, but is now thought of as a good restaurant and bar location, comparable to many small towns. As a result, parking is limited near restaurants between 5 pm and 10 pm. The Stakeholders were also concerned that rushing to fill vacant storefronts could lead to continued turnover, and making sure the right retailers are attracted with the right retail mix was a better strategy.

Retail and restaurant patrons prefer to park as close to their destination as possible, which can be challenging when the 2-hour parking rule isn't strictly enforced and downtown workers and shop owners park on the street, rather than in garages or parking lots. While the total amount of parking is adequate, Stakeholders indicated that improved signage would be helpful.

According to Stakeholders, retail stores that are needed downtown include grocery stores, dry cleaners, liquor, unique gift stores, upscale recreation/hobby, women's and men's apparel, and specialty retailers. As shown by the stakeholder feedback, retail needs to be unique to attract shoppers and visitors outside of the DRI, and provide services to residents and office workers.

Online Interviews

An online survey was conducted to obtain feedback on potential retail demand from local and regional residents about Glens Falls. While the survey included a variety of questions, certain questions focused on preferences and opinions about downtown Glens Falls as a retail destination to further understand potential demand.

The survey received 418 responses, with half of respondents currently living in Glens Falls. One-quarter of the respondents were between 25 and 34 years old, and one-quarter were 55 to 64 years old. Over half had lived in the area for 10 years or more. Survey responses that contributed to a qualitative demand analysis include:

- When asked "what would you change about Glens Falls" nearly 65% of respondents wanted a better choice of retail in the downtown, with more parking being the second-most popular response with over 40%.
- Over 80% of respondents visit downtown at least monthly, with over 40% coming weekly. Less than 20% indicated they come less than five times a year or never.

- When asked “what would make you shop or dine downtown more often” nearly 75% of respondents said “a greater variety of stores”. More frequent community events and a greater variety of restaurants were the next most popular responses.
- Grocery stores (64%), apparel (50%), prepared food/takeout stores (31%) were the store types most requested in the survey.
- A year-round Farmers’ Market and more retail were the two most popular responses to the question “what would you most like to see in downtown Glens Falls”, with each receiving about 20%.

Based on this new analysis as well as on previous studies, there are certain types of retail uses that are missing and could be added in the Downtown, while others could be strengthened. A local grocery store and/or take out prepared foods store would increase the area’s attractiveness to both potential residents and workers. Unique types of stores that could attract both residents and workers in the Downtown and regional visitors to festivals, cultural and sporting events could include an ice cream/candy store, sporting goods, hobby stores (like quilting, knitting, models, etc.), art galleries, children’s toys and clothing, women’s specialty apparel and accessories, and electronics and appliance stores not found in Aviation Mall or Adirondack Factory Outlet. Although many visit the Downtown for arts and culture, health care, entertainment, or business, they do not often stay for dining, drinks, or general shopping. Additional art galleries Downtown could build on a critical mass of arts-related retail that could help support working artists and shops at the Shirt Factory and other cultural retail uses.

Retail Gap Analysis

In addition to the Stakeholder Interviews and Online Surveys, a retail gap analysis was prepared based on secondary data to provide additional insight into the types of stores that may be supported in the Downtown.

A retail gap analysis typically compares spending from residents based on sales reported by retail stores within a geography to understand whether there is unmet demand (or excess supply) for a particular type of store. However, as the PMA includes residential and commercial buildings and cultural venues, resident spending alone does not fully represent demand for stores within the area. Therefore, daytime spending was also estimated for employees working Downtown and for visitors to attractions such as the Hyde Collection, Shirt Factory, and downtown events.

In addition, a capture rate was estimated for potential spending from residents within the SMA. As the restaurants, stores and attractions in the area draw customers from outside the PMA, it was estimated that 15% of the excess retail demand reported in the SMA was captured in the PMA.

It should be noted that store types that were not compatible with or could not be accommodated Downtown, such as warehouses, building supplies stores, car dealerships, gasoline stations, etc., were excluded from the analysis.



Storefronts on Glens Street

The gap analysis indicated potential retail demand for the following: General Merchandise, Miscellaneous Retailers (gift, novelties, and galleries), Specialty Foods, Clothing Stores, Shoe Stores, Electronics/Phone/Computer Stores, and Other Goods (florists, non-food vendors). The Online Surveys and Stakeholder interviews supported many of these categories, including specialty foods, unique apparel stores, galleries, gifts, and novelties.

Average sales per square foot from the International Council of Shopping Centers for the Mid-Atlantic Region were applied to each of these store types to provide a broad estimate of the potential square footage of new stores that could be supported in the downtown. While actual sales per square foot in Glens Falls may be lower than these statistics, the higher sales per square foot numbers result in a more conservative estimate of potential new retail square foot that may be supported by the market, meaning potential demand could be even higher

In total 40,000 sf of additional retail supply could currently be supported downtown according to this analysis. This demand may not be realized without a successful retail plan to capture unique well capitalized tenants, branding strategies, and incentives to attract these types of tenants to an untested market location. In addition, demand for new retail would be expected to grow as additional residents and office workers locate to Downtown.

Office

According to CBRE, a commercial real estate agency, the larger Glens Falls office market contains over 1.1 million sf of space, has a vacancy rate of approximately 20%, and an average asking rent of \$14 per square foot. This vacancy rate is higher than the 14% average for the Capital Region, and the average asking rent is also below the regional average of \$16 per sf. CBRE estimates a 9% vacancy for the DRI, but that does not include some of the smaller spaces in the market.

Office space in the Downtown is contained primarily in upper floor space of mixed-use buildings that include ground floor retail space. Office space is concentrated primarily along Glen Street, but is also found along Warren Street, Hudson Avenue, and Ridge and Broad Streets. There are some commercial properties in the



Offices on Broad Street

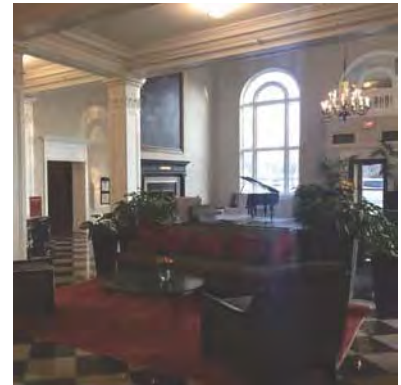
Downtown with only office space, including the Traveler's Building at 333 Glen Street. Currently, there are no co-working or shared office spaces in Glens Falls.

Major employers in the health care and financial institutions and professional services sectors tend to be intensive office space users, and are located in higher-quality office space in the Downtown. However, lower-quality office space has a much higher vacancy rate, and would need to be improved to attract tenants. Also, there are upper floors of buildings throughout the Downtown that are not currently marketed as office space and are used as storage or kept vacant. This lower quality and underutilized space presents an opportunity to support the slow and steady growth that Glens Falls has experienced in recent years.

Stakeholders did not see a likelihood of significant growth in demand in the near-term due to national trends (smaller offices, telecommuting) and regional economic challenges. Tenants' requirements are typically less than 5,000 sf, and include architects, engineers, consultants, insurance brokers, real estate firms, financial advisors, and some medical uses. Banks and financial services firms tend to occupy larger spaces.

Stakeholders indicate that businesses currently located in suburban office buildings were again considering Downtown as a potential location due to improvements in Downtown restaurants and retail in the last few years. Dedicated parking is optimal for office tenants, which also removes workers from using street spaces. While most stakeholders interviewed did not think there was significant demand for co-working space, two buildings are expanding/adding co-working offices due to the higher rents per square foot than for traditional office tenants. These projects could add 15 co-working offices to the market in the next two years and indicate that there may be additional demand at the right price, with appropriate amenities and an attractive location.

National trends such as hoteling and telecommuting have reduced the ratio of office space per employee, resulting in lower demand and smaller office size. However, the Downtown has a critical mass of office space, containing nearly half of the inventory in the region, and with a variety of office types. The only new space being added in the market includes 14 Hudson Avenue and the Old Post Office



Queensbury Hotel

conversion; combined these projects will only increase the local inventory by 5%. Vacancy rates in the market are 9% not including the new projects coming on line. Depending upon the lease up of these properties, there may be an opportunity for adding more inventory.

Hotel

Downtown Glens Falls is home to the Queensbury Hotel, an independent hotel on Maple Street less than a quarter mile from Centennial Circle. The hotel has 124 guest rooms, 12,000 sf of meeting space, and an indoor swimming pool. There are also two small Bed and Breakfasts in the City, the Bell House Inn and the Glens Falls Inn, three quarters of a mile and a half mile, respectively from the Circle. The Queensbury Hotel recently renovated its guest room soft-goods and rolled out a new restaurant concept and the hotel is now seeking funding to expand its meeting and conference space. Two budget hotels, the Super 8 Queensbury and the Days Inn Queensbury, are located at Exit 18 on the Northway, approximately two miles west of the DRI area.

Demand for overnight lodging is primarily from the leisure segment and is highly seasonal. Peak demand occurs during the summer (June, July, and August) with shoulder periods in May, September and October. Weekends during the peak and shoulder periods are stronger than midweek levels, which is a typical demand pattern in primarily leisure markets.

Glens Falls is bounded by two large hotel markets — Lake George to the north and Saratoga Springs to the south. These areas have more leisure attractions, and are considered to be more desirable hotel locations than Glens Falls. The Lake George hotel market currently has an occupancy of 50% to 55% at an average daily rate of \$135 to \$140. Occupancies and average daily rates in the Saratoga market, which has less seasonality and more corporate and meeting and group demand, are higher, and are currently at 70% to 75% and \$165 to \$170, respectively.

Four new hotels, with 467 rooms, have opened or are opening in the Lake George area in 2016 and 2017. All four are flagged with major hotel brands (Holiday Inn Express, Home2 Suites, Fairfield Inn, and Courtyard), with construction costs

per room (excluding land) starting at \$120,000. It is anticipated that these new hotels will not induce significant new demand to the market, but will instead draw demand from the older hotel properties (like the Quality Inns, Sleep Inn, Super 8, Days Inn and Ramada). These older hotels have annual occupancies between 40% and 50%, and average daily rates of \$110 to \$120. Newer, branded hotels in the market achieve slightly higher occupancies (50% to 65%) at higher average rates (\$125 to \$200).

While construction costs for new hotels can be low, and local banks have been investing in these projects, it appears that new construction in Downtown Glens Falls could face significant challenges in attracting private sector investment. However, increased commercial and residential activity in Downtown Glens Falls along with enhanced tourism marketing could help to improve hotel market conditions. As the Downtown already has the full-service and independently operated Queensbury Hotel, new development should focus on lodging concepts that would be complementary to this facility.



Glens Falls Food Co-op

Healthy and Affordable Food Options

Glens Falls is not just a regional Downtown for employment, dining, and entertainment — the City also serves as a hub for the regional agricultural economy of Warren and Washington Counties. The Farmers' Market, located in the Downtown on South Street during the summer and in the Sanford School during the winter, brings produce and goods from local farms.

The existing seasonal **Farmers Market**, which has been operating for over 40 years and has a weekly attendance of over 1,500 shoppers, is located on the north side of South Street between Elm and Glen Streets. Currently improved with a shed and surface parking, the City is considering building a permanent structure so the Farmers Market can operate year-round. In addition to vendor stalls the 6,000 to 8,000 sf structure would include a USDA kitchen where cooking classes could be held. To replace the parking lost by the development and to accommodate additional demand, the City would also build a multi-tier parking deck adjacent to a new market facility on South Street.

Adjacent to the summer location of the Farmers' Market is the Glens Falls Food Co-op. The Co-op is a member-owned cooperative that brings locally produced food into the Downtown. The Co-op provides seasonal organic produce, grass-fed meat and dairy, and a range of GMO and gluten free products and other sustainably-sourced goods. The volunteer-run organization is open Tuesday-Saturday and offers discounted rates to members.

The closest supermarket is Hannaford Supermarket located on Broad Street, approximately one mile from Centennial Circle. Another Hannaford Supermarket is located on Quaker Road north of the Downtown study area. Discounted goods are available at Price Chopper on Upper Glen Street in Queensbury, as well as the ALDI, an affordable grocer with 90% of its products ALDI exclusive brands. The Quaker Road Hannaford Supermarket, Price Chopper and ALDI are just over two miles

from Centennial Circle. Although there are a number of affordable supermarket options, none are within walking distance of the Downtown area.

Recent, Ongoing, and Planned Projects

Glens Falls has been successful in recent years in attracting both public and private investments in the City's Downtown, due in part to the organizational and management capacity of the City and groups like the Glens Falls Local Development Corporation and the Warren County Economic Development Corporation which have successfully shepherded dozens of projects to completion over the past thirty years. The City's ability to successfully partner with government agencies, the private sector, institutions, and higher education to advance downtown revitalization projects have driven recent successes for the City.

The City of Glens Falls has worked alongside the private sector to capitalize over \$226 million of new investment (leveraging four dollars for every public sector dollar committed) and the City views the DRI plan as part of a strategy to leverage additional private development (Figure 13). While the advancement and leveraging of federal and state dollars has enhanced the Downtown overall, the South Street and Elm Street Innovation Corridors have not experienced the same level of investment. The DRI planning process has provided the City with the tools it needs to complete planning, develop concepts, drive the dialogue and reach decisions necessary to push projects forward quickly and successfully.



The Mill of Glens Falls



14 Hudson Ave

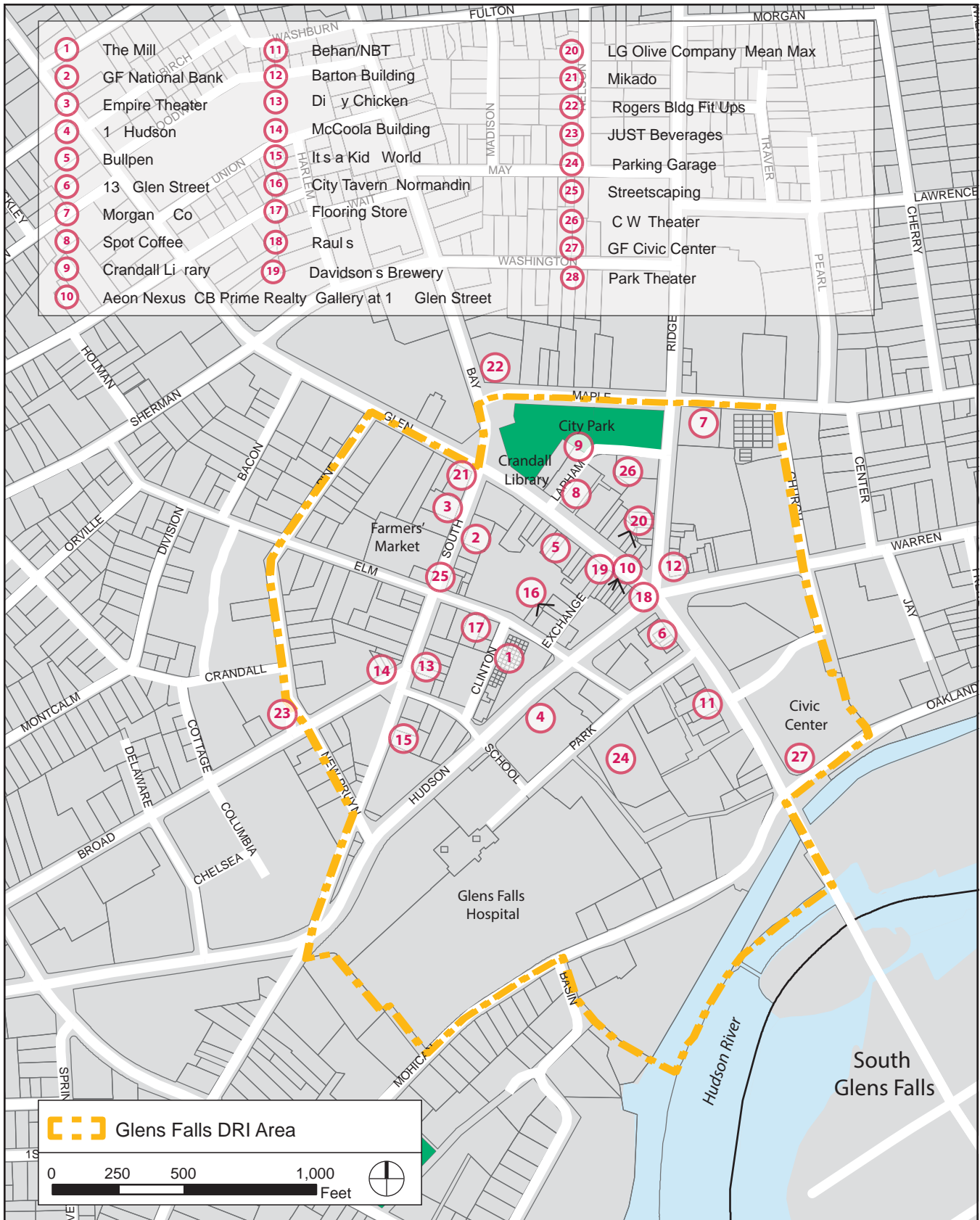


Figure 1.13: Glens Falls DRI Area Recent Projects

SECTION 2. COMMUNITY VISION, GOALS, AND STRATEGIES

Glens Falls has significant catalytic potential thanks to extensive planning efforts in recent years. Through these studies, a clear set of objectives has been established for the City and the region. With additional public input and review by the Local Planning Committee, the Glens Falls Community Vision, Goals and Strategies comes from work that has been done to date. This section reflects a consolidation of the overlapping aims from these recent plans, which include the City's DRI application 'Be in AWE of Glens Falls'; the Pathways to Progress Regional Development Strategy; the South Street Revitalization Plan; the Upstate Revitalization Initiative – Capital 20.20; the Downtown Vision & Development Strategy; and the Redevelopment and Connection Plan for Pruyn's Island. Following an analysis of this work, the DRI Consultant Team and Local Planning Committee adapted the City's vision, evaluated its goals and prioritized strategies for addressing ongoing revitalization challenges. In its second Committee Meeting, the LPC and the public offered feedback on the Vision Statement, Goals and Strategies. The following Vision Statement, Goals and Strategies summarize the aspirations for the Community's Downtown revitalization and should guide project implementation and future planning efforts in the City of Glens Falls.

Vision Statement

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 arts, culture and recreation opportunities that offers unparalleled potential for entrepreneurship, wellness, advancement and personal expression.



Goal 1: Strengthen the vibrancy of Glens Falls' mixed-use and walkable neighborhoods.

Strategies

- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.
- Improve landlords' ability to attract retailers by providing financial incentives, to decrease vacancy rates and attain a more diverse mix of retail tenants.
- Develop programs to promote small and local businesses that can locate in the upper vacant floors of existing buildings.
- Repurpose the upper floors of existing buildings with residential and commercial uses in order to preserve the downtown character.
- Provide high quality housing at varying levels of affordability and type.



Goal 2: Support and expand local and regional resources that improve public health.

Strategies

- Improve access to healthcare resources.
- Build identity as the "gateway to the Adirondacks" and become a destination for visitors and tourism related businesses.
- Promote local agriculture and public health by improving food access and distribution.
- Conserve open space and promote access to the region's natural resources and recreation amenities.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.

Goal 3: Generate opportunities for the next generation workforce.

Strategies

- Attract young professionals with opportunities that meet and exceed millennial expectations
- Stimulate innovation through business incubators.
- Develop workforce training programs and apprenticeships.
- Provide educational programming that links public schools and local institutions with programs for skill-building and technical expertise development.



Goal 4: Provide infrastructure that supports existing and new residents and businesses.

Strategies

- Expand access to traditional and emerging broadband infrastructure.
- Promote green urbanism, green buildings, green energy, and green infrastructure.
- Create a resilient energy grid and utilities network.



Goal 5: Promote Glens Falls as a regional destination for arts, entertainment, and culture.

Strategies

- Promote Glens Falls' existing reputation as a regional destination for arts, culture and film.
- Support the existing art community by featuring the city's renowned arts and cultural anchors.
- Provide high quality accommodations to meet the needs of tourists and other Glens Falls visitors.



The projects and initiatives described in Part Two of this document (Strategic Investment Plan) were selected based on how well they advance these goals and strategies.

SECTION 3. ACTION PLAN

The DRI Action Plan presents a range of coordinated and interconnected economic development, transportation, housing, and community projects, initiatives and other actions that support the Vision of the Glens Falls DRI Plan. The Action Plan includes both projects that are recommended for DRI funding and projects that are priorities for the City but which should seek other funding sources. The goal of the Action Plan is to present a holistic approach to downtown revitalization that includes public and private construction projects, legislative and regulatory actions, branding and marketing and programs to support businesses and residents. The Action Plan includes summary information about Priority Projects that are proposed for DRI funding and for other funding sources. Together, all of these projects will contribute to the City achieving its vision for the downtown. Some will receive DRI funding but even those that do not should be considered candidates for other existing state programs or other public or private funds.

The Priority Project Profiles in Part II of this plan include more in-depth analysis. For the Action Plan section of the DRI Plan, the goal is to provide high level information that provides a broad overview of projects and programs that will support economic development in the City.

Glens Falls DRI Action Plan

The goal of the DRI Plan for Glens Falls is to capitalize on the City's assets while helping to resolve some challenges that have placed barriers in the way of additional economic development. There is no question that Glens Falls is on the cusp of a transformation into an even more thriving Downtown that provides greater resources for local residents while also attracting additional visitors to the City's arts and cultural institutions, healthcare assets, and entertainment venues. The Glens Falls DRI Plan positions the City to build upon its existing momentum, while providing a needed boost to better serve existing residents and workers, attract new people to live and open businesses downtown, and attract visitors to the City from around the region and the country.

Glens Falls has momentum.

Strong local leadership in the City from elected officials and economic development institutions has created many opportunities to secure grant funding in recent years and develop plans to move exciting ideas forward. Local institutions including the Mayor and Common Council, Greater Glens Falls Local Development Corporation, and Glens Falls Industrial Development Authority have played a vital role in providing an economic development vision for the City, taking the lead in recent planning efforts to guide future priorities, and securing grant funding to find resources to advance these priorities without placing an undue burden on local taxpayers. Regional institutions such as the Warren County Economic Development Corporation and the Capital Region Regional Economic Development Council have provided further resources to help advance the City's and the region's economic development priorities.



A *thriving arts community* generates a creative energy through world class arts collections, theater, music, and film. The arts community in Glens Falls is one of the City's greatest resources for attracting visitors and new downtown residents. The Arts District of Glens Falls, a coalition of arts and cultural organizations, and the Glens Falls Collaborative, a partnership of businesses and non-profits, recently merged to increase efficiency and provide even greater services to downtown arts organizations. The City is home to several prominent local and regional cultural institutions including the Hyde Collection, Charles R. Wood Theater, Adirondack Theatre Festival, Lower Adirondack Arts Council, and many others. There are also unique arts and cultural resources in Glens Falls that further enrich the cultural community, from the Shirt Factory Arts and Healing Center, to the World Awareness Children's Museum. Also helping to provide a strong foundation for the arts community in the City are a network of galleries, artists, and artisans.



The Downtown has a beautiful *architectural character* that creates a historic, main street feel. Nineteenth and early twentieth century buildings provide a rich architectural heritage and traditional downtown feel. Some of these buildings have been recently renovated or restored. Others may still be underutilized but provide great opportunities for adaptive reuse to further strengthen the historic urban environment in Glens Falls.



The city center is also characterized by a *compact, walkable downtown*, with great access to boutique stores, restaurants, and nightlife. Walkability is a characteristic that is attracting many different demographic groups, from millennials to retirees, to move back to traditional downtown settings. Downtown Glens Falls is compact, with only about a quarter mile radius. Within this small area, the City boasts a broad collection of retail stores, restaurants, breweries, and cultural destinations within a short walk.

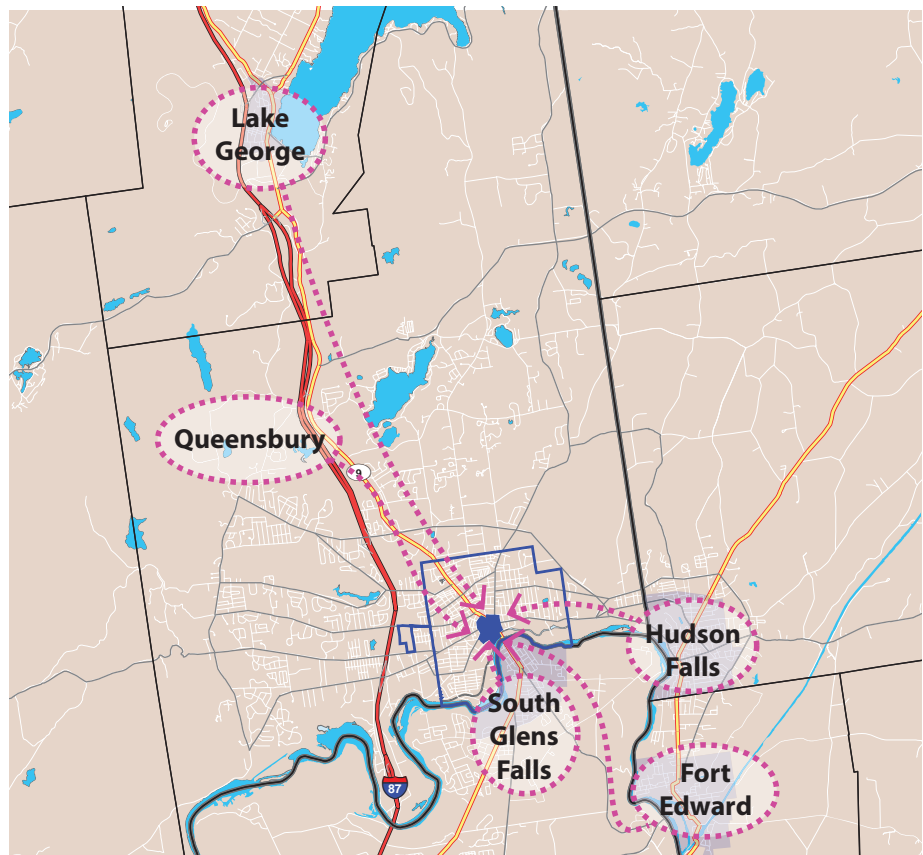


The City also has *strong anchor employers as well as a diverse job market* — longtime employers create stability while no one sector dominates the job market. The City's largest employers — such as the Glens Falls Hospital, Finch Paper, and Glens Falls National Bank — provide a strong base of anchor employers. Meanwhile, employment in the City is quite diverse, with no individual sector representing more than 20% of the total jobs in the City. This diversity in the job market provides stability, since the City does not rely on one or two major industries for employment.

The City has exciting *new entrepreneurs recently bringing fresh energy and business ideas to the region as well as a vibrant mix of small businesses* that create a character that is uniquely Glens Falls. JUST Water, Mean Max, and Dizzy

Chicken are new businesses in Glens Falls that represent investment of local and outside capital in the City's continued success. At the same time, there is a vibrant mix of established small businesses of all kinds including, among others, retail stores, design professionals, restaurants, arts organizations, media and marketing and wellness.

Local and Regional Attractions, from the Civic Center to the Farmers' Market to the Hospital provide resources for locals and draw in visitors, cementing the City's place as the Gateway to the Adirondacks. Downtown Glens Falls serves more than just residents of the City. Rather, it is viewed as a regional downtown for people from Queensbury, Washington County, upper Saratoga County and, north, into the Adirondacks. What contributes to Glens Falls' position as a regional resource are the many attractions that serve local residents, regional residents, and tourists from farther afield.



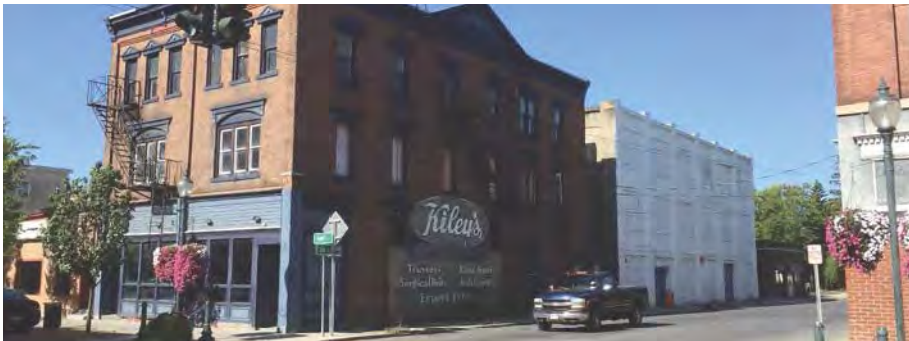
Finally, *new mixed-use and multifamily developments* have created new energy in the Downtown by expanding the market for local businesses and putting more people on the streets throughout the day and night. These new downtown residents will help support existing businesses, provide a growing workforce for the downtown commercial market, and provide a deeper market for new shops, restaurants and other services.

But...Glens Falls needs a boost.

With all of this momentum, Glens Falls has a lot to offer but just needs a little help to push it over the top. Here, DRI funding will come in to help the City overcome barriers to increased economic development.

Glens Falls could better *compete with regional competition*, especially from bigger names like Saratoga Springs and Lake George, with more promotion of existing attractions and with additional anchor attractions to draw in visitors.

Downtown would benefit by *filling retail and commercial vacancies* in order to create more activity on the streets. Glens Falls' downtown is walkable and could support additional retail foot traffic but there are vacancies in key locations that could support new retail stores.



Attracting more residents downtown would also contribute to an improved retail and commercial market. Recent multi-family developments have provided a substantial starting point but additional residents would benefit the cultural organizations, local stores, and restaurants.

One key part of downtown is primed for revitalization—*South Street needs a catalyst* to jump start its transformation into a thriving corridor of innovation. The combination of City-owned land, publicly-owned buildings, and the potential to leverage future private development will create anchor attractions on South Street.



The City has a great opportunity to *create a connection to SUNY Adirondack* and to attract a segment of the student body into the City. SUNY has expressed interest in relocating its culinary school to Downtown, which will bring energy, potential demand for student housing, and a growing market for local businesses.

Although arts and culture are a great asset for Glens Falls, the City can *increase visibility of the arts community*, providing more opportunities for visitors to help support the various museums, galleries, and other venues around Downtown.

The City can create a *stronger connection between Downtown and the waterfront*, which would create yet another attraction to draw new visitors to the City. Currently, there are incomplete trails and industrial barriers to waterfront access, but a long-term plan to link Downtown to the waterfront would improve these connections.

Lastly, there is a desire among locals for a *greater variety of retail and shopping options* to provide resources and create a greater draw to the city center. The public survey completed during the DRI process found that many residents would spend more time and money downtown if there was a better choice of shops and restaurants.

How can the DRI Plan help? The purpose of the DRI Plan is to build on Glens Falls' momentum while providing a necessary boost to promote a thriving downtown. The DRI Plan can jumpstart the Downtown economy by:

1. Capitalizing on existing resources by:
 - Promoting anchor institutions such as SUNY Adirondack and the Farmers' Market.
 - Taking advantage of the creativity of the local population of artists and entrepreneurs.
2. Catalyzing the transformation of South Street by:
 - Using DRI funds to help the part of Downtown that needs it the most.
 - Creating a new anchor intersection at South and Elm with a combination of adaptive reuse, infill development, new park space and additional parking.
3. Bringing multiple ideas into a cohesive vision by:
 - Creating a whole that is greater than the sum of its parts.
 - Conceiving of a Strategic Investment Plan for Downtown Glens Falls that combines DRI funding with funds leveraged from public and private sources, while also planning for additional projects to be completed with other funding sources.

The DRI Plan achieves this vision with a series of innovative projects to support South Street and all of Downtown that create a groundswell of new activity that brings new residents to downtown, helps local businesses, boosts the arts community, and attracts new visitors to Glens Falls.

Although South Street is not the sole focus of the DRI Plan, it is a prime location to focus a signature collection of ideas. The DRI Plan also includes a series of targeted capital projects, programs, and other actions to set Glens Falls up for continued success. Capital projects are focused on improving the physical environment downtown by improving streetscapes, creating a multi-purpose market space, redeveloping existing vacant buildings, and providing new park space and green infrastructure. Programs are focused on boosting the market for specific retail uses and filling residential and commercial vacancies. Other actions are designed to coordinate DRI initiatives with other plans and funding sources to plan for future capital improvements, such as the Brownfield Opportunity Areas program, other grant programs and future private development.

Table 1.5: Goal 1. Strengthen the vibrancy of Glens Falls' mixed-use and walkable neighborhoods.					
No.	Project Name	Responsible Parties	Total Estimated Cost	DRI Funding Request	Timeframe
1A	Create a Glens Falls Downtown Revitalization Fund	GGFLDC		\$600,000	
	This project will create a fund to be allocated to small businesses, building owners, non-profit organizations and entrepreneurs to improve the built environment in the DRI area through a series of competitive grant funding opportunities. The project will include five components: (1) Develop a Retail Race for Space Program, (2) Implement a Façade improvement program, (3) Create a capital Projects Fund for Non-profit Organizations, (4) Develop Glens falls Competitive Innovation and Entrepreneurship Program, and (5) Develop an Office Recruitment Program.				
1A-1	Develop a Retail Race for Space Program	GGFLDC	\$240,000	\$120,000	1 year
	The objective of the Retail Race for Space program is to provide a one-time short-term shot in the arm to encourage new retail businesses to fill three vacant storefronts along South Street. The program seeks three vacant storefronts and will be a one-time competition that will provide matching funds to support leasing and capital improvement costs to successful applicants.				
1A-2	Implement a Façade Improvement Program	GGFLDC	\$300,000	\$150,000	< 1 year
	This project will fund a façade improvement program modeled after the successful program the City has operated in the past. The program will focus on facades in fair to poor condition along South Street between Glen and Broad Streets, and portions of Elm and Park Streets. This project recommends allocation \$150,000 of DRI funds for an improvement program that will spend up to \$25,000 per façade with a 50% match from the building owner.				
1A-3	Create a capital Projects Fund for Non-profit Organizations	GGFLDC	\$133,333	\$80,000	2 years
	This project will use DRI funding to create a Capital Projects Fund to support the City's diverse non-profit organizations. The program would be structured as a 60-40 matching grant to successful applicants who have demonstrated the capacity to pursue a program that provides a specific public service that will have a positive impact on the DRI area. Qualifying non-profits will also be required to provide information related to the availability of matching funds or in-kind contribution, need for funding, and a timeline for implementation.				
1A-4	Develop Glens falls Competitive Innovation and Entrepreneurship Program	GGFLDC	\$380,000	\$200,000	1 year
	The Competitive Innovation and Entrepreneurship Program will invest in local creativity through a competitive grant program that assists applicants in building businesses Downtown. Competition winners would receive a grant for start-up/expansion expenses, mentoring from local business leaders, and marketing assistance through the program.				
1A-5	Develop an Office Recruitment Program	GGFLDC	\$100,000	\$50,000	1 year
	This project will establish a program to attract office uses to specific locations throughout the DRI area.				
1B	Redevelop Key South Street Corner with Mixed-Use Development	GGFLDC,	\$4,400,000	\$1,200,000	2 years
	This project involves the redevelopment of four lots containing vacant and underutilized buildings on the southwest corner of South and Elm Streets. The project site includes two sites controlled by the Greater Glens Falls Local Development Corporation (GGFLDC) and two privately owned sites. The City will prepare a request for RFP, then use DRI funds to acquire the two privately-owned sites at fair market value, fund demolition and construction of a pocket park and surface parking and finally provide a development incentive to offset renovation costs of city-owned buildings.				
1C	Conduct a Feasibility Study for Redevelopment of Warren St/Glen St Site	CoGF	\$75,000	N/A	1-2 years
	A feasibility study for the redevelopment of the corner of Warren and Glen Streets will identify future uses for the site that could improve the pedestrian experience for residents and visitors. The public has identified this site as an opportunity to improve the street frontage and make a noticeable difference in the Downtown landscape. Recommendations from the study could be implemented in a second phase in coordination with the property owner.				

Table 1.5: Goal 1. Strengthen the vibrancy of Glens Falls' mixed-use and walkable neighborhoods.

No.	Project Name	Responsible Parties	Total Estimated Cost	DRI Funding Request	Timeframe
1D	Acquire Additional Property to Provide for Redevelopment and Ancillary Parking Downtown	CoGF/ GGFLDC	\$500,000- \$2,000,000	N/A	2+
	This project identifies an opportunity for the City of Glens Falls to acquire private properties containing vacant and deteriorating buildings and undertake RFPs for redevelopment by private sector.				
1E	Conduct Warren Street BOA Feasibility Study	CoGF	\$175,340	N/A	1-2 years
	The project would seek funding for a study through the New York State Department of State's (NYS DOS) Brownfield Opportunity Areas (BOA) program to undertake an area-wide assessment of potential brownfield sites in and around Warren Street and Downtown Glens Falls.				
1F	Examine Feasibility of Street Closures and New Roundabout	CoGF	\$125,000	N/A	2+
	This project would seek funding to conduct a study of possible closures on Elm Street from Pine Street to South Street, and the feasibility of constructing a roundabout at the Bay Street/Glen Street intersection. A follow up component of this project would be the implementation of the study's recommendations.				
1G	Encourage Property Owners to Pursue Residential Renovation Assistance for Existing Buildings	CoGF, Private Owners	\$500,000- \$2,000,000	N/A	2+
	The City can encourage the use of State and federal programs to generate additional workforce housing through the renovation of existing building stock.				

Table 1.6: Goal 2: Support and expand local and regional resources that improve public health.					
No.	Project Name	Responsible Parties	Total Estimated Cost	DRI Funding Request	Timeframe
2A	Build “The Market on South Street”	CoGF	\$8,000,000	\$6,250,000	
<p>The Market project will create new opportunities for local retailers, artisans, restaurateurs and farmers by expanding upon one of the City’s greatest assets: its connection to regional agricultural resources. DRI funds will go towards one of two schemes for a community space designed for the local Farmers’ Market, additional retail and café space, and an innovation center, which could include a test kitchen and classroom facilities. This project will focus on access to healthy food options while improving the facilities provided to the local Farmers Market Association, generating new opportunities for commerce, community gathering and wellness education. This project could be developed according to two possible design concepts. Both concepts would require the construction of an additional parking facility to accommodate displaced parking spaces and new demand.</p>					
2A-1	Build “The Market on South Street” Building	CoGF	\$4,100,000	\$4,100,000	2 years
<p>A smaller scale design for this site would include the construction of a one story (approximately 20,000 sf) structure for an enclosed, year round farmers market, additional market and test kitchen space and compatible retail uses along South Street. This design could achieve the City’s goals of maintaining the Farmers Market in the Downtown year-round, and could give farmers an opportunity to sell their goods in the City more than once a week. Centralizing food resources with retail uses will make this plan a viable option. A larger scale design for this site could include a more robust set of opportunities for retail, incubators, green space and co-working space, in addition to the Farmers’ Market and a Downtown location for SUNY Adirondack Culinary School. This design envisions a three-story, 39,300 sf facility.</p>					
2A-2	Build Adjacent Municipal Parking Garage	CoGF	\$1,750,000	\$2,150,000	2 years
<p>The Market will require additional parking to make up for the 113 spaces that new construction (2A-1) will displace at the existing South Street Pavilion surface lot. This project component will replace this parking and provide space for additional visitors and workers in downtown. Due to the lot configuration, a new parking structure will require cooperation from adjacent private land owners. Preliminary configuration estimates a three tiered parking deck at 200 feet by 120 feet could accommodate approximately 250 vehicles</p>					
2B	Create Connections Between Downtown, the Hudson River Waterfront, and Pruyn’s Island	CoGF	\$1,800,000	N/A	2+
<p>This project will implement the recommendation of a recent feasibility study (the Pruyn’s Island Plan) to extend a pedestrian connection from Elm Street to the waterfront. In addition, this project recommends using funds from the State’s BOA program for a redevelopment feasibility study of the National Grid site. Due to its location between downtown and the waterfront, this site is a key component of any future waterfront redevelopment plan.</p>					
2C	Implement the Glens Falls Complete Streets Policy	CoGF	\$500,000- \$2,000,000	N/A	<1 year
<p>This initiative’s goal is to follow the HUD connectivity study’s recommendations in order to create comfortable, safe and well-lit streets, offering increased accessibility for people with disabilities and helping all residents to be healthier.</p>					
2D	Purchase Equipment for the Glens Falls Hospital	GFH	\$2,000,000	N/A	1-2 years
<p>In order to continue to provide leading professional care to the region, the hospital is seeking funding for the purchase of new and updated equipment.</p>					
2E	Improve Connectivity to City Parks and Schools	CoGF	\$750,000	N/A	1-2 years
<p>This project will further connectivity to City Parks schools by creating safe routes between Glens Falls’ public schools and City parks in the DRI area. By improving pedestrian and bike access and upgrading green space for the disabled, this initiative will create a connection between young residents and the Downtown, and encourage an active lifestyle.</p>					

Table 1.7: Goal 3: Generate opportunities for next generation workforce.					
No.	Project Name	Responsible Parties	Total Estimated Cost	DRI Funding Request	Timeframe
3A	Assist SUNY Adirondack in Locating Culinary School Downtown	SUNY Adirondack/ CoGF	\$571,342	\$500,000	1 year
<p>This project will provide capital funding to assist SUNY Adirondack in relocating its Culinary School to downtown location in Glens Falls. Partnering with SUNY Adirondack to provide a facility for their culinary program would bring students Downtown, where they could patronize local businesses, rent apartments, attend community events and potentially find work opportunities. SUNY Adirondack is pursuing several lease options for the new Culinary School, and this project will provide financial assistance for fit out of a space that meets their needs.</p>					
3B	Expand Argyle Cheese Farmer to Pruyn's Island	Argyle Cheese Farmer	\$562,500	\$125,000	1 year
<p>The Argyle Cheese Factory expansion project will have a two phase approach at the Pruyn's Island location. Phase 2 funding of \$125,000 is being requested of the Glens Falls Downtown Revitalization Initiative to provide for the needed retail, product/ equipment/material storage and administrative office space. This location will meet the Argyle Cheese Farmer needs for not only the near future, but beyond, as sales are expected to grow ten-fold over the next five years.</p>					
3C	Partner with Local Institutions and Businesses to Create Workforce Training and Apprenticeship Programs	CoGF	<\$500,000	N/A	< 1 year
<p>This project will partner local institutions, including Glens Falls public schools, SUNY Adirondack, cultural organizations and businesses in order to link students and new and expanding retailers with hands-on learning and work opportunities.</p>					

Table 1.8: Goal 4. Provide infrastructure that supports existing and new residents and businesses.					
No.	Project Name	Responsible Parties	Total Estimated Cost	DRI Funding Request	Timeframe
4A	Create a New Park on South Street with Green Infrastructure Component	CoGF	\$741,000	\$741,000	18 months
This project will locate a park including green infrastructure for stormwater management on the corner of South and School Streets.					
4B	Install High Speed Broadband throughout Downtown	CoGF	\$975,000	\$175,000	18 months
This project will incentivize a broadband provider to install necessary infrastructure to develop a broadband wireless service for residents and businesses following a necessary wireless propagation analysis.					
4C	Improve Infrastructure and Streetscaping on Park Street, School Street, Elm Street and Exchange Street	CoGF	\$1,505,258	\$1,505,258	1-2 years
Infrastructure to key areas of the Downtown will include additional bike lanes, sidewalk improvements, street furniture, and tree planting, landscaping and undergrounding utilities on Park, School, Elm Streets and Exchange Street.					
4D	Build a Glens Falls Microgrid	CoGF	>\$2,000,000	N/A	2+
Leverage NY Prize funding to implement a microgrid to connect downtown heavy utility users (e.g., Glens Falls Hospital, the Civic Center, the wastewater treatment plant and Affordable Senior Housing).					
4E	Continue Climate Smart Community Commitments	CoGF	<\$500,000	N/A	2-5 years
Outside funding may be used to help advance Glens Falls' efforts in meeting the City's commitments in adopting the Climate Smart Pledge, while also reducing municipal energy consumption and costs, encouraging adoption of principles of sustainability by the community as a whole, and supporting the green innovation economy.					
4F	Provide Electric Vehicle Charging Stations in Municipal Lots	CoGF	<\$500,000	N/A	1 year
This project will support the provision of EV charging stations in all public parking lots and garages in support of sustainable energy solutions and reduced emissions in the Downtown area.					
4G	Develop a Regional Transportation Plan	CoGF	\$100,000	N/A	1-2 years
This project recommends that the City undertake efforts to improve provide a regional transportation plan that will complement a number of DRI related projects by improving access between the Downtown and surrounding residential neighborhoods and the region.					
4H	Build a Solar Farm	CoGF	\$500,000 - \$2,000,000	N/A	2+
The City of Glens Falls should pursue funding from NYSERDA in order to partner with Solar City to build a solar farm. This project could lower City expenses for operation of street lights, water and sewer, and utilities costs.					

Table 1.9: Goal 5. Promote Glens Falls as a regional destination for arts, entertainment, and culture.

No.	Project Name	Responsible Parties	Total Estimated Cost	DRI Funding Request	Timeframe
5A	Increase Capacity of the Film Industry in Glens Falls and Warren County	ATF/WEDC	\$210,000	\$125,000	
	This project will improve facilities to help the Downtown capitalize on the influx of visitors from the region through two project components through two project components (1) Expand the Adirondack Film Festival and (2) Create a Glens Falls/Warren County Film Commission.				
5A-1	Expand Adirondack Film Festival	Adirondack Theater Festival	\$135,000	\$75,000	3-6 months
	The DRI can provide capital funding for venue improvements and equipment purchases for its upcoming 2017 Festival. In order to support the ongoing importance of the film industry in Glens Falls.				
5A-2	Create Glens Falls Film Commission	WEDC	\$75,000	\$50,000	3-6 months
	This project will create a Film Commission to establish the City and region's role in the film industry in order to lobby and create incentives to bring the film industry to the City for filming and production activities.				
5B	Create an Arts District and Public Art Trail	Arts District	\$208,150	\$125,000	14 months
	The Arts District of Glens Falls is an established non-profit organization whose mission is to link the arts and cultural organizations of Glens Falls through ongoing marketing and collaboration and a physical and virtual Arts Trail. Once funding is received, the organization will continue to meet as a committee overseeing project activities and consider additional proposals to add to the Arts Trail.				
5C	Create a Downtown Marketing and Branding Strategy, and implement a Downtown Wayfinding Signage Program	CoGF	\$200,000	\$200,000	<1 year
	The Downtown branding program includes the design of physical, web-based, and social media graphics and strategies, to reflect and communicate Glens Falls' retail, cultural, and community assets and activities. A dedicated team will develop a clear and recognizable identity and a unified approach across all platforms in order to position the City for greater economic opportunity and successful future partnerships between the public and private sectors.				
5D	Fund Expansion of the Queensbury Hotel	Queensbury Hotel	\$2,000,000	\$500,000	18 months
	Supplement the improvements being made to the Queensbury Hotel. If convention space expanded, provide additional rooms for guests attending events.				
5E	Fund Wood Theater Capital Improvements	Wood Theater	\$300,000	\$125,000	3 months
	This project will be to address the capital needs of the Wood Theater, a local resource for theater and community events that is seeking matching funds toward installation of a catwalk to improve safety for the Theater.				
5F	Fund a Feasibility Study for a STEAM Museum	GF Play	\$500,000	N/A	<1 year
	This project seeks funding for a feasibility study to evaluate the potential creation of a Science, Technology, Engineering, Arts, and Mathematics (STEAM) interactive museum. The study would determine optimal location within the City, while implementation would require additional outside funds.				
5G	Attract a Second Hotel to Downtown Glens Falls		\$250,000	N/A	1 year
	The City is in a position to attract a growing amount of regional visitors, enticing more people to stay in Glens Falls, rather than passing through. One asset that will help to supplement existing hospitality resources is a branded hotel that can serve a growing tourism industry in the City. This project will provide an incentive to a hotel developer to assist with capital costs associated with locating a new hotel within Downtown Glens Falls.				

SECTION 4. MANAGEMENT STRUCTURE

The DRI Plan was developed by a Local Planning Committee (LPC) comprised of business owners and leaders from local organizations and institutions. The local lead to oversee implementation of the plan will be the Greater Glens Falls Local Development Corporation (GGFLDC), working under the direction of the Mayor and Common Council and in coordination with other City departments and staff as needed.

Most of the projects recommended for DRI Funding are capital improvement projects that will be undertaken by the City and GGFLDC. Any changes to local laws or preparation of plans or studies will also be undertaken by the City, potentially through the use of a private consultant.

Some projects will require participation by private entities or non-profit organizations (e.g., the components of the Glens Falls Downtown Revitalization Fund; SUNY Adirondack Culinary School relocation). All projects that provide a benefit to a private business, property owner or non-profit have the support of the City and will be coordinated with the City during project implementation. In the case where the potential recipients of DRI funding are known (i.e. Queensbury Hotel, Argyle Cheese Farmer, Wood Theater, Arts District, and SUNY Adirondack), the capacity of the business owner or non-profit entity to implement the project has been evaluated through the DRI process and determined to be sufficient.

Projects for which the recipient(s) of the benefit is a business, property owner, or non-profit organization that has not been clearly identified in the plan, the recipient(s) will be selected through a competitive process. Criteria for that process will be developed by the City in coordination with the state agency administering the DRI funds, and will include demonstration that the recipient has the capacity to implement the project as outlined in the DRI Plan.

The Mayor, Common Council, and GGFLDC are unified in their support for the revitalization of Downtown Glens Falls. The City and a network of local and regional economic development organizations have invested significant time and energy, capital funds, and grant resources into projects that support revitalization in Downtown Glens Falls. The City and GGFLDC have the ability and resources to execute the Strategic Investment Plan included in the Glens Falls DRI Plan.

SECTION 5. PUBLIC INVOLVEMENT

The DRI planning process sought to engage the Glens Falls community, civic leaders, property and business owners and other stakeholders, in strategizing in order to utilize funding for catalytic projects with potential to leverage additional investment and promote economic development in the City.

Purpose and Principles of the Community Engagement Plan

The Glens Falls DRI planning process began with development of a Community Engagement Plan (CEP) that detailed how the City of Glens Falls, New York Department of State (DOS), and the Consultant Team would inform and seek input from all stakeholders in the community including City government, key employers and institutions, residents, business owners, stakeholder groups and organizations, and the general public. The objective was to ensure that all stakeholders had ample opportunity to know and understand the DRI process and its intended outcomes; to comment on the study as it progressed; to have their concerns and ideas heard; and to contribute to building a consensus about the vision for the Downtown and other outcomes, culminating in a locally supported DRI Strategic Investment Plan.

The CEP was developed to support civic engagement in the project by emphasizing the following principles:

- The public will have adequate access to information.
- The public will have clarity in the information presented to them.
- The public will be able to engage and comment on the plan's development as it progresses with a responsive and timely project team.
- The public will be able to participate in a process that is well-coordinated.

Local Planning Committee

A group of local stakeholders was selected to serve on the Local Planning Committee (LPC), an advisory board to assist private-sector and State experts in building a Strategic Investment Plan for the DRI Area. The Glens Falls LPC was co-chaired by Councilman-At-Large Dan Hall and Omar Usmani, representative from the Capital Region Regional Economic Development Council. The LPC was comprised of business owners and leaders from local organizations and institutions. The LPC held monthly meetings that were open to the public to discuss the progress and development of the Strategic Investment Plan and projects. This effort was also coordinated with key stakeholders to solicit feedback and gather information on existing conditions, planned projects and proposed recommendations.

Overall direction, policies and decisions on the plan were solicited through the LPC. Feedback on plan products and information was sought from the LPC before distribution to the broad range of stakeholders and public. The LPC collaborated with the New York State Department of State (DOS), City of Glens Falls and Consultant Team through a series of six LPC meetings, to share and review study documents as they were developed. LPC members offered their expertise to provide insights for discussion at meetings and assisted the outreach effort by identifying issues, information resources, stakeholders and potential lines of communication.

LPC meetings were held on the following dates:

LPC Meeting #1—September 14, 2016

This first meeting of the Glens Falls LPC provided an overview of recent planning processes that the City has led and included a summary of the DRI program and objectives. Co-chairs Dan Hall and Omar Usmani presented coordinated local and regional visions for downtown revitalization. The committee discussed the Community Engagement Strategy and each member of the LPC gave their own ideas about the most important objectives that the Glens Falls DRI plan should achieve.

LPC Meeting #2—October 12, 2016

The second LPC meeting began with an update of recent community outreach efforts and description of online tools. The LPC discussed preliminary concepts for the Downtown Vision Statement, Goals, and Strategies to guide development of the DRI plan. The bulk of the meeting was spent discussing project ideas that had been recommended in recent planning documents. This body of existing ideas formed a basis for development of the DRI plan, the early evaluation of which projects would have the greatest impact and which ideas were missing was a starting point in continuing to revise and refine the list of project ideas.



LPC Meeting #3—November 9, 2016

The third LPC meeting was an important work session for the LPC to start refining details of project ideas and providing input on which projects they thought would be most transformative. The meeting began with a community outreach update and overall project progress. Then, the committee broke out into small group discussions to go through each of the project ideas under consideration.



LPC Meeting #4—December 14, 2016

The fourth LPC meeting provided a deep dive into market conditions that either impact project feasibility or could be improved through implementation of certain project ideas. The market overview provided a summary of residential, retail, and office market conditions, as well as a discussion of challenges and opportunities facing each of these sectors. The meeting included a discussion of potential financial incentives to promote project ideas.

LPC Meeting #5—January 11, 2017

The format of the fifth LPC meeting was another small group work session. In this meeting, LPC members began a discussion on project prioritization that would set the stage for the upcoming public workshop and would conclude at the final LPC meeting in the following month. The project prioritization discussion gave the LPC an opportunity to drill down into project details and evaluate projects based on their potential impact and appropriateness for the DRI program. This meeting was critical in evaluating projects based specifically on whether they should be included in the DRI plan, and was useful in filtering the list of project ideas.

LPC Meeting #6—February 8, 2017

This sixth, final meeting of the LPC began with an update on the project status and review of priority project selection criteria. The core of the meeting was structured as a facilitated discussion of priority projects for DRI funding, with a series of discussions focused around each of the five Goals in the Glens Falls DRI plan. The objective of this meeting was to reach a consensus about the final list of projects that would be recommended for DRI funding in the Strategic Investment Plan. By this stage, the LPC had played a major role in helping to refine project details and develop a collective understanding about criteria for recommending projects for DRI funding. The LPC agreed on the list of projects for DRI funding, as well as a broader list of priority projects that are important for the City's continued revitalization but that should seek other sources of funding in order to be implemented.

Community Engagement Tools and Activities

Members of the Glens Falls community, including residents of the region, workers, non-profit organizations, business owners, and property owners were all critical stakeholders in developing the Glens Falls DRI plan. In addition to being invited to attend all meetings of the LPC, the general public was encouraged to participate directly in the DRI process. The DRI planning process included four public workshops as well as attendance at additional community events. The public outreach program included a number of elements designed to inform and involve the public in a meaningful way. Public opinion and comments were documented and considered in the development of plan recommendations.

Community Engagement Events

The DRI planning process included four Community Engagement Events as follows:



***Community
Engagement Event #1***

October 15, 2016, 8:00 am – 12:00 pm

Glens Falls Farmers' Market

The first Community Engagement Event was held at the Glens Falls Farmers' Market and provided information and garnered feedback on the Downtown Revitalization Initiative program, the Glens Falls DRI vision, goals and objectives, and 45 preliminary project ideas. Public attendees provided comments on the preliminary project list, generated new project ideas and indicated their preferred projects. The presentation boards also included a summary of the Glens Falls DRI program, including upcoming meeting dates, and an outline of the Vision, Goals, and Objectives for the Glens Falls DRI project.

Attendees were asked to indicate on presentation boards/map which of the project ideas they most support or would most like to see happen. The most popular project ideas were the Park Theater Redevelopment, the SUNY Adirondack Culinary School, the year-round Farmers' Market at 25-33 South Street, redevelopment of Native Textile manufacturing facility, Art District improvements and the Public Art Trail. Members of the public were also asked if any project ideas were missing.



Community Engagement Event #2

December 3, 2016, 9:00 am – 12:00 pm

Heritage Hall at the Glens Falls Civic Center

The second Community Engagement Event was formatted as a design charrette with open house stations. There were three roundtable stations, each focused on a different topic, and one open house station that presented all of the project ideas under consideration. At the charrette tables, participants were encouraged to sketch potential design improvements on large scale maps and aerial photos, while members of the Consultant Team took notes and facilitated. The goal was to generate project ideas and brainstorm specific design configurations to implement preliminary project ideas.

The topics at the charrette tables were:

- Farmers' Market and Wellness
- Downtown Uses
- Streetscape Enhancements



Community Engagement Event #3

January 25, 2017, 6:30 pm – 8:30 pm

Heritage Hall at the Glens Falls Civic Center

A third Community Engagement Event was held in January to give the public an opportunity to weigh in on project priorities. This workshop was held as an Open House format with interactive stations for attendees to visit and offer feedback. Each station was staffed by one member of the project team. The workshop opened with a presentation to provide project context, then the open house format allowed for public review of potential priority projects and opportunities for one-on-one discussion with members of the Consultant Team and LPC members.

The open house stations each covered one of the five goals included in the DRI plan, with project descriptions and graphics to provide background on each of the projects. Attendees placed green or red dots next to each project to register support or opposition. This exercise helped guide final project prioritization by providing a clear view from the public of which projects had the greatest level of public support.



Community Engagement Event #4

February 23, 2017, 6:30 pm – 8:00 pm

Heritage Hall at the Glens Falls Civic Center

A fourth Community Engagement Event was held on February 23 to present the final projects and gain additional feedback from the public on initiatives prioritized for funding through the DRI award. The meeting began with a formal presentation by Ed Bartholomew, Warren County EDC, LPC Committee co-chair Dan Hall and the Consultant Team. The team described the projects developed through the DRI process in detail, including estimated costs and future project locations. Following the presentation, the public was invited to participate in an informal question-and-answer session in which participants were given the opportunity to address concerns, ask questions and provide feedback.

Attendance at Additional Community Events

In addition to the official Community Engagement Events, the Consultant Team and LPC also set up materials for the public at two other community events. On September 22, 2016, the team set up at the Glens Falls Balloon Festival kick-off event on Glen Street and on October 2, 2016, the team had a table at the Taste of the North Country. At these events, participants were invited to help guide the visioning process by writing down words that evoke the character of Downtown Glens Falls.

Community Online Survey

A community online survey was prepared and hosted via Survey Monkey. The survey included questions about community values and concerns for the Downtown, as well as wishes and wants for the future. The Consultant Team tabulated the survey results and prioritized individual items based on the input received. The online survey received 418 responses from local and regional residents to obtain opinions on shopper's characteristics, identification of what types of retail are missing within the Downtown, access within the Downtown, Downtown's potential as a residential location, and overall strengths and weaknesses.

Economic Development Stakeholder Feedback

As one component of developing a real estate market analysis, the Consultant Team conducted a series of stakeholder interviews to supplement the market analysis. Individuals who were interviewed included commercial brokers, building owners, developers, major companies, asset managers, retail tenants, major employers, representatives from local cultural organizations, local civic organizations to obtain data on residential, retail, office and hotel markets. The goal of these interviews was to understand how all of these potential sources of demand including cultural/arts institutions and civic organizations impact current and future real estate conditions within the Downtown. These interviews also provided more up to date information on current rents, occupancy levels and absorption to understand current demand, supply and future potential supply of each use under consideration. Additional details on the indications of these interviews are included in Part I, Section I: Downtown Profile and Assessment and in Part I, Section III: Action Plan.

Farmers' Market Survey

To assist with development of the Market on South Street, a targeted online survey was prepared for members of the Glens Falls Farmers' Market Association. The market vendors include local producers and regional suppliers of produce and other market goods. The Farmers' Market survey provided critical input on the needs of market vendors to ensure that the recommended project to provide space for a year-round farmers' market is responsive to this central stakeholder group.

Website and Social Media

The Consultant Team coordinated with the Greater Glens Falls LDC (GGFLDC) to provide project updates on a website that was managed by GGFLDC – www.gfdri.org. In addition, the Consultant Team provided project updates via social media, which allowed local interest groups to easily distribute DRI information via their own social media networks. Social media tools used during the process included Twitter, Instagram, and Facebook (@glensfallsdri). Outreach materials and deliverables were also posted on the NYSDOS' DRI website.

Part 1: Endnotes

Photo Attribution: All photos are attributed to BFJ Planning unless otherwise specified

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Downtown Revitalization Initiative
PART 2: STRATEGIC INVESTMENT PLAN
City of Glens Falls, New York
Capital District Regional Economic Development Council

February 2017

City of Glens Falls

Downtown Revitalization Initiative

City of Glens Falls

Local Planning Committee

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This document was developed by the Glens Falls Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by the following Consulting Team:

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COMMUNITY VISION, GOALS, AND STRATEGIES

Glens Falls has significant catalytic potential thanks to extensive planning efforts in recent years. Through these studies, a clear set of objectives has been established for the City and the region. With additional public input and review by the Local Planning Committee, the Glens Falls Community Vision, Goals and Strategies comes from work that has been done to date. This section reflects a consolidation of the overlapping aims from these recent plans, which include the City's DRI application 'Be in AWE of Glens Falls'; the Pathways to Progress Regional Development Strategy; the South Street Revitalization Plan; the Upstate Revitalization Initiative - Capital 20.20; the Downtown Vision & Development Strategy; and the Redevelopment and Connection Plan for Pruyn's Island. Following an analysis of this work, the DRI Consultant Team and Local Planning Committee adapted the City's vision, evaluated its goals and prioritized strategies for addressing ongoing revitalization challenges. In its second Committee Meeting, the LPC and the public offered feedback on the Vision Statement, Goals and Strategies. The following Vision Statement, Goals and Strategies summarize the aspirations for the Community's Downtown revitalization and should guide project implementation and future planning efforts in the City of Glens Falls.

Glens Falls Downtown Community Vision

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 ***arts, culture and recreation opportunities*** that offers unparalleled potential for ***entrepreneurship, wellness***, advancement and personal expression.

Goal 1: Strengthen the vibrancy of Glens Falls' mixed-use and walkable neighborhoods.

Strategies

- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.
- Improve landlords' ability to attract retailers by providing financial incentives, to decrease vacancy rates and attain a more diverse mix of retail tenants.
- Develop programs to promote small and local businesses that can locate in the upper vacant floors of existing buildings.
- Repurpose the upper floors of existing buildings with residential and commercial uses in order to preserve the downtown character.
- Provide high quality housing at varying levels of affordability and type.

Goal 2: Support and expand local and regional resources that improve public health.

Strategies

- Improve access to healthcare resources.
- Build identity as the “gateway to the Adirondacks” and become a destination for visitors and tourism related businesses.
- Promote local agriculture and public health by improving food access and distribution.
- Conserve open space and promote access to the region's natural resources and recreation amenities.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.

Goal 3: Generate opportunities for the next generation workforce.

Strategies

- Attract young professionals with opportunities that meet and exceed millennial expectations
- Stimulate innovation through business incubators.
- Develop workforce training programs and apprenticeships.
- Provide educational programming that links public schools and local institutions with programs for skill-building and technical expertise development.

Goal 4: Provide infrastructure that supports existing and new residents and businesses.

Strategies

- Expand access to traditional and emerging broadband infrastructure.
- Promote green urbanism, green buildings, green energy, and green infrastructure.
- Create a resilient energy grid and utilities network.

Goal 5: Promote Glens Falls as a regional destination for arts, entertainment, and culture.

Strategies

- Promote Glens Falls' existing reputation as a regional destination for arts, culture and film.
- Support the existing art community by featuring the city's renowned arts and cultural anchors.
- Provide high quality accommodations to meet the needs of tourists and other Glens Falls visitors.

The projects and initiatives described in Part Two of this document (Strategic Investment Plan) were selected based on how well they advance these goals and strategies.

SECTION 1. PROFILES OF PRIORITY PROJECTS PROPOSED FOR DRI FUNDING

In August 2016, the City of Glens Falls was one of 10 communities identified by the New York State Regional Economic Development Councils (REDC) to receive \$10 million in State funding. The \$10 million award is supporting a Downtown Revitalization Initiative (DRI) to transform Downtowns ripe for development through a comprehensive, community-driven process. Each DRI Community received \$300,000 in planning assistance for creation of a Strategic Investment Plan, leaving \$9.7 million to fund DRI Priority Projects. The Glens Falls Local Planning Committee (LPC), through coordination with DOS and the City of Glens Falls and with input from the public, has selected the Priority Projects discussed herein for DRI Funding.

The total cost of the Priority Projects described below is approximately \$12.2 million; this is in excess of the available \$9.7 million. This overage is by design and intention as there are a number of variables in bringing projects included for funding to fruition. For example, certain of the Priority Projects may receive partial or full funding through other state or federal sources; the final scope and cost of certain projects may vary from the estimates provided; and site control issues may render certain projects infeasible. By including Priority Projects in excess of \$9.7 million, the LPC has ensured that the full value of the DRI award will be spent on the implementation of the Priority Projects. In addition to the approximately \$12.2 million in DRI funding requests, the Glens Falls Strategic Investment Plan is expected to leverage approximately \$10.88 million in public, private, and non-profit funds.

This section presents detailed descriptions of the Priority Projects in the Glens Falls DRI Strategic Investment Plan. The Priority Projects are the projects that are recommended for funding through the DRI program. The LPC was tasked with reviewing the projects and initiatives within the context of how well they advance the DRI strategies set forth in the Strategic Investment Plan. The goal of the LPC was to maximize the impact of DRI investment by advancing projects and initiatives through the DRI award that would have the greatest public benefit, are primed for implementation, and enjoy broad stakeholder support. The LPC prioritized catalytic and transformative projects that present the strongest likelihood of continuing downtown revitalization and investment in the community.

Criteria for Selecting Priority Projects

The LPC reviewed Priority Projects based on the following criteria:

- Alignment with existing local and regional plans.
- Support from the public and City officials.
- Community and economic benefits.
- Catalytic and transformative potential.

- Capacity to leverage private or public sources of funds.
- Cost and feasibility

Additional issues that the LPC considered when evaluating potential DRI projects:

- What (specifically) the DRI funding would be used for.
- Potential for alternative state or federal grants that could fund the project.
- Ongoing operating arrangements required to ensure that the project is successful.
- Market demand, economic feasibility, and potential site control issues.

How the Selection Criteria were Applied

Cost

The LPC reviewed estimated costs for each of the projects, including the requested DRI contribution and the potential for public, private, and non-profit leverage, where applicable.

Community Benefits

Although economic development benefits are the core of the DRI plan, the LPC also considered impacts beyond economic benefits. Projects were considered that provide benefits in addition to quantitative economic benefits, such as sustainability and resilience to climate change, environmental benefits, increased tax revenue for the City, and improved urban design of the public realm.

Catalytic Potential

Projects were prioritized if the LPC felt that they have transformative potential to fundamentally change the downtown and how it is perceived. Transformative projects have the ability to promote additional economic development activities, such as leveraging additional funds, encouraging private development, or inducing secondary impacts, such as attracting new residents and tourists to downtown Glens Falls.

Job Generation

Employment was an important concern of the LPC and projects were evaluated for how many projected jobs would be added in the downtown.

Feasibility

In order to be recommended for DRI funding, it had to be determined that projects are: 1) technically feasible; 2) feasible from a regulatory and permitting perspective; and 3) have few 'real property constraints.' Project readiness was also considered.

Public Support

Public support was solicited throughout the DRI planning process. Projects were prioritized that have a high level of Local Planning Committee, public, and local government support.





5B Art District and Public Art Trail

1C Feasibility Study for Warren Street/Glens Street Site

2C Connections between Downtown and the Waterfront

4D Build a Glens Falls Microgrid

- * Projects Not Mapped - DRI Funded
- 1A** Downtown Revitalization Fund
 - Retail Race for Space
 - Facade Improvement Program
 - Capital Projects Fund for Non-Profits
 - Competitive Innovation and Entrepreneurship Program
 - Office Recruitment Program
 - 3A** SUNY Adirondack Culinary School
 - 4B** Install High Speed Broadband Throughout Downtown
 - 5A** Increase Capacity of the Film Industry
 - 5D** Downtown Marketing and Branding Strategy
 - 5E** Fund Wood Theater Capital Improvements

- * Projects Not Mapped - Funded Through Other Sources
- 1D** Acquire Additional Project for Redevelopment
 - 1E** Warren Street BOA Feasibility Study
 - 1G** Residential Renovation Assistance Program
 - 2D** Glens Falls Complete Streets Policy
 - 2F** Connectivity to the City's Community Resources
 - 3B** Workforce Training and Apprenticeship Program
 - 4E** Continue Climate Smart Community Commitments
 - 4F** Provide EV Charging Stations in Municipal Lots
 - 4G** Develop a Regional Transportation Plan
 - 4H** Build a Solar Farm
 - 5F** STEAM Museum Feasibility Study
 - 5G** Attract a Second Hotel to Downtown Glens Falls

Source: Google Earth, BFJ Planning



Responsible Parties

GGFLDC will be responsible for reviewing applications, selecting eligible businesses, non-profit organizations, and/or property owners to receive grant funding, and forwarding applications to the Housing Trust Fund Corporation to request disbursement of DRI funds.

Capacity:

GGFLDC has the capacity to implement the Downtown Revitalization Fund. Selected retail and office businesses and/or non-profit organizations would be required to sustain improvements to and operation of retail spaces. Ongoing participation and maintenance by private building owners, where applicable, would be required and the capacity of applicants would be evaluated.

This Project Aligns with the Following Glens Falls DRI Strategies:

- Improve landlords' ability to attract retailers by providing financial incentives, to decrease vacancy rates and attain a more diverse mix of retail tenants.
- Attract young professionals with opportunities that meet and exceed millennial expectations
- Support the existing arts and cultural communities by featuring

PROJECT 1A. GLENS FALLS DOWNTOWN REVITALIZATION FUND

DRI funding:

This project is being submitted for DRI funding with a request for \$600,000, for a total of five components.

Summary Description:

This project will create a fund to be allocated to small businesses, building owners, non-profit organizations and entrepreneurs to support economic development, improve the built environment, and support job creation in the DRI area through a series of competitive grant funding opportunities.

Description:

The Glens Falls Downtown Revitalization Fund is a broad-based program that provides assistance to retail and office businesses, non-profit organizations, entrepreneurs, and property owners to spur multiple types of economic activity in Downtown Glens Falls. The objective of this program is to support businesses and organizations in Downtown that need assistance for capital improvements that will contribute to the local economy, built environment, and capacity of community organizations and small businesses. Each component of the Fund requires that applicants provide matching funds. The matching funds requirement ensures that applicants are invested in the City, have the capacity to succeed in the future, and increases the amount of private investment that is leveraged by the DRI program.

The Fund includes five different components, which are described in detail on the following pages. In brief, the five components are:

- Component 1: Develop a Retail Race for Space Program to Jumpstart Retail Recruitment
- Component 2: Implement a Façade Improvement Program
- Component 3: Create a Capital Projects Fund for Non-profit Organizations
- Component 4: Develop Glens Falls Competitive Innovation and Entrepreneurship Program
- Component 5: Develop an Office Recruitment Program

Criteria for Applicants to the Downtown Revitalization Fund

Applicants for each of the components of the Glens Falls Downtown Revitalization Fund will submit applications to the Greater Glens Falls Local Development Corporation (GGFLDC). GGFLDC will be responsible for reviewing applications, selecting eligible businesses, non-profit organizations, and/or property owners to receive grant funding, and forwarding applications to the Housing Trust Fund Corporation to request disbursement of DRI funds.



Cornice on Glen Street



Buildings on South Street and Broad Street



Adirondack Theater Festival



Crandall Library

While each component has different requirements for submissions, there are two criteria that each applicant must address in order to be eligible to receive DRI funds:

Local Hiring Policy:

The City of Glens Falls promotes a local hiring policy that seeks to provide employment opportunities for residents of the greater Glens Falls area. Local hiring in Glens Falls is not strictly limited to residents within the City’s boundaries, an acknowledgement of Glens Falls’ role as a regional downtown that supports and is supported by the success of the regional economy.

The local hiring policy helps to ensure that funding spent in Glens Falls provides a benefit to the local economy above and beyond the direct impact of each individual project. Local hiring increases employment for the greater Glens Falls region and keeps taxpayer dollars local to boost the local economy while also reducing the environmental impact of long commutes to the work site. “Local hiring” is defined

the city’s renowned arts and cultural anchors, and creating opportunities for new art galleries.

- Stimulate innovation through business incubators.
- Promote local agriculture and public health by improving food access and distribution.
- Develop programs to promote small and local businesses that can locate in the upper vacant floors of existing buildings.
- Repurpose the upper floors of existing buildings with residential and commercial uses in order to preserve the downtown character.

This Project Aligns with the Following REDC Strategies:

- Fund start-up and early stage companies through the collective efforts of our Region’s business incubators, Chambers of Commerce, and regional economic growth organizations.
- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Create a hub for “Smart Cities” technology development in the Capital Region.
- Better connect workforce development services.
- Develop “social centers of gravity,” rich in entertaining, dining and cultural activities, within our urban areas.

Regulatory Requirements:

- SEQR; City of Glens Falls Code; Site Plan approval by the Planning Board (where applicable); Building Permits.

Public Support:

The various components of this project have consistently received support from the public throughout the planning process. Responses to the public survey distributed as part of the DRI process identified a strong desire for new and expanded retail options, mixed-use development, a grocery store/specialty retail, new office space and job creation. During the October 15, 2016 Public Event, the public also indicated strong support for the Façade Improvement Program and programs aimed at attracting new retail, office and business uses. In addition, the Retail Race for Space, Façade Improvement Program, Capital Projects Fund for Non-Profits, the Competitive Innovation and Entrepreneurship Program, and Office Recruitment Program all received public support

to mean hiring of residents within the greater Glens Falls area, which includes Warren, Washington and Saratoga Counties. Local hiring must promote inclusion in terms of race, ethnicity, gender, economic disadvantage, and new Americans.

For permanent jobs that will result from the use of DRI funds, applicants are required to provide a local hiring plan to GGFLDC as part of their application. Recipients of funds must also document their strategy for posting job openings locally when jobs become available, efforts to recruit and interview local referrals, and reasons for not hiring targeted job seekers. The local hiring plan should include total number of jobs, number of eligible hires, explanation for any low number of hires, and anticipated changes in the number and types of jobs in the future.

For construction jobs, it is the policy of the City of Glens Falls to encourage utilization of local contractors, subcontractors and procurement of supplies, materials, and equipment. Final invoices for recipients of funds requesting reimbursement shall identify where local materials and purchases were made. Exception to this policy is permitted upon demonstration of special circumstances.

Location in Downtown Glens Falls

Award recipients must agree to remain in Downtown Glens Falls and in operation for a period of five years. Failure to remain in operation will result in requirement of repayment of grant amortized over five years.

during the January 25, 2017 Project
Prioritization Open House.

Beneficiaries:

Community residents, non-profit
organizations, private property
owners, commercial tenants, small
business owners and job seekers
will benefit from the Glens Falls
Downtown Revitalization Fund.

Location:

- South Street from Glen Street to Broad Street.
- Park Street from Elm Street to Glen Street.
- Elm Street from Park Street to Pine Street.
- Exchange Street from Elm Street to Glen Street.

Project Partners:

- GGFLDC, businesses applying for funding, and building owners with vacant spaces that will be identified for inclusion in the program.
- There may also be a potential partnership with existing institutions to assist in developing business plans. These partners may include the SUNY Adirondack Entrepreneurship and Business Management Program and the SCORE Association, a nonprofit supported by the U.S. Small Business Administration that provides counselors, advisors, and mentors to new entrepreneurs.
- If needed, applicants can also seek assistance from Warren County Economic Development Corporation (WCEDC), which has a loan review committee in place.

Funding Sources

- DRI funding request
- Private investment required to match the DRI investment
- New York Main Street Program
- Empire State Development Grant Funds
- NYSERDA

Component 1: Develop a Retail Race for Space Program to Jumpstart Retail Recruitment

Downtown Glens Falls has vacant and underutilized properties in key locations that limit the availability of services for residents and attractions for visitors. Retail Race for Space is a one-time competitive program that provides matching funds to support leasing and capital improvement costs to encourage new retail businesses to fill vacant storefronts in Downtown. The objective of the program is to provide a one-time short-term shot in the arm to encourage new retail businesses to open on South Street.

Retail Race for Space will provide financial assistance to new and expanding retail tenants. Successful applications would be eligible for matching funds (up to 50%) to support leasing and capital improvement costs. The program would be administered by the GGFLDC after submission of an application for DRI funds for each qualified project to the Housing Trust Fund Corporation. The application process could also include assistance in developing business plans, potentially in coordination with SUNY Adirondack and the SCORE Association, a nonprofit supported by the U.S. Small Business Administration that provides counselors, advisors, and mentors to new entrepreneurs. Applicants would be required to include a leasing and capital improvements plan, budget, and local hiring plan.

Program Requirements:

- Matching funds to support leasing and capital improvements costs
 - 50% of demonstrated costs
 - Maximum grant amount of \$40,000
- Minimum total of three awards of up to \$40,000 each (total project cost of \$120,000).
- Matching funds by successful applicants would provide an additional \$120,000 of private funds.

Program Criteria:

Potential criteria for consideration of Race for Space applications to be evaluated by the GGFLDC:

- Must comply with the Glens Falls Downtown Revitalization Fund local hiring policy.
- Emphasis on business types that were identified by the retail market summary and/or public support, such as demonstration of demand for the product.
- Review of business plan, leasing plan, capital improvements plan and budget.
- Retailer must agree to remain in Downtown Glens Falls and in operation. Failure to remain in operation will result in requirement of repayment of grant amortized over five years.

Retail Market Preference

Though applications will not be limited to this list, the retail market summary indicated potential retail demand for the following:

- General Merchandise
- Miscellaneous Retailers
- Specialty Foods/Grocery
- Farm Food Manufacturing/Retail
- Hardware
- Bookstore
- Boutique Apparel
- Shoe Stores
- Electronics/Phone/Computer Stores
- Other Goods (florists, non-food vendors).

The Online Surveys and Stakeholder Interviews supported some of the above categories, as well as demand for additional store types:

- Grocery
- Unique Apparel
- Galleries
- Gifts and Novelties

At the start of program, the program administrator would hold meetings with landlords/property owners who have existing vacant retail space to explain the benefits of the program, determine their willingness to participate, and ultimately to assist in pairing property owners with potential new tenants.

Estimated Costs:

- DRI funding request: \$120,000 – three grants of up to \$40,000 available to potential retail tenants.
- Other funding: \$120,000 in matching private investment

Anticipated Revitalization Benefits:

The Race for Space program has the potential to catalyze growth and vibrancy downtown in the short-term by filling vacant space. An increase in the amount of occupied retail square footage can also help increase property values and tax revenues (potentially including real estate taxes, sales taxes, and income taxes), as well as provide new jobs. New and/or expanded businesses can attract additional residents and visitors downtown. This greater vibrancy may increase the walkability and sense of place downtown, and can increase support for other businesses and market demand for new housing and other commercial uses. Additionally, the program would leverage private funds to help expand the catalytic potential of DRI funds.

Site Ownership/Legal Jurisdiction:

- Ownership and legal jurisdiction will depend on which retail spaces will be chosen for the Race for Space program. Since the benefit will be distributed to retail tenants, not the property owner, sites owned by the GGFLDC or other public entities could be considered.

Jobs Created:

The Retail Race for Space program has the potential to occupy up to 15,000 sf of vacant retail space within the DRI area . It could be reasonably expected that, if that demand is fully met, approximately 27 retail jobs would be created. The number of retail jobs created will be dependent on the retail square footage that is eventually supported by the Retail Race for Space Program and the type of retail proposed.

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Square feet leased to new tenants.
- Tax revenue collected from businesses selected in the program.
- Number of employees at businesses selected in the program, by type (e.g., management, administrative, full-time, or part-time).
- Survey of businesses located within the DRI area.

New businesses would be created in Glens Falls which will create additional jobs for local residents. As a result, there would be an increase in real estate taxes, sales tax and income taxes paid locally and to the State. Secondary impacts would include increased spending in the downtown and attraction of new shoppers. Given that downtown workers often live downtown, this may also increase demand for rental apartments in the area.

Cost-Benefit Analysis:

The Retail Race for Space program would have a relatively quick positive effect on downtown. Filling currently vacant space would quickly turn spaces that have a negative effect on visitor perception and property values into assets that attract users. Newly filled spaces could also reduce perceived risk for investors in new spaces and businesses and make it easier to secure private financing. According to the retail gap analysis prepared for the DRI plan, approximately 40,000 sf of additional retail supply could be supported Downtown under current conditions.

Timeframe for Implementation and Project Readiness:

Short Term: 1 year–This program can be implemented within one year. The GGFLDC will be responsible for the marketing of the Race for Space program to potential businesses, with potential candidates evaluated and winners selected. It is the responsibility of the selected business owner and property owner to negotiate lease terms. Once applications have been received, an award granted and a lease negotiated it will take approximately 3 to 6 months for businesses to undertake tenant improvements and open for business.

Project 1A: Glens Falls Downtown Revitalization Fund

Location:

- Eligible applicants throughout the DRI area.

Project Partners:

- Private property owners; City of Glens Falls.

Funding Sources

- DRI funding request
- Empire State Development Grant Funds
- Private investment required to match the DRI investment
- Potential to leverage funds from National Grid, which provided some matching funds for this program in the past and may be interested in participating in the future

Site Ownership/Legal Jurisdiction:

- Participating private property owners will have ownership and legal jurisdiction.

Jobs Created:

- Jobs are not directly created by this project.

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Number of businesses that apply to participate in program.
- Amount of private investment dollars leveraged.
- Number of facades improved through the program.
- Survey of businesses located within the DRI area.

Component 2: Implement a Façade Improvement Program

Building façades in the DRI area are generally in good condition, in part due to a successful Downtown Façade Assistance Program that the City has operated in the past. However, this program exhausted its funds and this program would recapitalize and update the Downtown Façade Assistance Program to expand its positive impact. Some façades along South Street between Glen and Broad Streets are in fair to poor condition, as well as façades along portions of Elm and Park Streets.

Building façades are an important part of the pedestrian environment and affect the experience of Downtown residents, workers, shoppers, and visitors. Continuing to improve the pedestrian environment will help link key anchors within the Downtown, including Glens Falls Hospital, new multi-family housing, an improved South Street corridor, the retail center on Glen Street, and the proposed Public Arts Trail. The program objective is to provide financial assistance to property owners for interior and exterior storefront improvements. This program recommends allocation of \$150,000 of DRI funds for an improvement program that would provide up to \$25,000 per facade, with a 50% match from property owners.

Program Criteria

The following program criteria were developed in part using the City's previous *Downtown Façade Assistance Program Manual* (July 2011) and can be used to update the Program Manual for implementation using DRI Funds.

1. Location: Property must be located within the DRI Area
2. Review and Approval: The Glens Falls Planning Board and New York State Historical Preservation Office (SHPO) must review and approve the proposed façade improvements before the Applicant submits a Local Façade Program Application to the GGFLDC for review and consideration for approval.
3. Applicant's Record: The Applicant's record as a property owner regarding building and property condition of the current building and other property presently or previously owned within the City by the Applicant shall be factors to be considered by the GGFLDC board in granting façade funding approval.
4. Applicant Eligibility:
 - A property owner who has received a New York State Façade Grant and/or a local façade grant in the last three years is not eligible for the Downtown Façade Assistance Program on the same building unless a waiver is requested by the property owner and approved by the GGFLDC Board.
 - At the time of application, the property owner must be current on all city, school, county, State, and Federal taxes along with water and sewer fees. Additionally, there shall be no outstanding city building code violations, state code violations, judgments and or tax liens on the property under consideration and any other property fully or partly owned by the Applicant in the city.

Project 1A: Glens Falls Downtown Revitalization Fund



Example of a typical, potential project that could be included in the Facade Improvement Program. No particular buildings have been selected for the program—All interested property owners will apply by submitting an application to the GGFLDC.

- Property must be located within the DRI Boundary.
5. **Matching Grant Amount:** This program provides a 50-50 grant match up to a total of \$25,000 in DRI funds administered by the GGFLDC after submission of an application for DRI funds for each qualified project to the Housing Trust Fund Corporation. The grant amount will be less than \$25,000 if the project cost is less than a total of \$50,000 and the GGFLDC may recommend less than the maximum grant amount at their discretion. The program is a reimbursement program—no funds can be advanced.
 6. **Contractors' Quotes:** Two contractors' and subcontractors' quotes, to be reviewed by the GGFLDC, are required with the application for all work. Applicants must comply with GGFLDC local hiring policy.
 7. **Project Inspection:** At the completion of the project, there shall be a project inspection by the GGFLDC staff and the City's building inspector before payment is made. GGFLDC disbursement of funds will be payable to the Applicant. The project must be completed by the Applicant within six months of final approval by the GGFLDC. A time extension may be granted by the GGFLDC upon the Applicant providing a reasonable explanation.
 8. **Conditions of Grant Funding:** As a condition of grant funding, the Applicant shall sign a lien on this property on behalf of the GGFLDC for the amount of the grant award. The lien shall exist for a period of five years and the cost of recording and filing shall be the responsibility of the Applicant. Terms and conditions of the lien determine a year-by-year schedule of percent amounts of the grant that must be repaid if the property is sold within five years.
 9. **Eligible Expenses:** The Downtown Façade Assistance Program will help fund exterior and limited interior improvements to buildings in the DRI area. It is expected that the scope of work will either restore or emphasize historic

features of the building. The eligibility of items not included on the list below will be determined on a case-by-case basis by the GGFLDC. Eligible expenses include:

- Façade restoration
- Cleaning and repointing brickwork
- Painting
- Cornice repair
- Other masonry repairs
- Window reconstruction/replacement
- Roof repair
- Design expenses
- Entrance and lobby improvements
- Elevator installation to comply with Americans with Disabilities Act (ADA) requirements

Program Requirements

The following requirements must be met in order to receive assistance at project completion (though not necessarily in the same order):

1. **Scope of Work:** All applicants must provide a written narrative scope of work clearly detailing all project elements. The scope of work will provide the basis for the SHPO submission and will allow the Applicant to obtain cost estimates.
2. **Consultation with SHPO:** All projects require review and approval by SHPO. In order to submit the application to SHPO, the GGFLDC requires:
 - Façade design/rendering
 - Narrative scope of work
 - Historic photos of the building

Once these items are submitted, the retained design firm will complete the remaining required items for submission to SHPO on behalf of the Applicant. If SHPO has substantive comments they must be addressed by the Applicant. Applicants are expected to consult with licensed engineers/architects to obtain drawings and renderings of the proposed façade design.

3. **Cost Estimates:** The Applicant is required to provide two cost estimates for the total scope of work. Grant assistance will be based on the lower of the two estimates. The GGFLDC will not reimburse the Applicant for “self help” in circumstances where the Applicant performs a portion of the work.
4. **Planning Board:** Each project must receive architectural and site plan review and approval by the City’ Planning Board. Planning Board approval is contingent upon SHPO clearance.
5. **GGFLDC Approval:** After the Applicant has received approval from SHPO and the Planning Board, and has received two cost estimates, the project will be presented to the GGFLDC for approval, submission to the Housing Trust Fund Corporation, and subsequent potential grant award.

6. Reimbursement: In order to receive reimbursement, the Applicant must provide the GGFLDC with final invoices that clearly demonstrate the work that was completed.

Estimated Costs:

- DRI funding request: \$150,000 set aside for up to \$25,000 per façade with a 50% match required.
- Other funding: \$150,000 in matching private investment

Anticipated Revitalization Benefits:

The façade improvement program would improve the perception of downtown and attract new tenants, shoppers, residents and businesses. These new uses could increase tax revenue (potentially including sales tax, real estate taxes, and income taxes) due to increased economic activity, and attract new retail, office, and residential tenants. The grant program would leverage additional private investment, expanding the impact of DRI funds towards physical improvements downtown.

Investments in building facades will improve the attraction of downtown to tenants, shoppers, residents and businesses providing the potential secondary benefits of increased sales taxes due to spending; attraction of new retail, office and residential tenants; creation of new jobs; increased income taxes and real estate taxes if a tax abatement program is not put in place.

Cost-Benefit Analysis:

A façade improvement program would provide near term enhancement to the retail aesthetic downtown. In conjunction with streetscape improvements, and based on Glens Falls' previous experience with a similar program, this program could help enhance the overall downtown visitor experience and drive higher volumes of visitors and repeat visits. The program would reduce the risk involved in fitting out new commercial uses, encouraging new businesses and investment. Renovated and more attractive facades could reasonably be expected to support higher retail sales and fewer failed businesses throughout the downtown, thus creating a more attractive streetscape that is better able to compete to attract new businesses. By leveraging private investment downtown, the program could encourage long-term dedication by area businesses and property owners.

Timeframe for Implementation and Project Readiness:

Short Term: Less than 1 year—This program can be implemented within 1 year by using the framework established through the former Downtown Façade Assistance program. This Façade Improvement Program will continue until all DRI funds for the program have been expended.

Location:

- Non-profit organizations located in the DRI area.

Project Partners:

- GGFLDC
- Participating non-profit organizations

Funding Sources

- DRI funding request
- Leverage private non-profit funds
- Empire State Development Grant Funds
- NYSERDA

Site Ownership/Legal Jurisdiction:

- Site ownership and legal jurisdiction will depend on the selected non-profit organizations.

Jobs Created:

- Jobs are not directly created by this project.

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Number of non-profit organizations that apply to participate in program.
- Amount of private funding leveraged.
- Narrative description of how DRI funds advance the mission of the non-profit recipient of funds.

Component 3: Create a Capital Projects Fund for Non-profit Organizations

This project will use DRI funding to create a matching grant program that provides funds to assist local non-profit organizations with capital improvements. The program would provide a 60-40 match, with the non-profit fulfilling the 40% match. The match by the local organization could be provided as cash contribution, in-kind, or a combination of both for successful applicants who have demonstrated the capacity to pursue a program that provides a specific public service that will have a positive impact on the DRI area. Qualifying non-profits will also be required to provide information related to the availability of matching funds or in-kind contribution, need for funding, and a timeline for implementation.

Funding would be available on an application basis for local non-profit organizations to supplement the City's existing Community Development Block Grant program for operating costs. The capital projects fund would be available for non-profit organizations that provide one or more of the following services and programs:

- Educational programming and activities for local youth.
- Arts, cultural and civic organizations.
- Groups that provide assistance to low-income residents.
- Wellness resources and services, including healthy food outlets and medical services.
- Other local not-for-profit organizations.

The grant amount may be provided as matching funds for organizations that receive CFA grants.

The application for this program would require information from the non-profit organization on the following categories:

1. Summary of the organization including information on leadership, capacity, and location.
2. Description of the proposed activities including details on how funds will be spent, availability of matching funds or in-kind services, and cost estimates.
3. Statement of need that explains why the capital project is necessary for the organizations' continued operation or expansion.
4. Description of anticipated project benefits, including economic impacts for the non-profit and the City as well as benefits related to the mission of the organization and the proposed activity, including educational, arts and cultural, wellness, recreational benefits and/or sustainability and community revitalization.
5. Estimated project timeline including design, construction, and close-out.
6. Must comply with the Glens Falls Revitalization Fund local hiring policy.

Estimated Costs:

- DRI funding request: \$80,000 total; Maximum of \$40,000 per award (with a 40% match consisting of cash or in-kind contribution—\$26,667 match at maximum award amount)
- Other funding: \$53,333 cash or in-kind contribution

Anticipated Revitalization Benefits:

Glens Falls' cultural and social organizations are key to sustaining a high quality of life in the Downtown. Non-profit organizations provide a sound footing on which to build a stronger cultural and social infrastructure downtown to serve the whole range of users, across all demographics. Their footprint should be expanded where possible. Providing support to local non-profits could help support and/or expand existing groups downtown, helping to retain existing vibrancy. Capital support for groups working downtown could help retain existing jobs and leverage other funds and private fundraising. Support for these groups would provide a long-term, sustainable positive influence downtown.

Cost-Benefit Analysis:

Non-profit organizations bring significant benefits to Downtown Glens Falls.

Timeframe for Implementation and Project Readiness:

Short Term: 2 years – The GGFLDC can implement the Capital Projects Fund within one year; construction of awarded capital improvement projects can be undertaken during year two. GGFLDC will issue a call for applications from interested non-profit organizations w. GGFLDC will review applications from non-profit organizations, select projects for funding, and forward applications to the Housing Trust Fund Corporation to request disbursement of DRI funds. The non-profit organization will be responsible for developing architectural/engineering drawings, receiving all required approvals (Site Plan Approval, if necessary; SEQR) and for undertaking project construction. It is estimated that most capital improvements would be constructed within 8-12 months of receiving the project award.

Location:

- The program criteria require that applicants relocate within the DRI area.

Project Partners:

- The City of Glens Falls
- Glens Falls Collaborative
- SUNY Adirondack Business and Entrepreneurship program
- Volunteer mentors and local business leaders.

Funding Sources

- DRI funding request
- Private investment required to match the DRI investment
- Potential to supplement with private corporate investments; family, corporate or SUNY foundation investments in an angel investment fund. These investments, as well as the DRI funds could receive a return on their investments, as the companies grow
- Empire State Development Grant Funds

Site Ownership/Legal Jurisdiction:

- This program can be executed in various Downtown facilities, which may be privately or publicly owned. There may be the potential to collaborate with The Market at South Street (project 2-A), or the redevelopment of the corner of South and Elm Streets (project 1B). However, successful applicants will be required to provide their own space as needed.

Jobs Created:

- The number of jobs created with the support of DRI funds may vary widely depending on the businesses selected to participate in the program. For purposes of projecting the benefits and costs of such a public investment, an estimated 5-10 jobs per \$50,000 award or a total estimate of 20-40 jobs, are conservatively assumed for this program.

Component 4: Develop Glens Falls Competitive Innovation and Entrepreneurship Program

The Competitive Innovation and Entrepreneurship Program is a small business accelerator program that will invest in local creativity through a competitive grant program that assists applicants in building businesses that support the downtown. Competition winners would receive a grant for capital expenses to help them expand, mentoring from local business leaders, and marketing assistance through the program.

This project will create a targeted grant competition to promote entrepreneurship and start-up businesses. The objective is to leverage private funds and local ingenuity to create opportunities for young entrepreneurs. Grant awardees could be entrepreneurs from Glens Falls, who promote local creativity and/or on a national scale, who bring outside investment into the City. The program will require that entrepreneurs submit an application and demonstrate their ability to contribute matching funds of 50%. This project will use DRI funds to assist with capital costs related to expanding a small business, including equipment and property acquisition/development. Enrollment in a mentorship program with another local business owner will be a required, but non-funded, portion of this project. If no local mentor is available, this requirement may be waived.

Examples of business types that would be appropriate for this program:

- Light manufacturer that needs to invest in new equipment to increase production.
- Food-related business that is ready to grow from an incubator/test kitchen into a dedicated space.
- Small business that, in order to grow the business, needs funding for building expansion or renovation.

Features of the Program

- 50-50 matching grant up to a maximum of \$45,000. Applicants must provide a plan for how the funds will be spent, demonstrate need for the additional capital, and explain how the funds will help the business expand and contribute economic benefits to the community.
- Mentorship through a network of local business leaders. The program will establish a network of business leaders in different fields and match grant awardees with a mentor that has a similar background or targeted expertise.
- Marketing assistance through online media. The program will produce web videos and other online marketing materials for each of the grant awardees. The online marketing component is meant to promote the local businesses as well as the City of Glens Falls as a whole. The videos will include profiles of the grant awardees in the context of their connections to the City.

Conditions of the Program

- Require location in Glens Falls and commitment to remain in the City for five years. Recipients may expand to another location within the DRI area within five years. If the recipient chooses to relocate outside of the City within five years, they must repay the award amount based on amortized value of the grant amount.
- Require evidence of matching capital to leverage local or outside investors interested in social investment.
- Applicants must provide a business plan, stage one product, demonstration of market viability, and evidence of personal capital or investors.
- Must comply with the Glens Falls Downtown Revitalization Fund local hiring policy.

Estimated Costs:

- DRI funding request: \$200,000
 - \$180,000—four competitive grants of up to \$45,000; a maximum of 50% match
 - \$20,000—Marketing, website development, assistance with producing video/promo materials, social media
- Other funding: \$180,000
 - \$180,000 – matching funds for four competitive grants

Anticipated Revitalization Benefits:

The competition would attract a number of new businesses and accompanying jobs downtown. The program would potentially leverage other economic development funds and private investment in new businesses, expanding the economic impact of DRI funds. The activity from these new businesses would bring a greater diversity of uses and workers downtown to support other businesses and create market demand for downtown housing. New businesses supported by the competition present an opportunity for medium and long-term tax revenue growth.

Cost-Benefit Analysis:

Investing in and supporting locally-based businesses by reducing private financial underwriting risk for certain new business in downtown Glens Falls could bring a sizeable new population of day-time users to the downtown, increasing pedestrian activity and driving up demand for retail goods and services as well as food, beverage and entertainment establishments. Longer hours of downtown activity (including increased evening activities of local office workers) add economic stability to the downtown. More downtown workers (estimated between 20-40 workers) could enhance the feasibility of new or renovated downtown residential real estate investment. Successful businesses that were supported by DRI funds that later pursue expansion would have existing roots in Downtown Glens Falls

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Amount of private additional funding leveraged (annually and total-to-date).
- Tax revenue collected from businesses selected in the program.
- Square feet occupied within the DRI area by businesses selected in the program.
- Number of employees at businesses selected in the program, by type (e.g., management, administrative, full-time, or part-time).
- Survey of businesses located within the DRI area.

and may choose to expand in nearby underutilized properties, continuing the revitalization process and increasing tax revenue to the City.

Timeframe for Implementation and Project Readiness:

Short Term: 1 year – This program can be implemented within one year. The GGFLDC will be responsible for the marketing of the Competitive Innovation and Entrepreneurship Program to potential small businesses and entrepreneurs, with potential candidates evaluated and awardees selected within 3 to 6 months. GGFLDC will then forward applications to the Housing Trust Fund Corporation to request disbursement of DRI funds. It is the responsibility of the selected small business/entrepreneur to negotiate lease terms, if applicable, with private property owners. Once applications have been received, an award granted and a lease negotiated it will take approximately 3 to 9 months for businesses to undertake tenant improvements, if necessary, and open for business. The mentorship aspect of this program will be ongoing.

Project 1A: Glens Falls Downtown Revitalization Fund

Location:

- Eligible applicants throughout the DRI area.

Project Partners:

- GGFLDC
- Businesses applying for funding
- Building owners with vacant spaces that will be identified for inclusion in the program

Funding Sources

- DRI Funding request
- Private equity investments from building owners, and potentially lender financing from local banks
- Empire State Development Grant Funds
- NYSERDA

Site Ownership/Legal Jurisdiction:

- Ownership and legal jurisdiction will depend on which office spaces will be chosen for the Office Recruitment program. Since the benefit will be distributed to office tenants, not the property owner, sites owned by the GGFLDC or other public entities could be considered.

Jobs Created:

- The number of jobs created with the support of DRI funds may vary widely depending on the businesses selected to participate in the program, and it is thus not possible to predict with any certainty at this time.

Component 5: Develop an Office Recruitment Program

Renovations of upper floors of buildings along Glen and South Streets are financially unfeasible for many owners due to cost of modernizing older buildings (new plumbing, electrical, elevators, communications, windows, etc.) and code compliance issues. This program would incentivize office relocation to vacant commercial space in existing buildings by providing DRI funds to assist with building renovations. The program would identify building owners interested in attracting office tenants with the objective to attract employees and businesses to the downtown that will also generate demand for retail and downtown living.

The office recruitment program provides financial assistance to landlords seeking to attract new and expanding office tenants. The application process could also include assistance in developing business plans, potentially in coordination with SUNY Adirondack, SBA, SCORE, and the Warren County EDC. Applicants would be required to include a leasing and capital improvements plan, budget, and local hiring plan.

Program Requirements:

- Matching funds to support leasing and capital improvements costs
 - 50% of demonstrated costs
 - Maximum grant amount of \$25,000

Program Criteria:

- Awards of up to \$25,000 each (total project cost of \$50,000).
- Matching funds by successful applicants would provide an additional \$50,000 of private funds.

Potential criteria for consideration of office recruitment program applications to be evaluated by the GGFLDC:

- Emphasis on business types that were identified by the retail market summary and/or public support as in demand.
- Review of business plan, leasing plan, capital improvements plan, and budget.
- Demonstration of total number of jobs created (in addition to narrative of local hiring policy).
- Must comply with the Glens Falls Downtown Revitalization Fund local hiring policy.
- Recipient of office recruitment must agree to remain in Downtown Glens Falls and in operation, failure to remain in operation will result in requirement of repayment of grant amortized over five years.

At the start of program, the program administrator would hold meetings with landlords/property owners who have existing vacant office space to explain the benefits of the program, determine their willingness to participate, and ultimately to assist in pairing property owners with potential new tenants.

Estimated Costs:

- DRI funding request: \$50,000 total - for two awards of up to \$25,000 each
- Other funding: \$50,000 in matching funds by successful applicants

Anticipated Revitalization Benefits:

Moving office tenants into vacant upper-floors would prove a net positive from an assessment perspective, as well as augmenting demand for proximate retail and residential uses. If this project places conditions on wage floors, relocation origination area stipulations, and industry type, this project would spur the generation of many new jobs downtown, of a minimum quality dictated by the terms of the incentives. New workers downtown would also enhance demand for new residential stock and retail/commercial space nearby.

If office tenants eligible for the program are required to relocate from outside of downtown or the city limits, regional employers would use this program as an opportunity to move offices to a more central area, proximate to a broader employee base. This program may also attract employers to Glen Falls who might have otherwise opted for other cities.

Cost-Benefit Analysis:

The office recruitment program could bring a sizeable new population of day-time users to the downtown, increasing pedestrian activity and supporting local businesses. By supporting the redevelopment of existing underutilized upper floor square footage, the program could increase property values, tax revenue to the City, and the financial feasibility of additional private investment in the Downtown.

Timeframe for Implementation and Project Readiness:

Short Term: 1 year – This program can be implemented within one year. The GGFLDC will be responsible for the marketing of the Office Recruitment Program to potential businesses, with potential candidates evaluated and awardees selected. GGFLDC will then forward applications to the Housing Trust Fund Corporation to request disbursement of DRI funds. It is the responsibility of the selected business owner and property owner to negotiate lease terms. Once applications have been received, an award granted and a lease negotiated, it will take approximately 6 to 9 months for businesses to undertake tenant improvements and open for business.

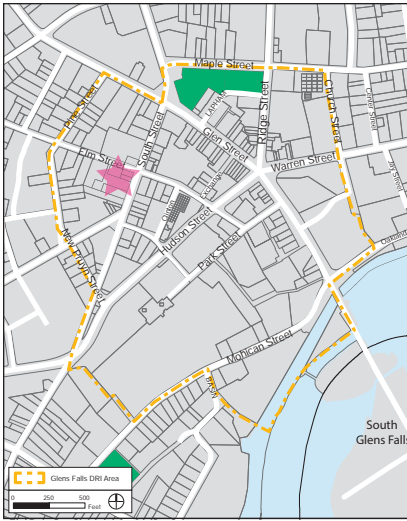
Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Amount of private additional funding leveraged.
- Net increase in tax revenue collected from properties selected in the program.
- Net increase in square feet leased or occupied in properties selected in the program.
- Number of employees at businesses selected in the program, by type (e.g., management, administrative, full-time, or part-time).
- Survey of businesses located within the DRI area.



Examples of Vacant Commercial Space



PROJECT 1B: REDEVELOP KEY SOUTH STREET CORNER WITH MIXED-USE DEVELOPMENT, POCKET PARK, AND PARKING

DRI Funding

This project is being submitted for DRI funding with a request of \$1,200,000.

Summary Description:

This project involves the redevelopment of four parcels containing vacant buildings on the southwest corner of South and Elm Streets. The project will include adaptive re-use of two buildings for mixed-use redevelopment and demolition of two buildings to create a pocket park and surface parking.

Location:

36 Elm Street, 45 South Street, 49 South Street, 51-57 South Street

Responsible Parties

GGFLDC, private developer

Capacity:

The City of Glens Falls has the capacity to undertake this project.

Project Partners:

City of Glens Falls, GGFLDC, Private developer, current owners of 49 South Street and 51-57 South Street.

This project aligns with the following Glens Falls DRI strategies:

- Improve landlord's ability to attract retailers by providing financial incentives, to decrease vacancy rates and attain a more diverse mix of retail tenants.
- Develop programs to promote small and local businesses that can locate in the upper vacant floors of existing buildings.
- Repurpose the upper floors of existing buildings with residential and commercial uses in order to preserve the downtown character.
- Provide high quality housing at varying levels of affordability and type.

Description:

This project involves the redevelopment of four parcels containing vacant buildings on the southwest corner of South and Elm Streets. The project will include adaptive re-use of two buildings for mixed-use redevelopment and demolition of two buildings to create a pocket park and surface parking. The project site includes two sites controlled by the Greater Glens Falls Local Development Corporation (GGFLDC) and two privately owned sites.

The project will improve the corner of South and Elm Streets through a five-part process:

1. The City of Glens Falls will prepare an RFP seeking redevelopment proposals from a private developer or development entity for the sale and adaptive reuse of the GGFLDC- owned properties at 36 Elm and 45 South Street (no cost from DRI Funds). Applicants must comply with the Glens Falls Downtown Revitalization Fund local hiring policy.
2. The City proposes to use DRI funds to provide a development incentive to offset renovation costs for the adaptive reuse of the 36 Elm and 45 South Streets buildings. Selection of the development team would be contingent upon review of RFP responses that demonstrate compliance with City objectives for the site, including adaptive reuse of existing buildings, leasing to retail/commercial tenants favored by the market analysis and public support during the DRI planning process, and mixed-use renovation.
3. The GGFLDC will acquire 51-57 South Street and 49 South Street. Requested DRI funds would be used for acquisition costs at appraised fair market value.
4. The GGFLDC will demolish existing structures at 51-57 South Street and 49 South Street and construct a pocket park on South Street with surface parking set back from the street edge. This surface parking would be used by the tenants at the newly renovated 36 Elm and 45 South Streets development (both of these sites lack off-street parking). Additionally, the

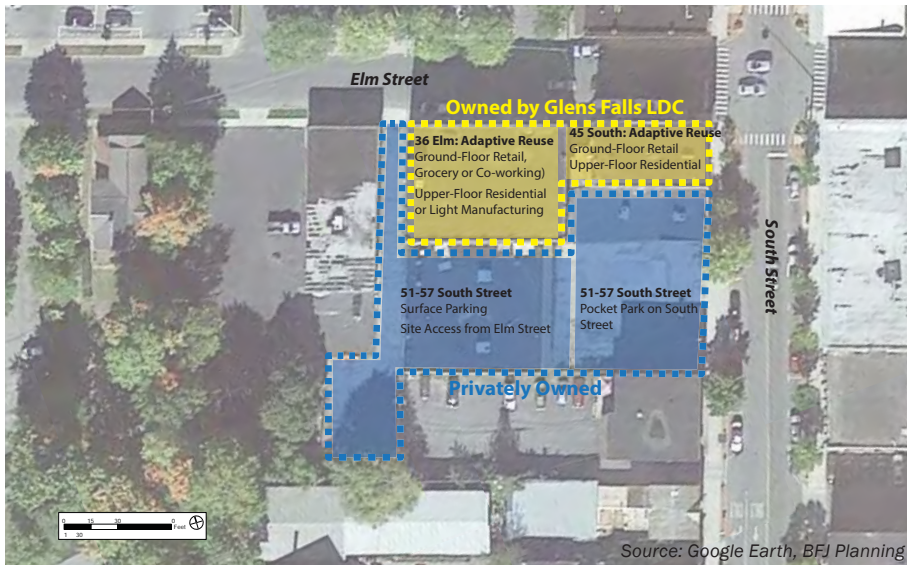


Diagram of Potential Site Plan Configuration

driveway that accesses 51-57 South Street runs adjacent to the building at 36 Elm Street. After these properties are redeveloped, this driveway could be used by commercial tenants at 36 Elm Street to access loading docks at the rear of the building. Respondents to the RFP may also propose an alternative use for 51-57 and 49 South Street. While the surface parking and loading area would be beneficial for the site, infill development on South Street would be an appropriate alternative to the pocket park concept. The master plan for this site may be revised to include an infill development concept if the successful applicant identifies a market for new development on this site.

5. The development incentive can be increased by up to \$200,000 if the successful applicant includes in their proposal and subsequently implements ground floor tenant improvements to accommodate a specialty food/grocery store.

This project aligns with the following REDC strategies:

- Leverage regional and inter-regional partnerships within the agribusiness community to leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.
- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.

Site Ownership/Legal Jurisdiction:

GGFLDC currently owns 45 South Street and 36 Elm Street. GGFLDC would need to purchase the two privately owned vacant buildings (49 and 51-57 South Streets) using DRI funds.

Regulatory Requirements:

City of Glens Falls: Issuance of RFP (Common Council); Sale of GGFLDC-Owned Property (Common Council); City of Glens Falls Code, Site Plan Review (Planning Board), Architectural Review (Architectural Review Committee), SEQR, and Building Permits.

Public Support:

This project received strong public support throughout the planning process. The public indicated strong support for the project during the October 15, 2016 Public Event where they were asked to identify their favorite preliminary project ideas and again during the January 25, 2017 Project Prioritization Open House.

Beneficiaries:

Community residents, job seekers, tenants and renters, and small business owners

Overview of Existing Building Conditions

36 Elm Street

The three-story building at 36 Elm Street is 17,550 sf, and located on a 0.14 acre (6,447 sf) lot. The building consists of a concrete frame industrial structure, and has previously been used as a textiles factory and a restaurant and kitchen storage facility. The building was evaluated for contamination during the Pre-Nomination Study for the South Street BOA program in 2008. Some contaminants were found and the City, in conjunction with the GGFLDC, used state funding from the Environmental Restoration Program to complete the investigation and full remediation of 36 Elm Street. There is a paved alley between 36 and 38 Elm Street that provides access to the adjacent 51-57 South Street lot.

45 South Street

The three-story building at 45 South Street was built in 1950 and is 7,200 sf.¹ The GGFLDC purchased this building for \$200,000 in 2014. The building, which was occupied by Kiley’s Pharmacy for many years, went into foreclosure and will need extensive repairs to its interior, including new pipes, wiring, and HVAC systems. Requested DRI funding would provide an incentive for adaptive reuse, infrastructure upgrades, and/or façade improvements. The building is located on a 0.063 acre (2,744 sf) parcel.

49 South Street

Adjacent to 45 South Street is 49 South Street, a vacant 2,103 sf one-story building on a 0.055 acre (2,406 sf) parcel. This building was constructed in 1950, and has an estimated value of \$162,500.² 49 South Street was most recently the location of Juicin’ Jar, a smoothie shop which relocated to Exchange Street in August 2016.

51-57 South Street

The former OTB building located at 51-57 South Street is currently vacant. The existing one-story structure was built in 1974 and is 5,688 sf. The parcel is 0.43 acres (18,730 sf) and has space to park approximately 30 cars.³ The building is set back from the sidewalk on South Street by approximately 85 feet, with a vacant surface parking area in front.

Redevelopment concepts for 36 Elm and 45 South Streets

36 Elm Street, locally known as the Incubator Building, is a concrete frame industrial building. It does not face a major commercial street, and therefore the ground floor may be better suited for a use that does not require foot-traffic, rather than retail. Instead, the ground floor (approximately 5,800 sf) could be office or co-working space, an arts/music facility, or a grocery store. Upper floors (approximately 11,600 sf) in a mixed-use adaptive reuse concept could be either loft-style residential apartments or light manufacturing. If a developer is interested in pursuing the option of connecting the ground floor of 36 Elm Street to 45 South Street, retail may be appropriate with a primary entry on South Street.

Project 1B: Redevelop Key South Street Corner with Mixed-Use Development, Pocket Park, and Parking



36 Elm Street



45 South Street



49 South Street



51-57 South Street

Jobs Created:

The number of jobs created with the support of DRI funds may vary widely depending on the eventual program of each building. If the most job-dense uses are programmed, for example retail in 36 Elm and office/light industrial at 45 South Street, it could be reasonably expected that the project may create approximately 65 jobs.

Funding Sources:

- DRI funding request
- New York Main Street Program
- NYMS Downtown Anchor Project
- Empire State Development Grant Funds
- New York State Office of Parks, Recreation and Historic Preservation for Environmental Protection Funds- once the LDC acquires 51-57 South Street, the City could apply for funding through the Parks Program to receive funding for up to 50% of total project cost (capped at \$500,000) for the acquisition, development and planning of parks and recreational facilities to preserve, rehabilitate or restore lands, waters or structures for park, recreation or conservation purposes and for structural assessments and/or planning for such projects.
- NYSERDA Energy Efficiency Programs – funding could become available to businesses interested in locating at 36 Elm or 45 South Streets to focus on increasing productivity/energy efficiency through energy feasibility studies, master planning, industrial process efficiency, data centers, combined heat and power
- Green Innovation Grant Program – Environmental Facilities Corporation – funding is available for (among others) bioretention eg. rain gardens, bioswales; permeable pavement; storm-water street trees/urban forestry

45 South Street, locally known as Hotshots, formerly Kiley Pharmacy, is a brick building. Due to its location on South Street, the ground floor (approximately 2,400 sf) should include an active retail use. Upper floors (approximately 2,400 sf each) are suited for residential apartments.

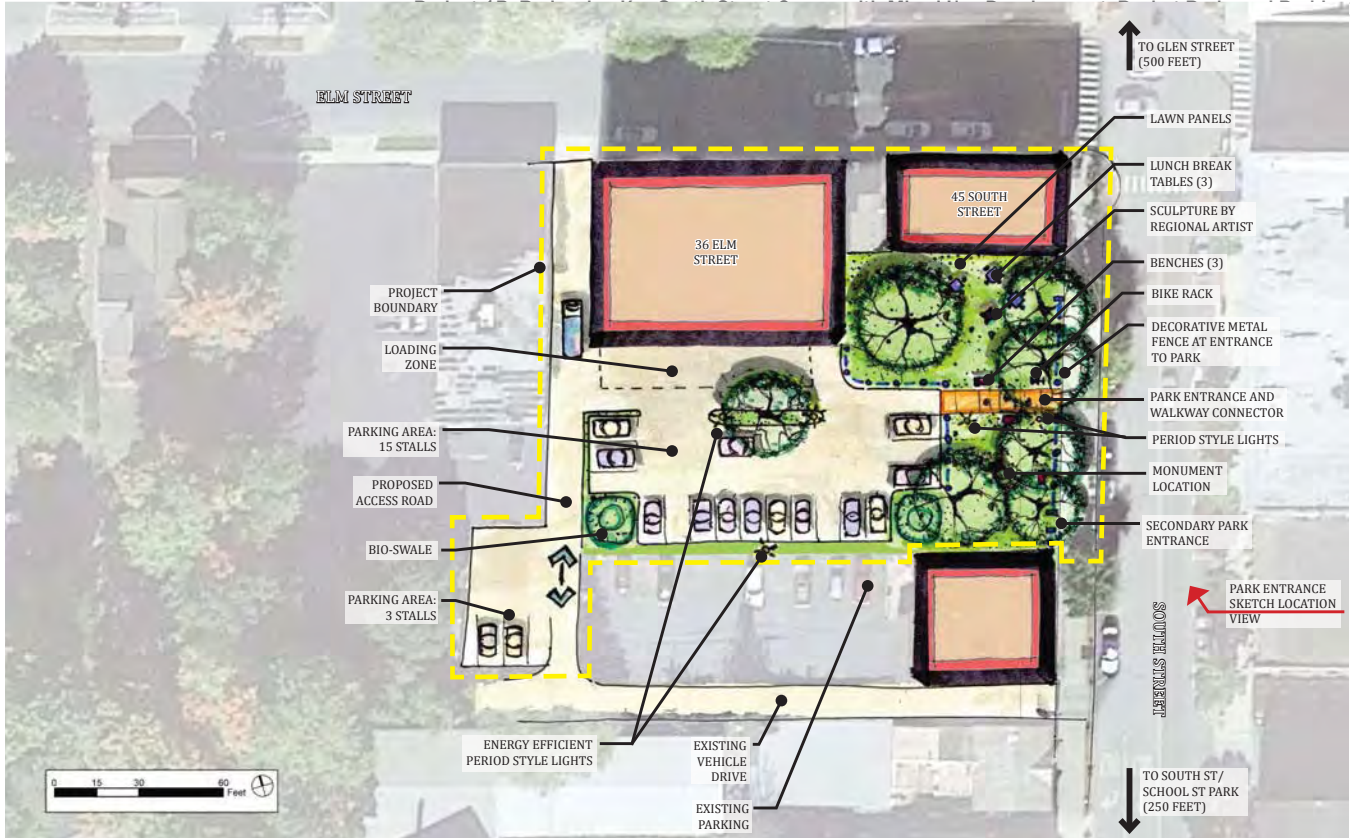
The retail market summary indicated potential retail demand for the following:

- General Merchandise
- Miscellaneous Retailers
- Specialty Foods/Grocery
- Farm food manufacturing/retail
- Hardware
- Bookstore
- Boutique Apparel
- Shoe Stores
- Electronics/Phone/Computer Stores
- Other Goods (florists, non-food vendors).

Following demolition, preliminary design concepts for 49 and 51-57 South Streets demonstrate that approximately 13,000 sf of surface parking (22 spaces) and approximately 5,600 sf of pocket park could be provided onsite. The pocket park would front South Street and provide much needed greenspace in the Downtown. The remaining area of the parcel will provide vehicular access to Elm Street and a loading dock for 36 Elm Street.

GGFLDC currently owns the properties at 45 South and 36 Elm Streets. To implement this project in full, GGFLDC will need to acquire two privately-owned properties that are currently on the market—49 South Street and 51-57 South Street—with advanced funds from the City of Glens Falls. In the event the privately-owned properties cannot be acquired at appraised fair market value, the scope of the project will be reduced to only include the RFP to sell and redevelop 36 Elm and 45 South Street and the development incentive to offset renovation and fit-out costs. A development review process agreement must be undertaken between GGFLDC and City of the Glens Falls in order to delineate the parties' responsibilities and to advance these projects in a timely manner.

The adaptive reuse concept for 36 Elm and 45 South Street could proceed without incorporation of the two privately-owned parcels. However, a holistic project that includes a master plan for all four sites would be more advantageous, in particular because 36 Elm Street does not have a dedicated driveway to access the rear of the building (the drive from Elm that passes adjacent to this building is part of the 51-57 South Street parcel). Because 49 South Street and 51-57 South Street are privately-owned, implementation of the full project, as reflected in the requested DRI funding, would require willing sellers to transfer ownership to the GGFLDC at appraised fair market value, or for those sites to be purchased by a private developer in coordination with the adaptive reuse of the two GGFLDC-owned sites.



Conceptual Site Plan

Source: Elan Planning



Conceptual Rendering of Park Entrance at South Street

Source: Elan Planning

programs; green roofs and green walls

- Glens Falls Industrial Development Agency incentive program – tax PILOT - sales tax, mortgage tax
- New Market Tax Credits
- National Grid Main Street Program
- CFA funding
- City and or Warren County Local Development Low interest loans

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Square feet leased in redeveloped properties.
- Tax revenue collected from new businesses in new properties.
- Sales at new retail businesses in new properties (if applicable).
- Narrative description of new real estate development and retail and commercial leasing on South Street.
- Survey of businesses located within the DRI area.

The properties at 49 and 51-57 South Street could be sold by GGFLDC for infill development in the future if and when the market allows, or could be developed with new infill construction if the successful RFP response includes them. These parcels contribute to the project's overall positive impact by making the site more dynamic and giving it the potential to leverage further development in this key part of the Downtown. The pocket park could include a community garden to tie in with the nearby Market on South Street (Project 2A) and overall food entrepreneurship concept for South Street.

This project also includes \$200,000 in matching grant funds to incentivize a grocery store/specialty food store at this location. The award would provide funds to assist with tenant improvement/fit-out costs in the amount of \$35 per square foot, up to 50% of total fit-out costs with a maximum award of \$200,000.

A retail market overview, supported by stakeholder interviews and public surveys, demonstrates that there is demand for specialty food stores in Downtown Glens Falls. There are currently three supermarkets located in the City; however, all are beyond walking distance from the DRI area. As the City looks to attract more residents and businesses Downtown, a local specialty food store or grocery store would make the Downtown more attractive and enhance the City's reputation as a regional hub for quality food, restaurants and local, fresh ingredients. Incentivizing a specialty food or grocery store to locate in the DRI area will create a new resource for healthy and affordable food options, and will promote other food-related projects such as The Market on South Street (Project 2A). A specialty food/grocery store would provide a daily and mid-week, walkable option for residents and workers in the downtown.

To be eligible for the specialty food/grocery store incentive program, a project must be financially viable and must demonstrate the following:

1. The project will make a positive impact on the local economy.
2. The project will increase revenues to the state and City and create a new agricultural economic development opportunity.
3. The development will adhere to sound land use principles; promote community development by working in conjunction with other food and wellness resources in Downtown Glens Falls (e.g., the Glens Falls Farmers' Market and the Glens Falls Coop).
4. The development will incorporate energy efficiency and green building principles, where feasible.
5. To the maximum extent practicable, the project will provide healthy, nutritious food grown by sustainable agricultural practices.

Other locations for a specialty foods/grocery store may also be considered eligible to receive this incentive if the accepted proposal for the development at 36 Elm-45 South does not include a grocery store. Locations identified could include: 14 Hudson Street or 109/115-117 Warren Street or other locations in the DRI area.

Project 1B: Redevelop Key South Street Corner with Mixed-Use Development, Pocket Park, and Parking

Estimated Costs:

Table 2.1: Project 1B—Estimated Costs	
DRI Funding Request	
Acquisition of 49 and 51-57 South Street	\$400,000
Demolition of 49 and 51-57 South Street Buildings and Site Prep	\$50,000
Redevelop 49 and 51-57 South Street with a pocket park and parking	\$200,000
Developer incentive for renovation of 36 Elm and 45 South	\$350,000
Grocery Store/Specialty Food Store incentive (up to 50% of total cost)	\$200,000
Total DRI Funding Request	\$1,200,000
Other Funding Sources	
Private Developer—Estimated Renovation Cost for 36 Elm and 45 South	\$3,000,000
Matching Funds for Grocery Store/Specialty Food Store	\$200,000
Total Other Funding Sources	\$3,200,000
Other Potential Funding Sources	
GFIDA, low interest loans from the GGFLDC, National Grid Main Street Program, National Grid and/or NYSERDA energy incentive programs, New Market Tax Credit	

Anticipated Revitalization Benefits:

Mixed use redevelopment of the GGFLDC-owned 36 Elm Street and 45 South Street sites has the potential to catalyze growth and vibrancy downtown by filling vacant space with new residential and commercial tenants. An increase in the amount of occupied retail square footage can also help increase property values and tax revenues (potentially including real estate taxes, sales taxes, and income taxes), as well as provide new jobs. New and/or expanded businesses can attract additional residents and visitors downtown. This greater vibrancy will enhance the sense of place downtown, and can increase support for other businesses and market demand for new housing and other commercial uses.

Additional parking and greenspace on South Street could support improvements and investment in the area and contribute to beautification efforts. This project would also benefit the redevelopment of 36 Elm Street and 45 South Street by providing parking to these two sites as well as providing much needed access for loading and parking to the 36 Elm Street building. Redevelopment of this key South Street corner could activate this corner and bring additional tax revenue to the City.

Cost-Benefit Analysis:

Transforming these underutilized parcels could turn properties that currently depress perceptions of real estate value in the downtown into assets filled with job-producing uses. Redeveloping these underutilized properties as an assemblage will enhance the financial feasibility of renovation and development for which, in the current market, private financial underwriting is challenging. Private financial underwriting risk is further, and necessarily, reduced with requested DRI funds mediating the financial risk (cost) of site acquisition, demolition expenses and a limited amount of renovation costs. Successful redevelopment of these parcels would have an immediately positive effect on the perception of downtown, adjacent property values, and the feasibility of new investment in other nearby buildings. More downtown workers could enhance the feasibility of other new or renovated downtown residential real estate investment. Occupants of redeveloped properties could bring a new population of downtown users, increasing pedestrian activity and much-needed increased demand for goods and services from downtown small businesses.

By also providing an incentive for a specialty food/grocery store , this project can help to support national trends that demonstrate increasing interest in living, working and/or visiting a vibrant, walkable downtown that offers many amenities. A downtown specialty food/grocery store contributes to the quality of life that enhances Glens Falls' competitiveness to attract residents, workers, and visitors downtown. This type of business could attract a high number of regular visitors, driving overall visitor traffic downtown, helping to support other retail and commercial businesses and increasing tax revenue to the City. The investment risk of such a venture should be primarily with the private property owner(s) and business operator, supported by DRI investment.

Project 1B: Redevelop Key South Street Corner with Mixed-Use Development, Pocket Park, and Parking

Timeframe for Implementation and Project Readiness:

Total Timeframe – 2 years

Phase 1: RFP Process

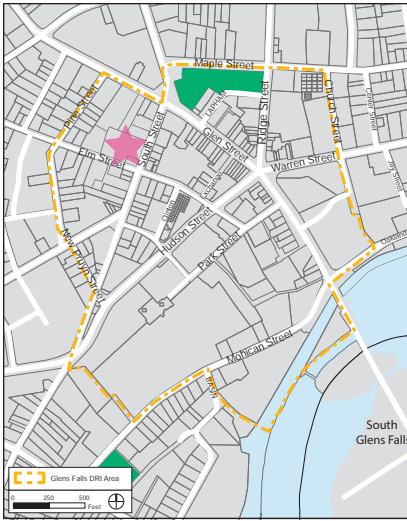
- GGFLDC to draft—with City consultation—and issue developer RFP for redevelopment of 45 South Street and 36 Elm Street – Months 1 and 2.
- RFP circulation and preferred developer selected – Months 3 and 4.
- GGFLDC to enter into Memorandum of Understanding (MOU) with selected developer for sale and redevelopment of 45 South Street and 36 Elm Street – Months 4 and 5.

Phase 2: Land Acquisition and Schematic Design of 51-57 South Street and 49 South Street (concurrent with Phase 1)

- GGFLDC to acquire 51-57 South Street and 49 South Street – Months 1 through 6.
- Schematic Design for Pocket Park, Parking and Loading area – Months 3 through 6.

Phase 3: Approvals

- Site Plan and SEQR Approval – Months 5 through 8.
- Phase 4: Construction – Months 8 through 24.



Location:

Current City-owned Farmers' Market site at the South Street Pavilion with a parking structure that spans that city-owned site and an adjacent privately-owned site.

Responsible Parties:

This project will require the City of Glens Falls to construct the proposed building and parking garage, identify potential retail tenants and ongoing programming, and lease space along South Street. The City will own the property and will be responsible for its maintenance, including the incubator/test kitchen space. The Market on South will be designed by a consultant hired by the City. The City will consult with the FMA and other parties. The City expects to have an ongoing partnership with the FMA moving forward.

A parking deck will potentially overlap with adjacent privately owned properties. Construction of the deck will require the support and participation of these private owners, including the Church of the Messiah and the Glens Falls National Bank

Capacity:

The City of Glens Falls has the capacity to implement this project with participation from project

PROJECT 2A: BUILD 'THE MARKET ON SOUTH STREET'

DRI Funding:

This project is being submitted for DRI funding with a request of \$6,250,000.

Summary Description:

As a key part of the revitalization of South Street, this project is a nexus for many of the DRI strategies. The Market on South Street will create new opportunities for local retailers, artisans, restaurateurs and farmers by expanding upon one of the City's greatest assets: its connection to regional agricultural resources. Requested DRI funds would support construction of a community space designed for the local Farmers' Market, retail space, and an incubator/test kitchen. This project will focus on access to healthy food options while improving the facilities provided to the Glens Falls Farmers' Market Association (FMA), generating new opportunities for commerce, community gathering and wellness education. The project will be designed with public green space for easy pedestrian and bike access, and will substitute displaced surface parking at the site with an adjacent garage.

Description:

Glens Falls is a regional hub for food and local products from Warren, Washington and Saratoga Counties. The existing Farmers' Market is an important resource for residents and an attraction for neighboring communities, but the existing South Street Community Pavilion only accommodates the Farmers' Market between May and October. This site is well located within the DRI area, and an enclosed facility with the capacity to operate year round has the potential to boost attendance and sales. The Market on South Street provides an opportunity to house the Farmers' Market year-round, and create a critical mass of food innovation resources on South Street. If awarded, the requested DRI funds would also be used to promote entrepreneurship and help to develop the local food industry.

Glens Falls is quickly gaining momentum as a hub for regional food innovation. The Market on South Street presents an opportunity to build on this momentum and continue to thrive. All around New York State, communities are creating localized food industries, from breweries and distilleries to local farm-to-table movements. While Glens Falls has many of these businesses as well, the City is positioned to continue developing its own unique food innovation ecosystem. JUST Water combines the resources of the North Country (abundant water, timber for paper packaging, and local infrastructure) to produce a unique product and local brand. The Glens Falls Farmers Market Association connects regional agricultural resources to an urban market. SUNY Adirondack Culinary Arts program and Cornell Cooperative Extension are both regional institutions that provide innovative food programming and create an opportunity to form lasting partnerships in Downtown Glens Falls. The Glens Falls Food Co-op and other local small businesses provide



Conceptual Rendering of the Market on South Street, view from South Street

Source: Thread Collective

unique access to local healthy food. The Market on South Street will provide a community hub for all of these unique local resources to collaborate while also providing an outlet for new businesses, a great resource for local residents, and a new attraction to bring new visitors to town.

Construction of the Market on South Street will create a dynamic, mixed-use facility that will transform South Street while providing space for the Glens Falls FMA, specialty retail, and event space to promote the unique resources in Glens Falls and the surrounding region.

This project could be developed according to two possible design concepts. The Primary Design Concept would achieve the objectives of this project by providing space for a year-round farmers' market, incubator kitchen, retail on South Street, and community/event space that could be rented by outside groups. This is the more feasible of the two options from both a cost and organizational standpoint. The Secondary Design Concept is a larger project that would require additional sources of funding, an anchor tenant, and organizational partnerships to operate a larger facility.

The design options are outlined below:

1. **Primary Design Concept**—The primary design for this site would include the construction of a one story (approximately 20,000 sf) structure for an enclosed, year round farmers' market, cold storage, test kitchen with educational space and compatible retail uses along South Street. The building is proposed to feature three sections:
 - Approximately 4,800 sf of street facing retail and manufacturing space.
 - Approximately 2,800 sf commercial test kitchen space with cold storage.
 - Approximately 11,800 sf Farmers' Market/Community Event space.

This plan also calls for about 27,000 sf of outdoor space, including surface parking, a public park, and an entrance plaza on South Street.

partners for ongoing maintenance. The City has experience with similar construction of the municipal garage on Hudson Avenue.

Project Partners:

The City of Glens Falls owns the South Street Pavilion property, adjacent properties belong to Glens Falls National Bank and the Church of the Messiah. Depending on the configuration of the onsite parking, one or both of these private businesses would partner with the City to construct ancillary parking. SUNY Adirondack and Cornell Cooperative Extension are potential project partners which have expressed interested in providing food related programming.

This Project Aligns with the Following Glens Falls DRI Strategies

- Improve access to healthcare resources.
- Build identity as “gateway to the Adirondacks” and become a destination for visitors and tourism related businesses.
- Promote local agriculture and public health by improving food access and distribution.
- Conserve open space and promote access to the region's natural resources and recreation

amenities.

- Attract young professionals with opportunities that meet and exceed millennial expectations
- Stimulate innovation through business incubators.
- Develop workforce training programs and apprenticeships.
- Provide educational programming that links public schools and local institutions with programs for skill-building and technical expertise development.

This Project Aligns with the Following REDC Strategies

- Leverage regional and inter-regional partnerships within the agribusiness community to leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.
- Increase public and private investment that supports food and farming related business; connect product purchasers with local agribusiness and incentivize the use of our Region’s resources.
- Increase collaboration among farmers (food suppliers), distributors, wholesalers, retailers, restaurants, and the Region’s high-tech supply chain expertise to create a more efficient distribution network and identify new market outside the Region that could be accessed by utilizing technology.
- Leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.

Site Ownership/Legal Jurisdiction:

The City of Glens Falls currently owns the site.

Regulatory Requirements:

City of Glens Falls: Issuance of RFP

The new building would be constructed to the lot line on South Street in order to provide an active street wall and generate a more pedestrian friendly environment that would engage shoppers. Along South Street, the building would provide space for small, food-related manufacturing, and restaurant and café space. For example, this space could accommodate a creamery, taking advantage of regional dairy resources and providing an in-demand food option. The nearby Glens Falls Food Co-Op could be encouraged to participate in the new Market space, potentially engaging with the Farmers’ Market Association to distribute goods and promote their space at 11 South Street. Other compatible options are a cooking equipment supply store, bookstore, or artisanal wares.

Behind the retail space, the new building would feature a test kitchen facility, storage and lockers. The test kitchen would assist in the growth of food-related education and industry. The test kitchen would provide work space for food industry start-ups and small businesses. It would also provide programming space for regional institutions such as the SUNY Adirondack Culinary Arts Program and the Cornell Cooperative Extension to provide workshops and demonstrations. Dry and cold storage would be shared with the Glens Falls FMA, which has requested such storage on site. Providing cold and dry storage allows the vendors to expand their delivery service beyond the day of the market, to mornings and off market hours. In addition, it decreases the amount of truck trips necessary for the vendors to keep up their supplies.

The Farmers’ Market and Community Space would be located at the rear of the building with access to the rear surface parking area. The indoor Farmers’ Market space can accommodate approximately 60 vendors with ten by ten stalls and ample aisle space. This arrangement would allow trucks easy access from Elm Street to the rear of the building, creating a more convenient loading space for vendors. Additional space is reserved in this design for food storage, and stalls could be upgraded to include refrigeration, lighting and climate control. The space will be designed as a flexible open space to accommodate a wide range of uses in addition to the Farmers’ Market. When this space is not being used for the market, it could be rented out for events. Special event rentals, test kitchen rentals, and rent from potential retail tenants would contribute ongoing funding for operations and maintenance, ensuring the facility’s viability.

With this design the outdoor space accommodates a range of public services, with surface parking, a loading dock for the Farmers’ Market and Community Space, access points from Elm Street and South Street, green infrastructure for storm water management storage, and an outdoor public park that vendors can use during summer months for a greater outdoor experience.

This design could achieve the City’s goals of maintaining the Farmers’ Market in the Downtown area year-round, and could give vendors an opportunity to sell their goods in the City more than once a week. Centralizing food resources with retail uses will make this plan a viable option. The benefits for farmers will include year round location where they may be able to store food and gain access to the test kitchen as well as improved quality of vending stalls. Farmers and local restaurants

Project 2A: Build 'The Market on South Street'



Market on South Street birds-eye view from Elm Street

Source: Thread Collective



Market on South Street view from Elm Street

Source: Thread Collective

(Common Council); City of Glens Falls Code, Site Plan Review (Planning Board), Architectural Review (Architectural Review Committee), SEQR, and Building Permits.

Public Support:

This project consistently received strong support from the public throughout the planning process. The public survey distributed as part of the DRI process asked respondents what they would most like to see in the Downtown; over 20% of respondents selected a year-round farmers' market as their top choice. Of the ten choices given in the survey, a year-round farmers' market received the highest support. The public also indicated strong support for the project during the October 15, 2016 Public Event where they were asked to identify their favorite preliminary project ideas and again during the January 25, 2017 Project Prioritization Open House. Finally, a separate survey was administered to the farmers' market vendors through the Farmers' Market Association; a year-round farmers' market received unanimous support from the farmers' market vendors.

Funding Sources:

- DRI funding request
- General Municipal Obligation Bonds
- USDA Community Facilities Program
- Empire State Development Grant Funds
- Department of Labor- Education/ Workforce Development
- Environmental Facilities Corporation- Green Innovation Grant Program
- ESD- Excelsior Jobs Program
- ESD- Business Incubator and Innovation Hot Spot Support Program
- New York State Department of Agriculture and Markets

may also benefit from the market's more consistent presence in the Downtown, potentially contributing to greater cooperation between regional farmers and local dining.

2. *Secondary Design Concept*—A larger scale design for this site could accommodate a more expansive program. This concept would require an anchor tenant, such as SUNY Adirondack Culinary School, and would also provide a more robust set of opportunities for retail, incubators, green space and co-working space, in addition to the year-round Farmers' Market.

The Secondary Design Concept envisions a three-story facility with about 40,000 sf of building area. The ground floor would accommodate retail and/or light manufacturing space along South Street as well as the Farmers' Market and Community Space, and facilities for an anchor institutional tenant, such as SUNY Adirondack Culinary School. The ground level would also have gathering space, public restrooms, and storage.

The second floor would include space for business incubator, co-working space, or other commercial space. A potential third floor could provide residential units in a mixed-use development that would require a broader partnership with a private developer.

Outdoor Space

Outdoor spaces for both design concepts include 8,200 sf of exterior rooftop space for a green roof with kitchen garden, public garden, and mechanical area. A solar array on the roof is also proposed. The exterior at grade level would provide 12,000 sf for surface parking and drive entrance, 7,000 sf for a park on Elm Street and 3,000 sf for the South Street entrance.

Parking

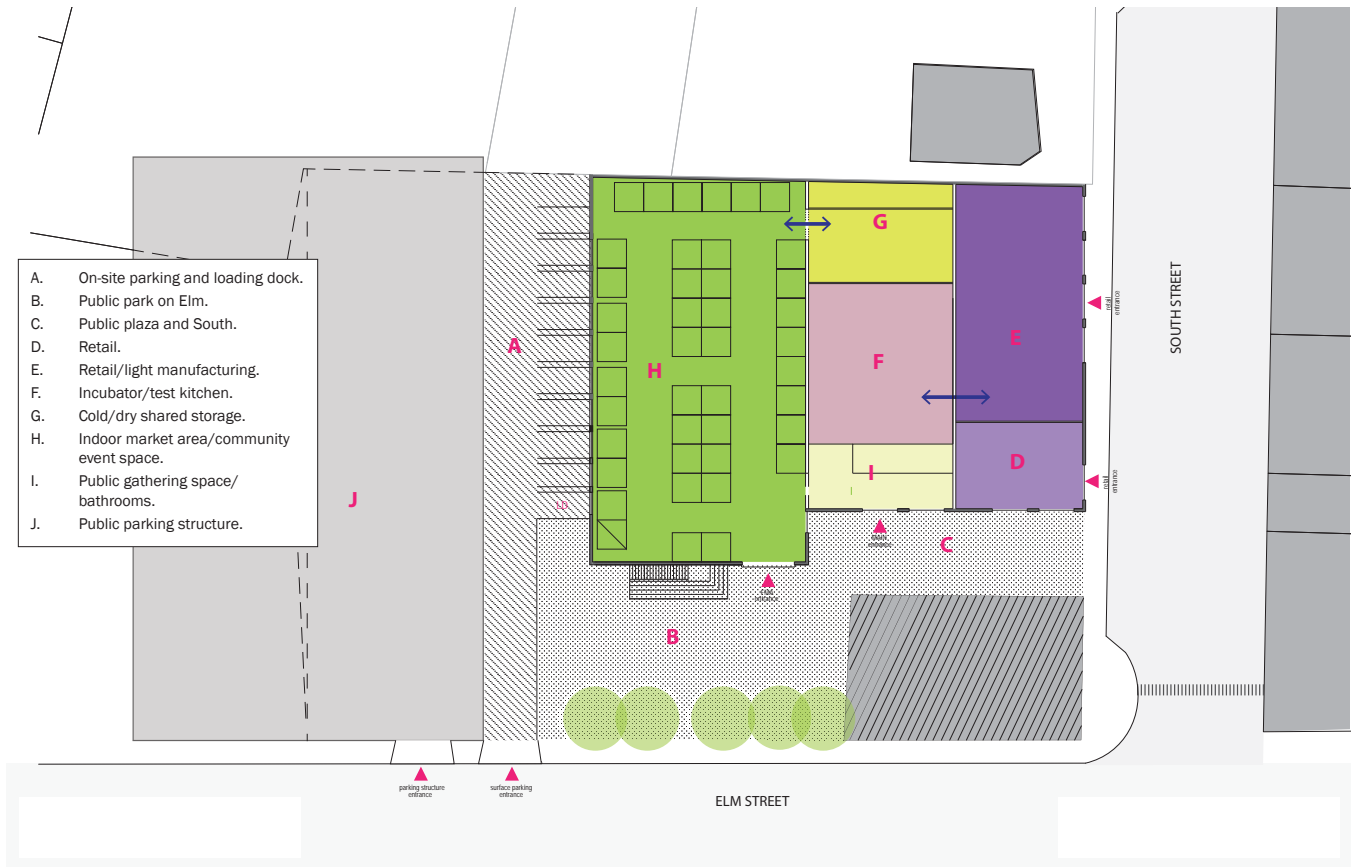
The current schemes allow space for nine FMA vendor trucks in the loading area. Construction of the Market on South Street would include construction of a three-story parking deck to replace existing parking on site and provide additional expanded parking for businesses, residents, and visitors to Downtown. Due to the lot configuration, a new parking deck will require cooperation from adjacent private land owners, which could include Glens Falls National Bank and the Church of the Messiah. Preliminary configuration estimates a three tiered parking deck at 200 feet by 120 feet could accommodate approximately 250 vehicles, increasing the number of spaces over what is currently provided.

Estimated Costs:

Primary Design Concept- 20,000 sf 1-story building

The Market on South Street and associated parking structure should be designed to the following estimated costs. Actual construction costs could vary depending on materials and other factors. If the City is able to secure additional outside funds, the size, materials, and building features may be expanded (e.g., siding materials, interior finishes, green roof, solar photovoltaic array).

Project 2A: Build 'The Market on South Street'



Market on South Street Conceptual Site Plan

Source: Thread Collective

- DRI funding request:
 - \$4,100,000 for The Market at South Street;
 - \$2,150,000 for three level municipal parking garage
- Other funding:
 - \$1,750,000 for three level municipal parking garage
 - Additional components can be incorporated at higher cost with additional outside funding sources, including solar/green roof

Table 2.2: Project 2A—Estimated Costs	
Market on South Street	
Soft Costs (Market on South Street and Parking Structure)	\$302,500
Construction Costs—Market on South Street	\$3,772,003
Construction Costs—Parking Structure	\$3,880,003
Total	\$7,954,506

- NYSERDA

Beneficiaries:

Residents of Glens Falls and the region; Local business owners; The Farmers' Market Association

Jobs Created:

The number of jobs created with the support of DRI funds will vary widely depending on the design of the building program selected, but it could be estimated that Design Option 1 could bring approximately 11 jobs to Downtown Glens Falls and Design Option 2 could bring approximately 90 jobs to Downtown Glens Falls.

Secondary Design Concept- 39,000 sf 2-story building (Requires Additional Other Funding Sources and Partnerships)

The large scale option would have higher capital cost and would require additional project partners both as tenants and potential development partners if the \$4.5 million DRI funding request was applied to this scheme. Total costs are outlined below:

- Approximately \$12.1 million capital cost not including solar/green roof, or parking
- If a 3rd floor residential component is added it would be approximately 5,000sf for an additional \$1-million (at \$200/sf)
- Additional components can be incorporated at higher cost with additional outside funding sources, including solar/green roof
- Approximately \$3,500,000 for parking deck

Solar or green roof costs (Optional—Not Included in Estimated Costs)

- Approximately \$800,000 - for 8,000 sf solar array, and about 125kW system, not including incentives, tax rebates, our utility buy-back program

Parking Garage

- Approximately \$3,900,000 million (260 spaces at \$15,000 per space)

Anticipated Revitalization Benefits:

The Market on South Street could create a high-profile anchor use that is of particular interest to young professionals and other target demographics for downtown housing. The project could help rebrand downtown by tapping into New York State's existing internationally-renowned agrarian farm-to-table and food makers sectors. Visitors to this new anchor could provide support for existing and new small businesses, offering jobs and economic development for downtown and the surrounding area and enhancing tax revenues (potentially including sales, real estate, and income taxes). Additionally, it would enhance access to healthy and affordable food for residents across Glens Falls and the surrounding area.

Cost-Benefit Analysis:

DRI funds would enable a public-private partnership to bring a unique space to Downtown Glens Falls that the private market would likely not create. The Market on South Street presents an opportunity to create a destination project that capitalizes on the strong appeal of the region's agricultural and culinary heritage to create a vibrant hub and unique experience that will differentiate Glens Falls and help it attract new visitors, residents, and workers. Controlled by the City, the project can curate and support retailers and businesses that might not be able to find space elsewhere, target economic growth, and contribute to the character of a vibrant downtown. The project can help to promote visitorship based on an ecosystem of destination food businesses, driving pedestrian traffic, support for local businesses, property values, and increased tax revenue to the City.

The test kitchen and incubator program components could both help to support emerging food businesses that often face difficulties finding space, resources, and support elsewhere—helping to expand economic opportunity and create jobs. If successful, these businesses with existing roots in the downtown may choose to expand in nearby underutilized properties, expanding the revitalization potential of DRI funds. Creating a critical mass of food innovation users and businesses can serve as an economic development driver for Glens Falls going forward.

As proposed, the project would create a consistent quality of life asset that could help to attract private investment downtown. Providing indoor space that would allow the farmers' market to operate in cold weather months and cold storage to expand hours and convenience for vendors could expand visitorship and the positive effects of the market on the downtown year-round. The more consistent presence may make Glens Falls more attractive to local food-focused restaurants, expanding the pool of potential revitalizing investors. Additionally, turning a current parking lot into a hub of community and commercial activity would have a relatively immediate positive effect on the perception of downtown and adjacent property values. The new park and open space would be another desirable quality of life asset helping to attract investment in retail, residential, and other commercial spaces.

Project Metrics:

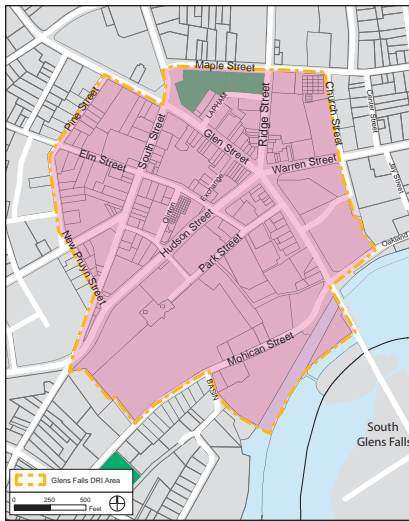
To be measured 1, 3, and 5 years after project completion:

- Number of annual market vendors utilizing the facility.
- Number of public and private events/programs held in the event, outdoor, and classroom spaces.
- Number of users of test kitchen space.
- Initial and net increase in sales of businesses occupying retail spaces.
- Number of Farmers' Market visitors.
- Survey of Farmers' Market Association Vendors.

Timeframe for Implementation and Project Readiness:

Total Timeframe – 24 months

- Phase 1: Schematic Design of Market at South Street – Months 1 through 6
 - City to issue RFP for and selection of qualified consultant (i.e. architect) – Months 1 through 3.
 - Selected consultant to prepare preliminary schematic design for Market at South Street and parking deck – Months 3 through 6.
 - Site Plan and SEQR Approvals – Months 5 through 7.
- Phase 2: Detailed Design – Months 5 through 9.
 - Selected consultant to prepare detailed design/construction drawings of Market at South Street building and parking deck – Months 5 through 8.
 - Building permits – Month 9.
- Phase 3: Construction – Months 10 through 24.
 - Construction of Market at South Street and parking deck, including demolition and site work – Months 10 through 24.



PROJECT 3A. ASSIST SUNY ADIRONDACK IN LOCATING CULINARY SCHOOL DOWNTOWN

DRI Funding:

This project is being submitted for DRI funding with a request of \$500,000.

Summary Description:

This project will provide capital funding to assist SUNY Adirondack in relocating its Culinary School to a downtown location in Glens Falls.

Description:

SUNY Adirondack’s culinary program is uniquely suited to highlight the City’s strong ties to the regional food system, and could leverage the institution’s capacity for career development by creating greater connections between the student body and the restaurant industry in Glens Falls. This project will require capital funds to offset the cost of tenant improvements and has additional potential to encourage SUNY Adirondack to locate student housing downtown, if possible, in the future.

SUNY Adirondack is currently pursuing several lease options for the relocated Culinary School, including the new development at 14 Hudson Avenue, the three-story building at 46-56 South Street, and exploration of a potential tie-in to the Market on South Street (Project 2A). SUNY Adirondack is located in the neighboring Town of Queensbury, approximately three miles north of the DRI area. SUNY Adirondack is a valuable resource to the region by readying its population of approximately 4,000 students to become tomorrow’s next generation workforce. The student body is also an untapped resource to the City of Glens Falls. Partnering with SUNY Adirondack to provide a facility for their culinary program would bring students Downtown, where they could patronize local businesses, rent apartments, attend community events and potentially find work opportunities.

The SUNY Adirondack Culinary Arts Program currently occupies 4,500 sf , but the program is seeking 9,000 sf - 12,000 sf for a facility that includes classroom space, a working kitchen, and a restaurant for training students in front-of-house and back-of-house operations. The preferred build-out would include a dining area, teaching kitchens, bakeshop, classrooms, and faculty offices.

The facility would also require a number of tech features, including interconnected TV monitors for culinary demonstrations, connections to the campus network and phone system, a secure data system for credit card transactions, and comprehensive utility support for full kitchen and bakeshop operations. Ideally, the building should have exterior access from the demonstration kitchen for receiving shipments and gender neutral bathrooms.

Location:

SUNY Adirondack is examining potential locations within the DRI area.

Responsible Parties

SUNY Adirondack

Capacity:

The City of Glens Falls and SUNY Adirondack have the capacity to implement this project.

Project Partners:

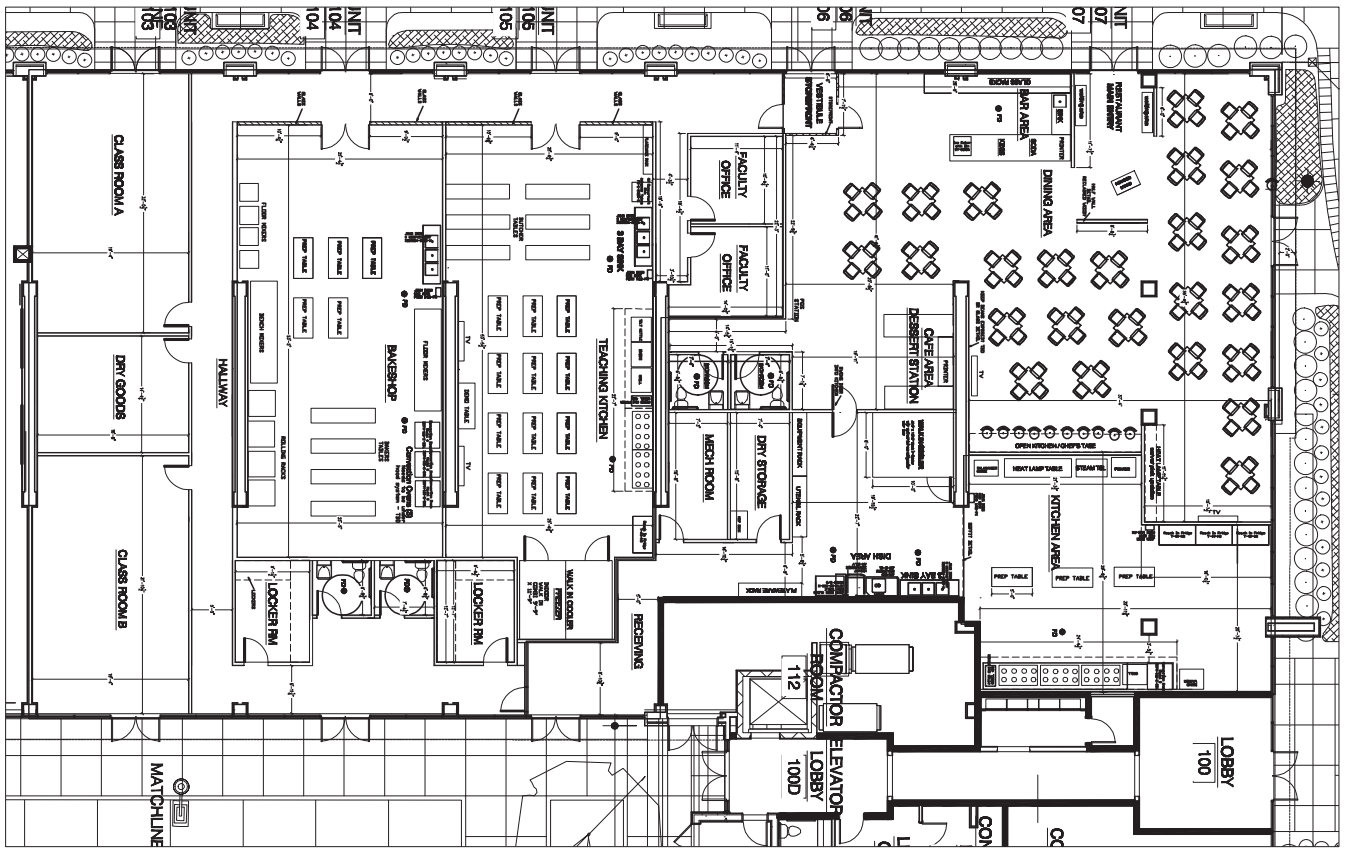
SUNY Adirondack

The City of Glens Falls

Private property owner (s)

This Project Aligns with the Following Glens Falls DRI Strategies:

- Attract young professionals with opportunities that meet and exceed millennial expectations
- Develop workforce training programs and apprenticeships.
- Provide educational programming that links public schools and local institutions with programs for skill-building and technical expertise development.



1 FIRST FLOOR PLAN - / SUNY ADIRONDACK CULINARY ARTS OPTION 1 / APPRX 11/2018 BF
REV - 10

DRAFT Floor Plan Design for Relocated SUNY Adirondack Culinary School

Source: SUNY Adirondack Culinary Arts

SUNY Adirondack is proposing to lease space for the Culinary Arts Program located within the DRI area. SUNY would be responsible for ongoing operation of the Culinary School and in coordination with the property owner of the selected location would be responsible for ongoing maintenance.

This project Aligns with the Following REDC Strategies:

- Leverage regional and inter-regional partnerships within the agribusiness community to leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.
- Increase public and private investment that supports food and farming related business; connect product purchasers with local agribusiness and incentivize the use of our Region’s resources.
- Better use linkages among institutions in cities and between those anchors and surrounding agricultural districts to produce economic energy in Capital Region urban areas.
- Leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.
- Better connect workforce development services.

Funding sources:

- DRI funding request
- Supplemental contribution from SUNY Adirondack
- Ongoing lease payments from SUNY Adirondack
- NYSERDA

Site ownership/legal jurisdiction:

Depending on the location chosen, SUNY Adirondack would work in coordination with private property owners.

Regulatory Requirements:

SEQR, building permits.

Public Support:

This project consistently received strong support from the public throughout the planning process. The

Estimated Costs:

DRI funding request: \$500,000

Other Funding: SUNY Adirondack contribution—\$71,341.85

Table 2.3: Project 3A—Estimated Costs	
Item	Estimated Cost
Kitchen/Restaurant Equipment	\$365,637.41
Classroom Equipment and Furnishings:	
Classroom A	\$55,950.00
Classroom B	\$32,250.00
Teaching Kitchen Demo Area	\$28,000.00
Dining Area A/V	\$8,324.20
Faculty Office 1	\$7,970.12
Faculty Office 2	\$15,220.12
Other Equipment and Furnishings:	\$50,490.00
Non-Equipment Expenses:	\$7,500.00
Total	\$571,341.85

Anticipated Revitalization Benefits:

A relocated culinary school would bring students downtown on a regular basis, introducing a new type of user group/potential resident to downtown, and extending the hours of foot traffic and other activity downtown. If partnerships with the Market on South Street are established, the Culinary School could help promote opportunities for food entrepreneurship that will increase visitorship and economic growth in the downtown and surrounding areas. The school itself could also bring staff/jobs to the downtown. This long-term user would provide a sustainable impact downtown less subject to economic swings and changes in market demand.

Cost-Benefit Analysis:

Utilizing requested DRI funds to help bring a new culinary school downtown could efficiently leverage these funds to bring additional public investment from other sources into a new, user-heavy downtown asset. Paired with Project 1B, Project 2A, and Project 3B, the four could help to promote visitorship based on an ecosystem of destination food businesses, driving pedestrian traffic, support for local businesses, property values, and increased tax revenue to the City. Faculty and students of the school can increase demand for downtown residential real estate.

Timeframe for Implementation and Project Readiness:

Total Timeframe – 12 months

- Phase 1: Selection of location and negotiation of lease by SUNY Adirondack and private property owner – Months 1 through 4.
- Phase 2: Detailed Design and Approvals.
 - Refinement of architectural/engineering plans and SEQR – Months 3 through 6.
- Phase 2: Construction – Months 7 through 12.

public survey distributed as part of the DRI process asked respondents what they would most like to see in the Downtown; over 10% of respondents selected a partnership with SUNY Adirondack as their first choice. The public also indicated strong support for the project during the October 15, 2016 Public Event where they were asked to identify their favorite preliminary project ideas and again during the January 25, 2017 Project Prioritization Open House.

Beneficiaries:

Community residents; SUNY Adirondack Culinary Program, students and faculty; youth, small business owners, job seekers

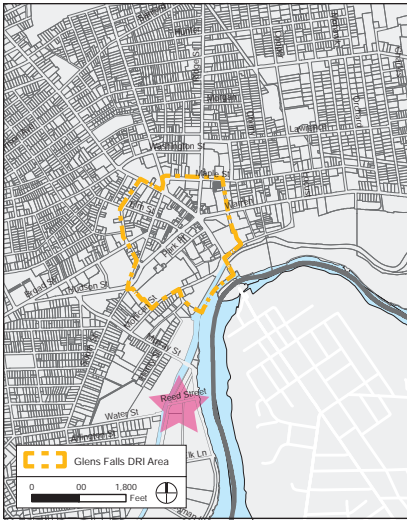
Jobs Created:

The number of jobs created with the support of DRI funds may vary widely depending on the structure of the program of the culinary school. For the purposes of projecting the benefits and costs of such a public investment, it could be reasonably expected that the project may create approximately 15 jobs.

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Number of students attending culinary school and graduation rates.
- Number and type of employees of culinary school.
- Narrative description of programming coordination with the Farmers' Market Association and other downtown collaborations.
- Number of current and former students living and employed in the downtown.

**Location:**

4 Reed Street, Pruyne's Island

Responsible Parties

Argyle Cheese Farmer

Capacity:

The Argyle Cheese Farmer has the capacity to implement this project.

Project Partners:

Argyle Cheese Farmer

This Project Aligns with the Following DRI Strategies:

- Attract young professionals with opportunities that meet and exceed millennial expectations
- Develop workforce training programs and apprenticeships.
- Improve landlords' ability to attract retailers by providing financial incentives, to decrease vacancy rates and attain a more diverse mix of retail tenants.
- Promote local agriculture and public health by improving food access and distribution.

This Project Aligns with the Following REDC Strategies:

- Leverage regional and inter-regional partnerships within the agribusiness community to leverage the necessary investment

PROJECT 3B. EXPAND ARGYLE CHEESE FARMER TO PRUYNE'S ISLAND

DRI Funding:

This project is being submitted for DRI funding with a request of \$125,000.

Summary Description:

This project would provide capital funding to assist the Argyle Cheese Factory in constructing an expansion for a new facility on Pruyne's Island in Glens Falls.

Description:

The Argyle Cheese Factory expansion project involves two phases at the Pruyne's Island location:

1. Retrofitting an existing warehouse (Other Funding Sources)
2. Construction of a new retail, storage, and office facility (DRI Funding Request)

Phase 2 funding of \$125,000 is being requested of the Glens Falls Downtown Revitalization Initiative to meet the Argyle Cheese Farmer needs for not only the near future, but beyond, as sales are expected to grow ten-fold over the next five years. Argyle Cheese Factory began producing yogurt and cheese in 2007 and has been looking for expansion space for three years at various locations in the town of Argyle and elsewhere in Warren and Washington Counties.

Over the past four years, sales have ranged from \$432,000 to a high of \$492,000. Argyle Cheese's customer base increased by more than 20% from 2015 to 2016, with wholesale and distributor income growing by 37% for the same time period. The company currently works with nearly 60 corporate accounts and its products can be found locally in Healthy Living Market and Cafe, Whole Foods Market and the Honest Weight Food Coop, as well as coffee houses and restaurants throughout the five boroughs of New York City. Though demand for Argyle Cheese products has increased, production capacity has been limited due to space, equipment and milk supply constraints at its current location on Coach Road in Argyle.

Phase 1: Retrofit Existing Warehouse [Other Funding Sources]

Phase 1 of the project involves retrofitting 4,000 sf of warehouse space into a dairy processing plant; building a new 24' x 24' addition that will add 576 sf to provide the necessary space needed for operations at the end of Phase 1. This refurbishment phase is anticipated to start on or about April 1, 2017 with a twelve week completion timeframe, to be operational in July. Once phase 1 is completed, the Argyle location will focus on food items that can be prepared in its commercial kitchen, adding to its retail product line. Argyle Cheese plans to staff the retail space to answer customer questions, create individualized baskets, provide



Argyle Cheese Farmer Products at Local Markets

Source: Argyle Cheese Farmer

cooking demonstrations, tastings, schedule production viewings/tours, etc. The retail space will allow Argyle Cheese Farmer to have a regular, routine location to enhance the agri-tourism movement in which so many consumers are interested, as evidenced by the nearly 2,000 visitors to the Argyle location for the Washington County Cheese Tour, held each September.

Phase 2: Construct New Retail, Office, and Storage Facility [Partially DRI Funded]

Phase 2 will add a retail space, product and material storage, and administrative office space totaling 3,360 sf through construction of a 70' x 48' addition adjacent to the Feeder Canal Trail in Glens Falls. By the end of 2017, the space at 4 Reed Street being used by the Argyle Cheese Farmer will nearly double.

For more than ten years, the self-serve retail shop in Argyle has allowed customers to purchase fresh products locally rather than visiting Farmers' Markets on Saturday mornings or locating products at retail outlets. Phase 2 of the expansion will focus on the creation of a permanent retail space to attract local and regional customers in the greater Glens Falls area. The space will also include product/

in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.

- Increase public and private investment that supports food and farming related business; connect product purchasers with local agribusiness and incentivize the use of our Region’s resources.
- Reclaim, reinvigorate, and restore our waterways and waterfronts.
- Leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.

Funding Sources:

- DRI funding request
- Private equity/debt service (Argyle Cheese Farmer)
- NYSERDA

Site Ownership/Legal Jurisdiction:

Argyle Cheese Farmer is the owner of the site.

Regulatory Requirements:

City of Glens Falls Code, Site Plan Review (Planning Board), Architectural Review (Architectural Review Committee), SEQR, and Building Permits.

Public Support:

The public has consistently ranked the need for additional retail space, access to local food, and job creation as important community priorities. This project addresses these public priorities and has public support.

Beneficiaries:

Community residents, visitors, small business owners, job seekers

Jobs Created:

Upon completion of Phase II, the project is expected to create four full-time and six part-time jobs.

equipment/material storage and administrative office space. This addition will face the Feeder Canal to attract bicycle and foot traffic. The retail space will be similar to the current location in Argyle, but larger, with coolers for all Argyle Cheese Farmer products. The retail space will also offer other local food and food related products to support local farm to table businesses with locally grown and produced items (i.e. honey, syrup, meats, wine, etc.). Argyle has the potential to pair well with the other agriculture and food-based initiatives in Downtown Glens Falls.

Argyle Cheese Farmer’s relocation to Glens Falls also creates a synergistic opportunity with other local healthy food businesses and organizations. It is expected that Argyle will establish a retail partnership with the Glens Falls Food Co-op and The Market on South Street. Argyle Cheese Farmer is currently a vendor at the Glens Falls Farmers’ Market and creation of a local retail presence will help to further solidify Argyle’s contribution to the local economy.

The retail location on the Feeder Canal Trail will include a viewing platform for visitors to observe the manufacturing process. In combination with similar resources at Just Water and the proposed Market on South Street, Glens Falls is poised to become a food tourism destination, drawing visitors to the city, and further supporting Downtown Economic Development.

Estimated Costs:

DRI funding request: \$125,000

Other funding: \$437,500

Phase	Materials	Labor
Retrofit existing warehouse building	\$250,000	\$150,000
Construct 70’ x 48’ retail/storage/office space; equipment purchases	\$122,500	\$37,500
Total	\$372,500	\$187,500

Anticipated Revitalization Benefits:

Argyle Cheese will promote Glens Falls as a destination for visitors, provide new jobs, and generate additional interest in waterfront connections. This project will further many of the DRI’s goals, and has the potential to produce significant transformative revitalization benefits to the DRI area.

Cost-Benefit Analysis:

Building off an existing asset in the community is an efficient way to leverage revitalization funds for maximum benefit. Argyle Cheese Farmer’s success demonstrates its potential to both draw visitors to the area and expand to create jobs, but securing private financial underwriting can be challenging for small and

Project 3B. Expand Argyle Cheese Farmer to Pruyn's Island



Conceptual Site Plan for Expansion of Argyle Cheese Farmer on Pruyn's Island

young businesses. Leveraging DRI funds to supporting the company's expansion could further enhance the business' revitalizing effect on the downtown. Paired with Project 1B, Project 2A, and Project 3A, the four projects could help to promote visitorship based on an ecosystem of destination food businesses, driving pedestrian traffic, support for local businesses, property values, and increased tax revenue to the City.

Timeframe for Implementation and Project Readiness:

Argyle Cheese Farmer is currently moving forward with Phase 1 of their expansion project as described above. Phase 2 of the project, contingent upon DRI funding, is due to start in fall 2017/winter 2018 and will take approximately 6 months to construct.

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Net increase in visitors to business.
- Percent increase in sales at business.
- Number of employees by type (e.g., management, administrative, full-time, or part-time).



PROJECT 4A. CREATE NEW DOWNTOWN PARK ON SOUTH STREET WITH GREEN INFRASTRUCTURE COMPONENT

DRI funding:

This project is being submitted for DRI funding with a request of \$741,000.

Summary Description:

This project will locate a park including green infrastructure for stormwater management on the corner of South and School Streets.

Description:

Through this project, the City of Glens Falls would acquire two properties (76 South Street and 17 School Street) at the northeast corner of School Street and South Street. One lot currently contains a vacant, deteriorating house (17 School Street) in poor condition on a lot abutting the Mill of Glens Falls parking garage. The adjacent lot is vacant (76 South Street). Once acquired, the City would use this key point on South Street to construct a public green space containing a rain garden, walkways with plantings and public art. The rain garden would be an important piece in the City's ongoing effort to reduce stormwater runoff and combined sewer overflows

This project has two key benefits for the City and in improving the downtown. First, the site is strategically located as one of the first visual cues that visitors are entering downtown when arriving on South Street from Exit 18 on the Adirondack Northway. The site is currently vacant, blighted, and surrounded by chain link fencing, but a new downtown park is envisioned as a beacon to draw residents and visitors to downtown Glens Falls. Second, the City views this potential location of a future downtown park as an additional opportunity to reduce stormwater runoff. Adding green infrastructure facilities to the urban landscape is a cost-effective and proven way to reduce stormwater run-off and control localized flooding. It also adds green space and aesthetics to the urban environment.

Location:

76 South Street and 17 School Street (the northeast corner of South Street and School Street).

Responsible Parties

The City of Glens Falls.

Capacity:

The City of Glens Falls has the capacity to implement this project.

Project Partners:

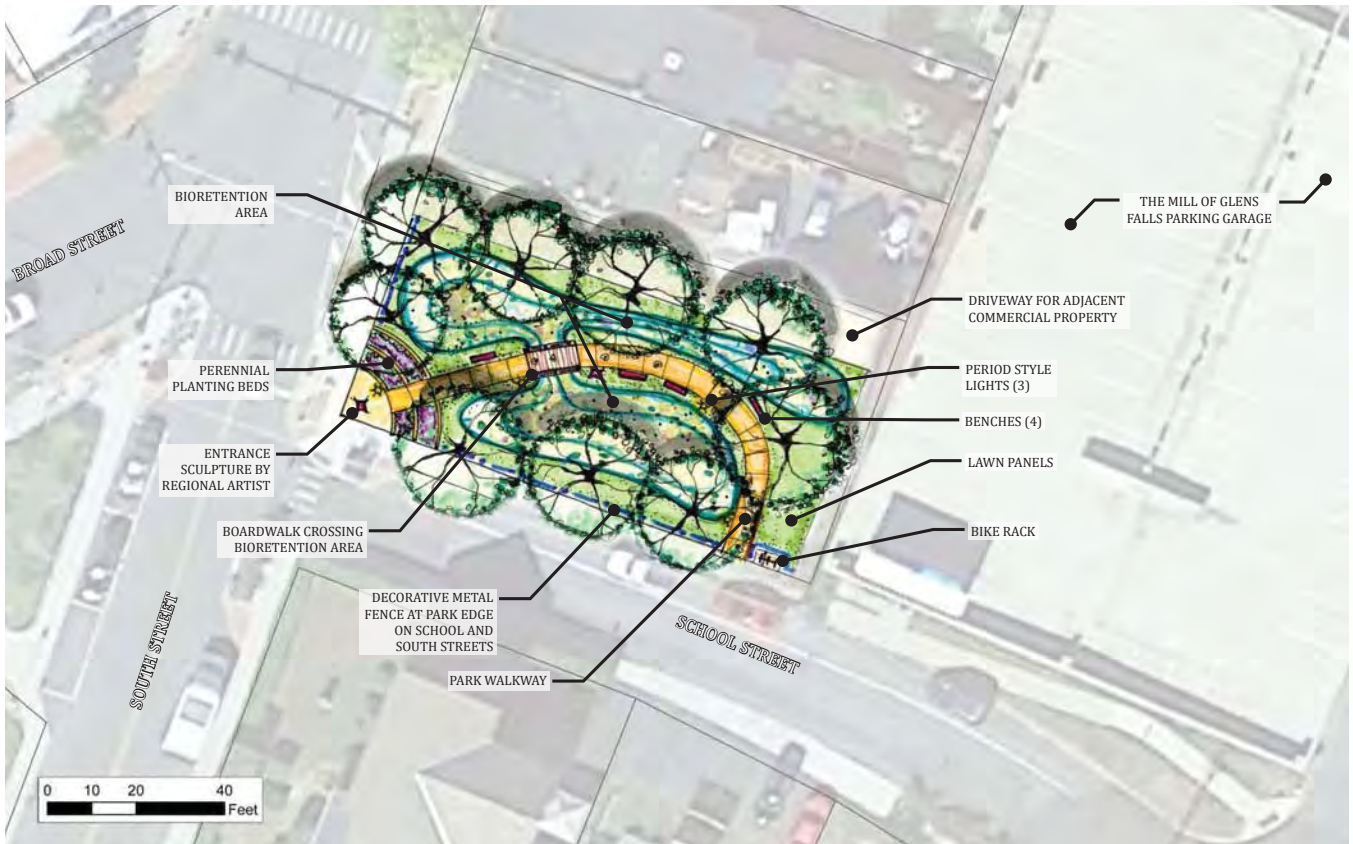
The City of Glens Falls, GGLDC

This Project Aligns with the Following Glens Falls DRI Strategies:

- Promoting green urbanism, green buildings, green energy, and green infrastructure.

This Project Aligns with the Following REDC Strategies:

- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.
- Improve the realities and perception of public safety in Capital Region cities.



Conceptual Site Plan for New Park at the Corner of South Street and School Street

Source: Elan Planning



Existing Conditions on the South Street-School Street Site



Funding sources:

- DRI funding request
- The key potential source for funding here beyond CFA funding and direct municipal funds would be a loan from the Environmental Facilities Corporation from the State Revolving Fund.
- Loans are available for project planning and implementation as well as for land acquisition.
- New York State DEC/EFC Wastewater Infrastructure Engineering Planning Grant Program
- New York State Department of Environmental Conservation (DEC) – Water Quality Improvement Project Program
- Environmental Facilities Corp. - Green Innovation Grant Program
- NYSERDA

Site Ownership/Legal Jurisdiction:

Currently the two lots are privately owned. The City will pursue this project after purchasing these properties for appraised fair market value.

Regulatory Requirements:

City of Glens Falls: Issuance of RFP (Common Council); City of Glens Falls Code, Site Plan Review (Planning Board), Architectural Review (Architectural Review Committee), SEQR, and Building Permits.

Public Support:

This project received public support throughout the planning process. The public indicated support for the project during the October 15, 2016 Public Event where they were asked to identify their favorite preliminary project ideas. The project received significant support in the Public Project Prioritization exercise conducted during the January 25, 2017 Project Prioritization Open House.

Estimated Costs:

DRI funding request: \$741,000

Table 2.5: Project 4A—Estimated Costs	
Item	Estimated Cost
Property Acquisition	\$175,000
Building Demolition	\$20,000
Soft Costs	\$150,000
Construction	\$300,000
Contingency	\$96,000
Total	\$741,000

Anticipated Revitalization Benefits:

With climate resiliency and environmental sustainability an ever-increasing concern, a comprehensive green infrastructure program to reduce energy demand and stormwater runoff to the Hudson River would allow Glens Falls to develop additional density and accommodate growth while limiting its impact on its natural surroundings. Certain examples of green infrastructure, such as infiltration plantings or permeable pavements, can also serve as urban design improvements to the pedestrian experience as well.

In addition to limiting or reducing the built environment’s impact on the Hudson River and other natural features, green infrastructure can serve as parkland, and beautification elements for urban areas. If designed appropriately, it can also serve as a destination or attraction, for the general economic benefit of surrounding retail and residential properties.

While infrastructure itself isn’t likely to serve a transformative role, a prominent installation would contribute to the rebranding of downtown (in conjunction with the Downtown Marketing and Branding Campaign and the Arts Trail) as an innovative and progressive center for culture and commerce. Green infrastructure, depending on the scale of the development, could serve a complementary role in any marketing campaign.

In addition to reducing the overall volume of stormwater runoff and the frequency of combined sewer overflows, green infrastructure will help provide additional environmental and economic benefits including: cleaner water, climate change benefits, aesthetic benefits and cost savings.

Cost-Benefit Analysis:

Investments in green infrastructure to handle storm water loads can offset the need for more expensive hard infrastructure in the future, saving costs and delaying the need for additional investment. Green infrastructure can double as high-quality public space and improve the urban realm, enhancing the quality of experience of visiting downtown and promoting more visitorship and support for

Project 4A. Create New Downtown Park on South Street with Green Infrastructure Component

local businesses. Converting currently vacant and underutilized lots to useful public space can convert a current liability into an attractive asset for the downtown, enhancing property values and lowering perceived barriers to private investment.

Timeframe for Implementation and Project Readiness:

Total Timeframe – 18 months

- Phase 1: Land Acquisition.
 - GGFLDC to acquire 76 South Street and 17 School Street – Months 1 through 6.
- Phase 2: Detailed design of green infrastructure project and approvals – Months 3 through 8.
 - GGFLDC to issue RFP and retain qualified consultant (i.e. engineer, landscape architect) with City consultation – Months 3 and 4.
 - Selected consultant to prepare detailed design and construction drawings – Months 5 through 8.
 - SEQR approvals – Months 6 and 7.
- Phase 3: Construction – Months 9 through 18.

Beneficiaries:

Residents of Glens Falls and the region

Jobs Created:

Jobs are not directly created by this project.

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Diversion of stormwater from the combined sewer system.
- Narrative description of new real estate development and retail and commercial leasing on South Street.
- Number of applications for rotating art display.
- Survey of businesses located within the DRI area.



Location:

Throughout the DRI area.

Responsible Parties:

The City will be responsible for selecting a contractor to build and manage high speed broadband infrastructure.

Capacity:

The City of Glens Falls has the capacity to implement this project

Project Partners:

City of Glens Falls; Private high speed broadband installer

This Project Aligns with the Following Glens Falls DRI Strategies:

- Expand access to traditional and emerging broadband infrastructure.
- Attract young professionals with opportunities that meet and exceed millennial expectations

This Project Aligns with the Following REDC Strategies:

- Encourage partnerships among entities engaged in high technology with the intent of sharing infrastructure, ideas and resources, such as those in technology parks.
- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.

PROJECT 4B: INSTALL HIGH SPEED BROADBAND THROUGHOUT DOWNTOWN

DRI funding:

This project is being submitted for DRI funding with a request of \$175,000.

Summary Description:

This project will incentivize a broadband provider to install necessary infrastructure to develop a broadband wireless service for residents and businesses following a wireless propagation analysis.

Description:

Access to high-speed internet is a critical need for business operations. This project will use DRI funds to incentivize a private broadband provider to deploy a fixed wireless service for residents and businesses. Customers would contract with the private provider for a fixed wireless service at a competitive price. The fixed wireless service could offer Internet service scaling from 100-200 megabits per second (mbps) or higher.

The City could also as an option offer a downtown Wi-Fi “Hot Spot” for the public to connect to. This could either be a free basic level of service, and/or offer a chargeable service for a premium Wi-Fi service.

The wireless infrastructure capital cost is likely to be approximately \$1,000 per customer with an estimated customer base of approximately 950. The capital project would include the following phases:

- Phase 1: Study of Wireless Propagation Analysis and Network Design
 - City to issue RFP to retain qualified consultant to prepare the necessary wireless propagation analysis and network design.
 - Consultant to prepare wireless propagation analysis and network design.
- Phase 2: Implementation of Broadband Network
 - City to issue RFP to hire broadband provider to implement and construct broadband network in downtown based on wireless propagation analysis and network design.
 - Selected broadband provider to construct broadband network.

Anticipated Revitalization Benefits:

Indirect benefits include stimulation of business location and expansion, which could generate new jobs in and around the downtown area, with secondary benefits on existing businesses. The project could also increase affected property

values; 2015 research by the Fiber to the Home Council Americas indicates a fiber connection adds an average of 3.1% to a property's value.

Cost-Benefit Analysis:

High-quality digital infrastructure is an important resource to lure businesses in high-growth fields. Installing high-speed broadband downtown that the private market would not likely deliver would enhance Glens Falls' competitiveness in the region to attract new, job-creating businesses. New businesses attracted in part by this new infrastructure could help remove the negative effect of underutilized space on adjacent properties and increase the feasibility of new investment in nearby buildings. These new businesses would increase tax revenues and create a new population of day-time downtown users, increasing pedestrian activity and supporting local businesses. Longer hours of daytime activities (including increased evening activities of local office workers) add economic stability to the downtown. New downtown workers would support the market for existing or new downtown residential real estate investment, also increasing tax revenues.

Including publicly accessible Wi-Fi can expand potential uses in both public and private spaces downtown, providing an incentive to visit downtown more and stay longer. Directing Wi-Fi users to information on local businesses could support their downtown retail. Enhancing the usability of downtown spaces with Wi-Fi access could provide a quality of life benefit that lifts property values and the feasibility of new real estate investments. Free Wi-Fi could also expand internet access to a broader population that does not currently have access, increasing quality of life and access to economic opportunity for some residents and visitors.

Estimated Costs:

DRI funding: \$175,000

Other funding: \$800,000

Timeframe for Implementation and Project Readiness:

Short-Term – 18 months

- Phase 1: Study of Wireless Propagation Analysis and Network Design – Months 1 through 6.
 - City to issue RFP and retain qualified consultant to prepare the necessary wireless propagation analysis and network design – Months 1 through 3.
 - Consultant to prepare wireless propagation analysis and network design – Months 3 through 6.
- Phase 2: Implementation of Broadband Network – Months 7 through 18.
 - City to issue RFP to hire broadband provider – Months 7 and 8.
 - Selected broadband provider to construct broadband network – Months 9 through 18 .

- Develop high-speed broadband access for the Capital Region.
- Create a hub for “Smart Cities” technology development in the Capital Region.

Funding Sources:

- DRI funding request
- Connect NY
- Federal Communications Commission (FCC)

Site Ownership/Legal Jurisdiction:

Installation of high speed broadband infrastructure is expected to occur within the public right of way, with the City of Glens Falls as the site owner.

Regulatory Requirements:

The project would need to comply with FCC guidelines as well as the terms of service and any applicable licensing associated with the wireless mesh network, SEQ. R.

Public Support:

This project received public support throughout the planning process. The public indicated support for the project during the October 15, 2016 Public Event where they were asked to identify their favorite preliminary project ideas and again during the January 25, 2017 Project Prioritization Open House.

Beneficiaries:

Education, healthcare and public safety will all benefit from better, more consistent access to broadband services. Home office growth, tourism and real-estate will also see a significant benefit.

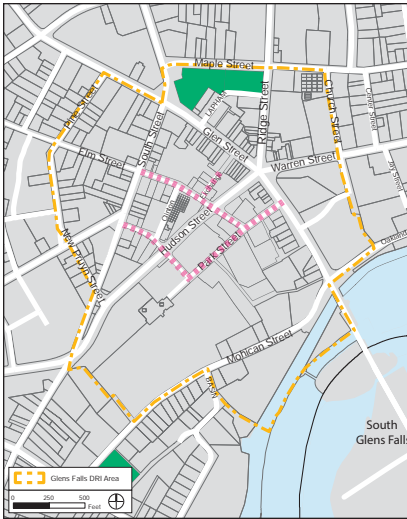
Jobs Created:

Jobs are not directly created by this project.

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Number of broadband-connected buildings/customers
- Net increase in square feet leased in broadband-connected buildings
- Number of users logging into public Wi-Fi network

**Location:**

Park Street, School Street, Elm Street, Exchange Street

Responsible Parties

The City of Glens Falls

Capacity:

The City of Glens Falls has the capacity to implement and maintain this project.

Project Partners:

The City of Glens Falls

This Project Aligns with the Following Glens Falls DRI Strategies:

- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.
- Advance urban design principles that will make for a more attractive downtown.
- Attract young professionals with opportunities that meet and exceed millennial expectations

PROJECT 4C. IMPROVE INFRASTRUCTURE AND STREETSCAPING ON PARK STREET, SCHOOL STREET, ELM STREET AND EXCHANGE STREET

DRI funding:

This project is being submitted for DRI funding with a request of \$1,505,258.

Summary Description:

Streetscape improvements to key areas of the Downtown will include additional bike lanes, sidewalk improvements, street furniture, and tree planting, landscaping and undergrounding utilities on Park, School, Elm, and Exchange Streets.

Description:

Downtown Glens Falls has an established pedestrian network and will benefit from streetscape improvements at strategic locations. The National Complete Streets Coalition rated Glen Street and Hudson Avenue with a walkability score of 94%. However, the streets Downtown vary in their accessibility to pedestrians and cyclists. Park, School and Elm Streets are less vibrant with limited landscaping, lighting and street furniture. This project proposes conducting streetscape improvements to increase safety, improve accessibility, benefit pedestrian access, and support beautification efforts to improve the appearance of retail areas. These streetscape improvements will focus on Park, School, Elm, and Exchange Streets.

This project proposes streetscape improvements in the following areas.

- Park Street:
 - Underground utilities, improve sidewalks, plant street trees and install bioswales, install Wi-Fi kiosks, install bike racks, add shared bike lanes, improve crosswalks and construct bulb-outs.
- School Street:
 - Improve sidewalks, plant street trees and install bioswales, install bike racks, add shared bike lanes, and improve crosswalks.
- Elm Street:
 - Improve sidewalks, plant street trees and install bioswales, install Wi-Fi kiosks, install bike racks, add shared bike lanes, improve crosswalks and construct bulb-outs.
- Exchange Street:
 - Shared street concept, improved parking layout, plant street trees and install bioswales, install Wi-Fi kiosks, and install bike racks.



Exchange Street



Park Street



Tree Pit on South Street



Crosswalk on South Street

Estimated Costs:

DRI funding request: \$1,505,258

Table 2.6: Project 4A—Estimated Costs	
Item	Estimated Cost
Soft Costs	\$186,900
Construction	\$987,532
Contingency	\$330,826
Total	\$1,505,258

Anticipated Revitalization Benefits:

Streetscape improvements Downtown can enhance the area’s sense of place and enhance the perception of downtown to local residents and to regional visitors. Physical improvements that enhance walkability can keep visitors downtown

This Project Aligns with the Following REDC Strategies:

- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.

Funding Sources:

- DRI funding request
- DEC Urban Forestry Grant
- NYS DOT
- National Grid
- Empire State Development Grant Funds

Site ownership/legal jurisdiction:

The City of Glens Falls has legal jurisdiction over the public right-of-way.

Regulatory Requirements:

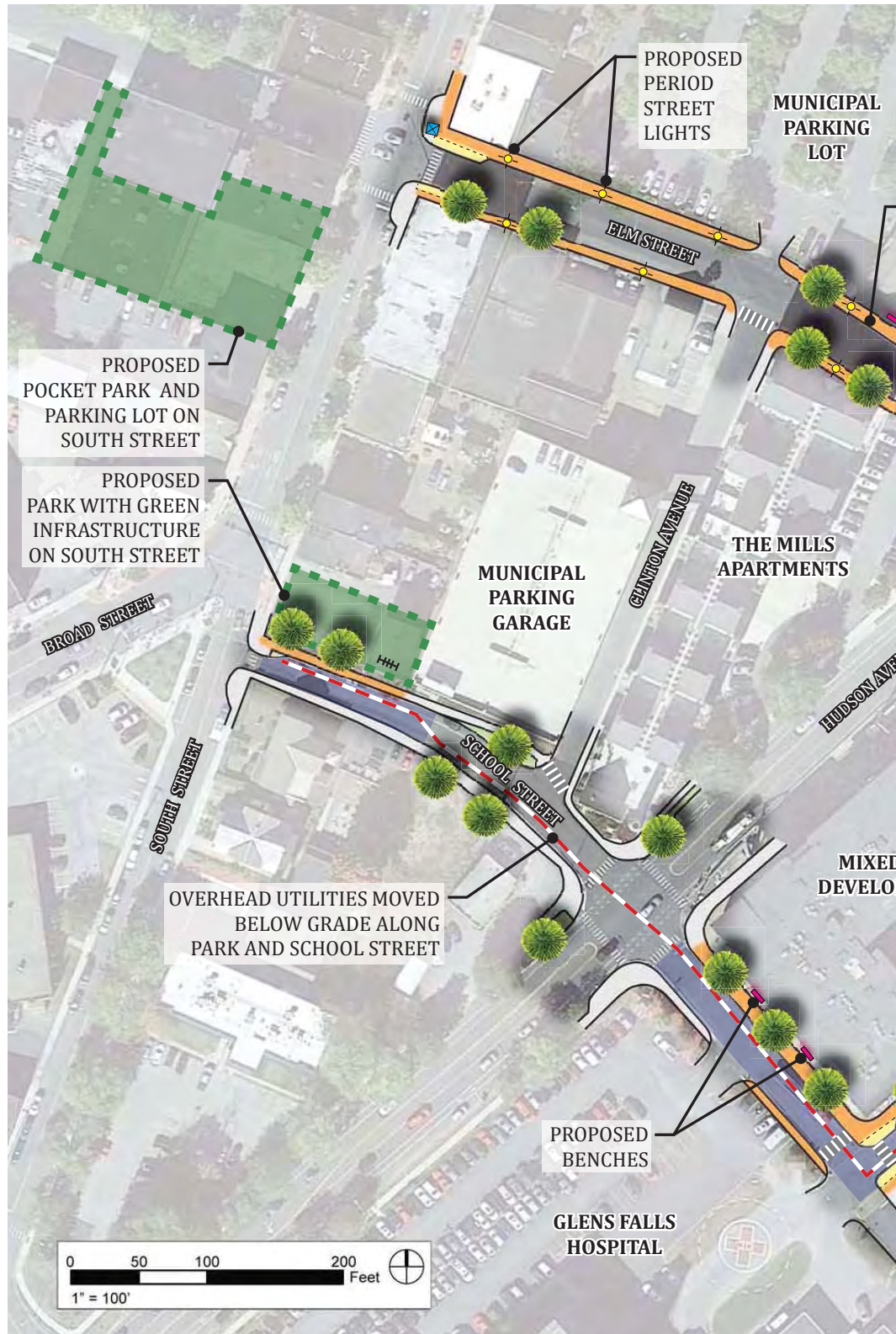
City of Glens Falls: Issuance of RFP (Common Council), City of Glens Falls Code, SEQR, and Road Opening Permits.

Public Support:

This project consistently received strong support from the public throughout the planning process. The public survey distributed as part of the DRI process asked respondents what new or improved transit options they would like to see in the Downtown; over 42% of respondents stated that improved sidewalks were a top priority, while more than 26% indicated new and improved bike lanes were a priority. Further, the public also indicated support for the project during the October 15, 2016 Public Event where they were asked to identify their favorite preliminary project ideas. The project also received strong support during the January 25, 2017 Project Prioritization Open House.

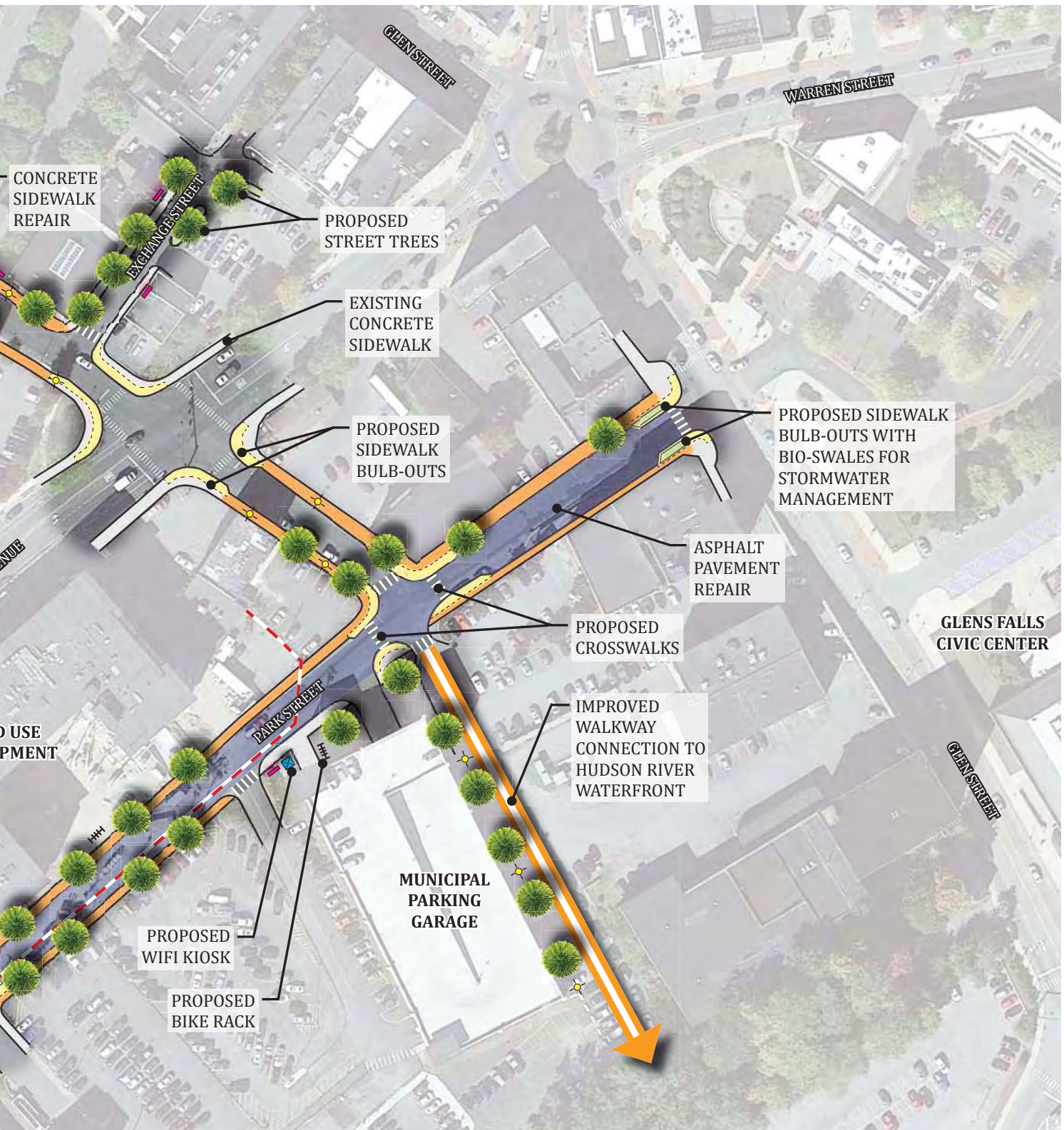
Beneficiaries:

Community residents, visitors, commuters, seniors, youth, families, home owners, and small business owners



Streetscape Improvement Site Plan

Project 4C. Improve Infrastructure and Streetscaping on Park Street, School Street, Elm Street and Exchange Street



Source: Elan Planning

Jobs Created:

Jobs are not directly created by this project.

Project Metrics:

To be measured 1, 3, and 5 years after project completion:

- Survey of businesses located within the DRI area.

longer and visiting more local businesses, providing an economic development benefit and enhancing market demand and economic feasibility of new private investments downtown. Additionally, sidewalk improvements work to promote non-vehicular access to the Downtown. By leveraging DRI funding to improve the pedestrian experience, this project capitalizes on the health and wellness benefits of walking and encourages people to leave cars behind and enjoy the Downtown on foot, where they can shop at local businesses and attend events.

In addition, strategic sidewalk improvements could connect Downtown parking lots to nearby attractions. For example, improved streetscapes may invite people to park and the walk along Park Street or cross Hudson Avenue after parking in the recently constructed municipal garage. The same is true of the Elm Street Lot—improved lighting and sidewalk furniture could improve the experience of parking and then walking through the alleyways to Glen and South Streets, encouraging pedestrian to explore on foot.

Undergrounding utilities and improving infrastructure in key areas of the Downtown will enhance the walkability and pedestrian experience of the DRI area. By leveraging DRI funding to improve the pedestrian experience, this project capitalizes on the health and wellness benefits of walking and encourages people to leave cars behind and enjoy the Downtown on foot, where they can shop at local businesses and attend events.

Cost-Benefit Analysis:

As Glens Falls tries to attract more residents, workers, visitors, and investment Downtown, the City must invest in creating and maintaining a high quality of experience to achieve economic revitalization. Investing in the experience of streets and public spaces will help the City enhance its competitive position in the region.

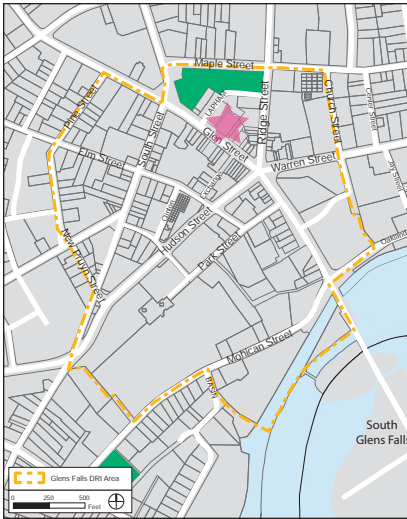
Investments in streetscape improvements on Glen Street, Warren Street, South Street, and broad Street have already shown that consistent urban design elements like street trees, light fixtures, benches, and bicycle infrastructure can enhance a sense of cohesion across downtown streets where applied. Expanding high-quality streetscapes to Park Street, School Street, Elm Street, and Exchange Street can increase the sense of place and perception of Downtown Glens Falls as a destination worth visiting and spending longer amounts of time in. This enhanced Downtown experience can make new or renovated retail spaces seem less risky to investors, generate support for downtown businesses, increase tax revenue, and support property values in the Downtown.

Project 4C. Improve Infrastructure and Streetscaping on Park Street, School Street, Elm Street and Exchange Street

Timeframe for Implementation and Project Readiness:

Short-term: 1-2 years

- Phase 1: Detailed Design – Months 1 through 6.
 - City to issue RFP and retain qualified consultant (i.e. engineer, landscape architect) – Months 1 and 2.
 - Selected consultant to prepare detailed design and construction drawings – Months 3 through 5.
- Phase 2: Construction – Months 6 through 24.
 - Construction of streetscape segments should be staggered and coordinated to ensure that adequate traffic flow and circulation is maintained in the downtown during construction.

**Location:**

- Charles R. Wood Theater
- Queensbury Hotel
- Crandall Library
- 190 Grille and Cinema
- Park Theater

Responsible Parties:

- Adirondack Film Festival
- Warren County EDC

Capacity:

The Adirondack Theater Festival has the capacity to implement Component 1 of this project, to improve the capacity of the Adirondack Film Festival. The City of Glens Falls and the Warren County EDC would have the capacity to implement Component 2, creating a Glens Falls Film Commission.

Project Partners:

- Charles R. Wood Theater
- Queensbury Hotel
- Crandall Library
- 190 Grille and Cinema
- Park Theater
- City of Glens Falls
- Adirondack Theater Festival
- Warren County EDC

PROJECT 5A. INCREASE CAPACITY OF THE FILM INDUSTRY IN GLENS FALLS AND WARREN COUNTY

DRI funding:

This project is being submitted for DRI funding with a request of \$125,000.

Summary Description:

This project will increase the capacity and visibility of the film industry in Glens Falls and Warren County by improving facilities to help expand the Adirondack Film Festival and create a Glens Falls/Warren County Film Commission.

Description:

This project will use requested DRI funding for two components:

Component 1:

Venue improvements and equipment purchases for the upcoming 2017 Adirondack Film Festival.

Component 2:

Creation of a Glens Falls Film Commission to establish the City's and the region's role in the film industry.

A Glens Falls/Warren County Film Commission could raise and organize funds for activities including the film festival, and create an exhibit to recognize the region's history in film. In addition, a Film Commission could identify incentives to bring the film industry to the City for filming and production activities.

The City of Glens Falls offers a number of cultural attractions, and is positioned to build upon its reputation as a regional destination for theater, film and art by establishing connections to the film industry. Increasing capacity of the film industry has the potential to generate jobs for local workers in film-related fields, and promote the City as a destination for visitors and industry members alike. Increasing the capacity of the film industry in Glens Falls will include two components: expanding the Adirondack Film Festival and creating a Glens Falls/Warren County Film Commission. A description of each component follows:

Component 1: Expand the Adirondack Film Festival

The Adirondack Film Festival had a successful inaugural season in 2016 thanks to local institutions hosting screenings, panels, and special events. Participating venues, including the Charles R. Wood Theater, the Queensbury Hotel, Crandall Library and 190 Grille and Cinema, provided space for screenings and organized volunteers during the weekend-long festival. The Adirondack Film Festival was started by the Adirondack Theatre Festival, which has been producing professional theatre in downtown Glens Falls since 1994. Occupying five screens all in the DRI



Charles R. Wood Theater



Queensbury Hotel



Crandall Library



190 Grille and Cinema



Park Theater

area, the first year of the Film Festival was a rousing success showcasing 60 films to over 5,000 attendees. Forty filmmakers came to Glens Falls to accompany their films.

DRI funds are being requested for the following:

- \$75,000 - Capital - Projection and technical equipment - The venues do not currently have the proper equipment to adequately run the festival. Equipment to be purchased would include: Digital projectors, digital switchers, screens and computers and other equipment to run a bigger festival. Costs will also include the fees to bring a film to Glens Falls.

Additional funding from non-DRI sources will be sought for the following:

- \$35,000 - Human Capital - One full-time position to focus exclusively on the Film Festival.
- \$25,000 - Marketing the Festival as a major Tourism Event - In its first year, the Adirondack Film Festival was named one of the Top 100 Film Festivals in the country among the more than 4,000 film festivals that

This Project Aligns with the Following Glens Falls DRI Strategies:

- Support the existing art community by featuring the city’s renowned arts and cultural anchors, and creating opportunities for new art galleries.
- Attract young professionals with opportunities that meet and exceed millennial expectations
- Build identity as “gateway to the Adirondacks” and become a destination for visitors and tourism related businesses.

This Project Aligns with the Following REDC Strategies:

- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Identify non-profit organizations that will act as implementers of strategic plan strategies related to workforce development, education, and the promotion of arts and culture.
- Develop “social centers of gravity,” rich in entertaining, dining and cultural activities, within our urban areas.

Funding Sources:

- DRI funding request
- Market New York (ESD) Regional Tourism Special Events Grant, Operational costs, permanent staff salaries, benefits or commissions, legal fees, competition prizes and alcoholic beverages are not eligible expenses.
- New York State Council on the Arts- Arts, Culture and Heritage Projects- The Arts Culture and Heritage New Initiatives- FOCUS 3

Site ownership/legal jurisdiction:

Participating venues in the Adirondack Film Festival, including the Wood Theater, the Queensbury

occur annually. In order to attract more attendees, a marketing campaign focused on potential visitors out of the area that highlights the Film Festival as well as Glens Falls in general will generate more visitation to Glens Falls and the region.

Component 2: Create a Glens Falls/Warren County Film Commission

With Warren County now eligible for the NYS Tax Credits for filming, there is more interest from filmmakers to shoot their films in Glens Falls. With its myriad of location offerings, and a Certified Production Facility (Civic Center), Glens Falls will benefit greatly by creating a Film Commission to attract and support filming in the area.

DRI funding is requested for the following:

- \$50,000 - Recruitment and promotion of Glens Falls as a filming location. Capital costs will include website creation, marketing collateral, conference attendance, and film festival marketing. The website will provide a listing of variety of assets and available resources within the City and Warren County.

Additional funding from non-DRI sources will be sought for the following:

- \$25,000 - Contract a firm or person to create the necessary databases of locations, crew, lodging, catering and other needed services to host a film shooting in Glens Falls. Creation of Fees, Permitting, and Standard Operating Procedures of filming needs such as road closures.
- Glens Falls/Warren County Film Commission will receive ongoing funding through film permitting fees, location fees, etc. The Film Commission will also seek other state funds such as NY LOVES FILM and other sources to sustain an annual budget.

Anticipated Revitalization Benefits:

In 2014, Empire State Development estimated that the film industry in New York State supported over 30,000 jobs, with \$1.7 billion in earnings, and almost \$5 billion in spending annually.⁴ A film festival could also serve a valuable branding role for Glens Falls, supporting its status as a regional center for arts and culture. The capital funding for venues would also enhance the development of a performance and arts community, further diversifying the mix of uses downtown.

Cost-Benefit Analysis:

Expanding the range and scope of the Adirondack Film Festival can be a significant boon to visitorship and perception of the downtown as a destination. In its first year, the festival proved to be a success, and capitalizing on that momentum presents a significant opportunity for economic development. The festival can attract new user groups – both local and non-local – that are not already familiar with the downtown. Investing in the success of the festival can expand the number of downtown visitors, repeat downtown visitors, support for local businesses, and the feasibility of private investment overall.

Project 5A. Increase capacity of the Film Industry in Glens Falls and Warren County

Attracting film industry spending is highly competitive and Glens Falls' proximity to the Adirondack Mountains and film-industry hubs in the state give the area a competitive advantage nationally that has not yet been fully tapped. Creating a Film Commission to reduce barriers to filming and promote awareness of locations could help to attract film industry jobs and increase spending at local lodgings, food and beverage, and other businesses.

Estimated Costs:

Component 1: Expand the Adirondack Film Festival

- DRI funding request: \$75,000.
- Other funding: \$60,000.
- Based on total costs amounting to \$135,000 (Capital Improvements—\$75,000; Human Capital- \$35,000; marketing- \$25,000).

Component 2: Create a Glens Falls/Warren County Film Commission

- DRI funding request: \$50,000.
- Other funding: \$25,000.
- Based on total costs amounting to \$75,000 (\$25,000 for contract firm; \$50,000 for marketing).

Timeframe for Implementation and Project readiness:

Short Term: <1 year

Once the DRI award letter is sent to the City, the work on both of these projects will start immediately. Both projects will be completed in 2017.

- Component 1: Expand the Adirondack Film Festival – 9 months.
 - Purchase and installation of projection and technical equipment 9 months.
- Component 2: Create a Glens Falls/Warren County Film Commission
 - Recruitment and promotion of Glens Falls as a filming location; website creation, marketing collateral, conference attendance, and film festival marketing – 6 months.

Hotel, 190 Grille and Cinema, and the Park Theater, are privately owned.

Regulatory Requirements:

Glens Falls Code, SEQR

Public Support:

This project received public support throughout the planning process. The project also received strong support in the Public Project Prioritization exercise conducted during the January 25, 2017 Project Prioritization Open House.

Beneficiaries:

The City of Glens Falls offers a number of cultural attractions, and is positioned to build upon its reputation as a regional destination for theater, film and art by establishing connections to the film industry. Increasing capacity of the film industry has the potential to generate jobs for local workers in film-related fields, and promote the City, as well as Lake George and Warren County, as a destination for visitors and industry members alike.

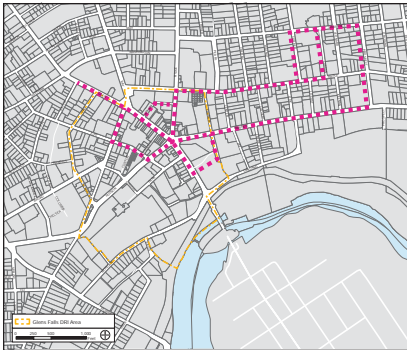
Jobs Created:

The proposed project will create one direct job, and has the potential to support additional hospitality and film industry jobs in the area.

Project Metrics:

To be measured 1, 3, and 5 years after funds allocated:

- Net increase in film festival attendance
- Net increase in hotel occupancy rates around film festival
- Net increase in film permits / film tax credits issued
- Survey of restaurants located within the DRI area.

**Location:**

The proposed Public Arts Trail is approximately one mile long, and covers much of Downtown Glens Falls between Glen Street to the west, Lawrence Street to the north, Prospect Street to the east and Warren Street to the south.

Responsible Parties:

- Arts District of Glens Falls/Glens Falls Collaborative
- City of Glens Falls
- Lower Adirondack Regional Arts Council (LARAC)

Capacity:

LARAC- the umbrella organization for artists and arts organizations- currently oversees grants allocated to artists and arts organizations. LARAC, members of the Arts District, the City of Glens Falls and the Collaborative have the capacity to implement and maintain this project.

Project Partners:

- Members of the Arts District
- LARAC
- Glens Falls Collaborative
- City of Glens Falls

PROJECT 5B. CREATE AN ART DISTRICT AND PUBLIC ARTS TRAIL

DRI funding:

This project is being submitted for DRI funding with a request of \$125,000.

Summary Description:

This project will fund capital components of the proposed public arts trail through downtown Glens Falls.

Description:

Downtown Glens Falls is home to a number of arts organizations and historical buildings. The organizations comprising the Arts District have outlined the specific needs for a nearly one-mile route that will be called the Public Arts Trail. The Trail will run through the Downtown, including the following:

- A wayfinding system for walkers, cyclists and drivers that will connect arts and entertainment organizations, historic buildings and outdoor art within the Arts District.
- Five Welcome center kiosks at the Chapman Historical Museum, Crandall Public Library, Glens Falls Civic Center, The Hyde Collection and The Shirt Factory.
- An Arts Trail with physical markers including sidewalk stamps and banners.
- Construction of a connecting path between the Washington-Warren County Bike Path and the Arts Trail of Glens Falls.
- Branded racks with the district logo with all the organizations' rack cards or brochures at every participating organization in the Arts District.
- A marketing strategy for the Arts District of Glens Falls as a whole.
- An Arts District website that is smart-phone friendly.
- Future additions to the Arts Trail, including sculpture and murals.

The Arts District offers a variety of meaningful and fun activities for people of all ages and backgrounds, and has the potential to attract regional visitors. The Arts District has three strong tourism seasons: winter, due to the close proximity of ski resorts; summer (generally considered the strongest season in the Northeast), and autumn due to the close proximity of the Adirondack Mountains in New York State and the Green Mountains in Vermont. In addition, Glens Falls is well located between four tourism-driven regions: The villages and towns surrounding Lake George in Warren County, New York (15-30 minutes north), the City of Saratoga Springs in Saratoga County, New York (25 minutes south), rural Washington County, New York (15-30 minutes east/southeast) and the region of Southwestern Vermont (30-45 minutes east). The City's location has the potential to attract



Proposed Arts Trail Map

Source: Arts District of Glens Falls

visitors from all directions. Glens Falls is five minutes off the main major highway connecting Montreal, through Albany to New York City, New Jersey, and points south. With the assistance of DRI funding, the tools described below will help the Arts District and Public Arts trail succeed.

Representatives of Arts District of Glens Falls and the Glens Falls Collaborative have been coordinating with local arts groups and the City since November 2013 to develop this project. Once funding is received, they will continue to assist in overseeing project activities and consider additional proposals to add to the Arts Trail. The recommendation for this project is a direct result of the City's HUD Community Challenge sustaining planning grant, which assembled the various organizations and developed a series of recommendations including the development of an Arts District.

Plans for Promoting and Publicizing

Marketing vehicles include online tools, media releases, rack cards, electronic flyers and printed flyers, digital advertising programs such as banner ads, display ads, and calendar listings through the Warren County Tourism Promotion Agency (TPA). These can be disseminated in a number of ways, including the following strategies:

- The regional Tourism Promotion Agency (TPA) of Warren County offers a tourism-focused infrastructure to support inquiries from potential visitors from outside the region, state, and country. Structuring their website and collateral materials to specific audiences, the TPA is able to respond quickly, efficiently, with statistics and data to support their efforts.



Crandall Library



The Shirt Factory



LARAC



Hyde Collection

This Project Aligns with the Following Glens Falls DRI Strategies:

- Identify opportunities to develop outdoor and public art.
- Support the existing art community by featuring the city's renowned arts and cultural anchors, and creating opportunities for new art galleries.

This Project Aligns with the Following REDC Strategies:

- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Form a cultural collaborative to work together on many levels.
- Explore the creation of more "linked" arts seasons, and linked arts and tourism packages, to attract more visitors to the Region.
- Identify non-profit organizations that will act as implementers of strategic plan strategies related to workforce development, education, and the promotion of arts and culture.

Funding Sources:

- DRI funding request
- Local match from Arts District of Glens Falls/Glens Falls Collaborative

Site Ownership/Legal Jurisdiction:

Museums, galleries and other participating organizations are privately owned. The City of Glens Falls has legal jurisdiction over the public right of way, including sidewalks and proposed locations for kiosks and bike racks.

Regulatory Requirements:

City of Glens Falls Code, SEQR

- Website development that will be current to search engine optimization standards, mobile friendly, for inbound marketing with a blog and integration of our social media channels.
- Internet/social media platforms: Banner ads, block ads, Facebook, Twitter, YouTube and Instagram.
- Pandora and local radio advertising targeting zip codes in the Capital District and the Hudson Valley Regions.
- Local / regional newspaper reached through display ads and press releases.
- Adirondack Regional Chamber of Commerce and the Lake George Chamber of Commerce will be utilized to create on-going awareness to their members. These are generally business leaders in the community who appreciate the quality of life local organizations bring to their businesses.
- Rack cards: Distribution of rack cards by a professional distribution company to non-municipal visitor centers in the region. In our region we find rack cards to be highly effective.
- Ads in tourism-focused publications within our targeted audiences' geographic regions.
- Partnering with local hospitality for Arts Trail packages.
- Google Ads campaign.

Plans for Documenting and Evaluating

Documentation and evaluation will be conducted by tracking usage and traffic to the Arts District's website. Discounts and special offers at organizations in the district will be available to anyone who mentions using the way-finding system, application or website. Redemption of these benefits will allow for easy tracking of zip codes and evaluation of various marketing efforts. Analysis of redemption patterns in relation to website and application usage will also allow for evaluation of the effectiveness of those activities at increasing public participation with organizations within the Arts District.

Accessibility

To make the way-finding system accessible to anyone who wishes to use it, the City of Glens Falls will install additional crosswalks and improve existing crosswalks throughout the district. Curb cuts will be made to improve the ease with which the district can be explored by wheelchair, foot or bicycle. The City of Glens Falls has an accessible public transportation system that allows people from surrounding communities to easily travel to and within the district.

Project 5B. Create an Art District and Public Arts Trail

Estimated Costs:

DRI funding: \$125,000

Other funding: \$83,150

Based on total costs estimated at \$208,150. The organization has received \$33,150 to date from private donations, public investments and in-kind pledges.

The Arts District estimates its costs for the Public Arts Trail as follows:

Item	Estimated Cost
DRI Funding Request	
Creation and distribution of Arts Trail rack card	\$10,000
Fabrication of sidewalk marker stamp	\$1,000
Creation of website responsive to mobile devices	\$7,500
Design of lamppost banners	\$1,500
Printing of 120 lamppost banners	\$20,000
12 branded brochure racks for Arts Trail stops	\$3,000
10 artistic bicycle racks for each stop, and maintenance	\$13,000
5 Touchscreen kiosks, and Orientation Exhibit	\$50,000
Trail clearing and landscaping to connect to Bike Path	\$15,000
Other Funding Sources	
Implementation of strategic marketing plan	\$9,000
Search engine optimization and digital marketing	\$9,000
Administration	\$11,000
Planning and proposal writing to date	\$33,150
- Installation and maintenance of 220 logos stamped into sidewalks along the trail - Hardware and hanging of lamppost signs along the trail and other street treatments - Installation of the bicycle racks	\$25,000
TOTAL	\$208,150

Public Support:

This project received significant public support throughout the planning process. The public indicated strong support for the project during the October 15, 2016 Public Event where they were asked to identify their favorite preliminary project ideas. The project also received strong support in the Public Project Prioritization exercise conducted during the January 25, 2017 Project Prioritization Open House.

Beneficiaries:

There are three distinct audiences: Regional residents, seasonal residents, and tourists. Historically, from June through the end of October there is an increase in tourists visiting Glens Falls from the Lake George region and the Saratoga/Capital Region, with others coming from counties throughout New York State, other U.S. states, and international tourists.

Jobs Created:

No direct jobs will be created as a result of this project.

Project Metrics:

To be measured 1, 3, and 5 years after funds allocated:

- Net increase in visitors to Arts District member institutions and businesses.
- Survey of businesses located within the DRI area.

Anticipated Revitalization Benefits:

This project could have a number of benefits for the City, including encouraging arts and cultural tenants to fill in retail vacancies along the Arts Trail. Public art can be leveraged as an important piece of Downtown Glens Falls' appeal to students, small business owners, shoppers and young professionals. This project aims to enhance the Downtown's sense of place, make the area more welcoming and attractive to visitors, and provide an incentive that will bring the creative class to Glens Falls. A program to support Art in Public Places would benefit artists as well as members of the community, by giving the area a unique identity, civic pride and identifiable landmarks. With these benefits, Downtown Glens Falls will be able to attract people from the City and the region, effectively putting "feet on the street" and furthering economic growth objectives.

Cost-Benefit Analysis:

Glens Falls' museums, galleries, and theaters attract thousands of visitors annually, serving as economic drivers in the downtown, generating pedestrian activity, and supporting downtown businesses. An arts district and trail can connect the city's existing cultural assets to each other to support a more robust cultural district that could attract more visitors and encourage them to stay longer and visit multiple institutions for an even more robust support for economic development throughout the downtown. Physical infrastructure that increases awareness of cultural assets could further drive visitorship to institutions and awareness of the downtown as a cultural destination.

Consumers have many choices for where to settle and where to spend leisure time. Well supported arts institutions can serve as a distinguishing competitive advantage in attracting visitors, residents and workers to Downtown Glens Falls. Increasing awareness of Glens Falls cultural assets could help attract more — and minimize the perceived risk of — private investment throughout the downtown and support retail, commercial office, and residential occupancy rates.

Timeframe for Implementation and Project readiness:

Short Term: 14 months

- Phase 1
 - Funding sought for logo design, sidewalk marker fabrication – Completed.
 - Distribute RFP to artists to create ADGF Logo - Completed
 - Choose artist to create logo – Completed.
 - Sidewalk markers of the logo fabricated – Completed.
 - Installation of the logo in the sidewalks on the Arts Trail - City of Glens Falls to complete.
- Phase 2 – six months
 - Brochure racks designed and fabricated for 13 locations on the Arts Trail.
 - Create and finalize strategic marketing plan.
 - Touchscreen kiosks and Orientation exhibit installation.
 - Schedule installation of Banners- City of Glens Falls to complete.
 - Bicycle rack design and fabrication.
- Phase 3 – four months
 - Fabrication of bicycle racks, print materials and signage.
 - Creation of website.
 - Bike path connector construction.
 - Enlist artists to design banners.
 - Create ongoing maintenance plan.
- Phase 4 – four months
 - Installation of bicycle racks.
 - Launch of website.
 - Enlist artists to design banners.
 - Implementation of strategic marketing plan.
 - Finalization of ongoing maintenance plan.
 - Develop Plan for Outdoor Sculpture and Murals along the Trail.

**Location:**

Throughout the City of Glens Falls and the region.

Responsible Parties

The City of Glens Falls

Capacity:

The City of Glens Falls, with assistance from marketing professionals, has the capacity to implement and maintain this initiative.

Project Partners:

- City of Glens Falls
- Warren County EDC
- Glens Falls Business Improvement District (BID)
- Glens Falls Collaborative and Glens Falls Art District
- Warren County Tourism Department
- GGFLDC
- GFIDA

PROJECT 5C. CREATE A DOWNTOWN MARKETING AND BRANDING STRATEGY, AND IMPLEMENT A DOWNTOWN WAYFINDING SIGNAGE PROGRAM

DRI funding:

This project is being submitted for DRI funding with a request of \$200,000.

Summary Description:

The Downtown branding program consists of the design of physical, web-based, and social media graphics and strategies, to reflect and communicate Glens Falls' retail, cultural, and community assets and activities.

Description:

A successful economic development marketing program requires a localized focus on the community, a solid brand, and a clear implementation strategy. This project lays out an approach to develop a brand that is based on Glens Falls strengths to create a memorable identity to help promote the City's ongoing revitalization. This project will also create clear and recognizable identity and a unified approach across all platforms in order to position the City for greater economic opportunity and successful future partnerships between the public and private sectors. This project will benefit local institutions and businesses by connecting visitors and residents with retailers, museums, and food options through a uniform, easily-navigable wayfinding system.

Component 1: Develop a Downtown Marketing and Branding Strategy

- Issue RFP to identify marketing/branding consultant to work with the City in developing a marketing and branding strategy for the City.
- The marketing/branding consultant will conduct analyses to develop the marketing and branding strategy. This work could include an initial educational component that will build consensus among stakeholder groups on community branding; a research and planning phase to determine what the existing brand perceptions are; a brand development phase, which will include insights, creativity and action to determine what the brand should be, how it should look and how it should be integrated. The final stage of this work will be implementation, including creating a website and printed collateral as part of an overall marketing package.
- The consultant will develop a strategy to produce online content, social media, and to coordinate the multitude of organizations which are not linked, including city and county tourism organizations.
- The Marketing and Branding Strategy will serve as the guiding document and implementation strategy to inform the subsequent three components (described below).

- The guiding objective for the marketing and branding strategy is to position Glens Falls as the Gateway to the Adirondacks, a regional attraction for food and wellness, and a center for the arts and cultural institutions.

Component 2: Design a Wayfinding System for Downtown

Based on the recommendations of the Marketing and Branding Study, the city will design uniform wayfinding signage and identify strategic locations to help direct pedestrian, bicycle and car traffic to and around the Downtown. Wayfinding signage will bring visitors to the area and provide information on where they can park, shop, dine, and find local entertainment. A seamless signage system will include enhanced pedestrian-scale signage, gateway signs, and signs directing automobile traffic to and from parking and event spaces including the Municipal Parking Garage, Queensbury Hotel and the Glens Falls Civic Center. Key elements of the wayfinding signage system include uniform, attractive, geographically oriented maps, signs, and kiosks. Directional signage to key attractions and municipal parking, as well as improved lighting will be funded as part of the wayfinding and signage project. Wayfinding signage should be designed in coordination with materials for the Arts Trail (Project 5B).

Component 3: Implementation of the Wayfinding System

Implementation of the wayfinding and signage system should be coordinated with Streetscape Improvements, the Arts Trail, and the City's downtown network of businesses, arts and cultural institutions, entertainment venues, wellness resources, and other assets, especially the location of municipal parking. This component can benefit local retailers, institutions and restaurants by helping visitors and residents navigate to the part of the Downtown that can best serve their needs.

Component 4: Ongoing Implementation of the Marketing and Branding Strategy

- Marketing campaign to recruit businesses.
- Program to promote arts and entertainment, dining and shopping.
- Develop logo and website to promote downtown.

Estimated Costs:

DRI funding request: \$200,000

Based on total funding estimates outlined below:

- Component 1: Develop a Downtown Marketing and Branding Strategy—\$50,000.
- Component 2: Design a Wayfinding System for Downtown—\$40,000.
- Component 3: Implementation of the Wayfinding System (Fabrication and Installation)—\$100,000.
- Component 4: Ongoing Implementation of the Marketing and Branding Strategy (non DRI funded).

This Project Aligns with the Following Glens Falls DRI Strategies:

- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.
- Attract young professionals with opportunities that meet and exceed millennial expectations
- Build identity as “gateway to the Adirondacks” and become a destination for visitors and tourism related businesses.
- Promote local agriculture and public health by improving food access and distribution.
- Conserve open space and promote access to the region’s natural resources and recreation amenities.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.
- Support the existing art community by featuring the city’s renowned arts and cultural anchors, and creating opportunities for new art galleries.

This Project Aligns with the Following REDC Strategies:

- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Develop “social centers of gravity,” rich in entertaining, dining and cultural activities, within our urban areas.

Funding Sources:

- DRI funding request
- Market New York (ESD) - Regional Tourism Marketing Grant

Anticipated Revitalization Benefits:

This project would better amplify Glens Falls’ assets as a center for both culture and commerce. In coordination with other projects proposed as part of this initiative, an effective branding campaign would also create a platform from which institutions and employers in the city could attract better talent from around the region or the state. Changing people’s perceptions of the downtown Glens Falls experience to a more positive one would increase market demand for that downtown experience, resulting in greater demand for goods, services, real estate, and overall economic output.

New and/or increased wayfinding and signage along key corridors can enhance the overall downtown experience, support a greater sense of place and safety, and provide a feeling of cohesiveness across the study area. Enhanced lighting can improve a sense of safety throughout the downtown. Signage can support local businesses and direct visitors towards existing parking, increasing parking utilization rates and minimizing the negative effects of parking needs on redevelopment potential. These user-friendly improvements can encourage a more walkable environment, increase market demand for space downtown, and thereby promote more private investment, density of uses, and job creation downtown.

Cost-Benefit Analysis:

A branding program is an opportunity to showcase new projects, events, and businesses in the downtown and optimize the success and revitalization effects of other DRI investments. The project can help support the perception of the downtown as a destination including food, entertainment, shopping, a friendly and attractive pedestrian environment, well-maintained historic character, and high-quality public spaces. Similarly, a new wayfinding program can promote positive perceptions and, paired with streetscape improvements, a sense of a consistent high-quality public realm throughout the downtown.

Enhanced perception of the downtown area may make private investment in new or renovated spaces seem less risky to investors and tenants, generate greater support for downtown businesses, increase tax revenue, and support property values in the downtown. Such campaigns lend themselves well to measuring effectiveness, and can be adjusted on an ongoing basis to generate maximum impact.

Project 5C. Create a Downtown marketing and branding strategy, and implement a Downtown wayfinding signage program

Timeframe for Implementation and Project readiness:

Short Term: 1 year

- Phase 1: Consultant RFP and Selection.
 - City to issue RFP and retain qualified consultant – Months 1 and 3.
- Phase 2: Consultant to develop Downtown Marketing and Branding Strategy – Months 4 and 5.
- Phase 3: Design a wayfinding system for Downtown – Months 6 and 7.
- Phase 4: Implementation of wayfinding system Months 8 through 12.
 - Fabrication and implementation of wayfinding signs.

Site ownership/legal jurisdiction:

The City of Glens Falls has legal jurisdiction over public rights-of-way, where wayfinding signage would be located.

Regulatory Requirements:

City of Glens Falls: Issuance of RFP (Common Council); City of Glens Falls Code; SEQR.

Public Support:

This project received public support throughout the planning process. The public indicated support for the project during the October 15, 2016 Public Event where they were asked to identify their favorite preliminary project ideas. The project received significant support in the Public Project Prioritization exercise conducted during the January 25, 2017 Project Prioritization Open House.

Beneficiaries:

Community residents, visitors, small business owners

Jobs Created:

No direct jobs will be created as a result of this project.

Project Metrics:

To be measured at 1, 3, and 5 years after campaign launch:

- Survey of businesses located within the DRI area.
- Narrative description of marketing campaign activities.

**Location:**

88 Ridge Street, Glens Falls

Responsible Parties

Queensbury Hotel

Capacity:

The Queensbury hotel has the capacity to implement and maintain this project.

Project Partners:

- Queensbury Hotel
- City of Glens Falls

This Project Aligns with the Following Glens Falls DRI Strategies:

- Build identity as “gateway to the Adirondacks” and become a destination for visitors and tourism related businesses.

This Project Aligns with the Following REDC Strategies:

- Explore the creation of more “linked” arts seasons, and linked arts and tourism packages, to attract more visitors to the Region.
- Develop “social centers of gravity,” rich in entertaining, dining and cultural activities, within our urban areas.

Funding Sources:

- DRI funding request

PROJECT 5D. FUND EXPANSION OF THE QUEENSBURY HOTEL

DRI funding:

This project is being submitted for DRI funding with a request of \$500,000.

Summary Description:

This project would provide DRI funds to assist the Queensbury Hotel in expanding its conference room capacity, adding restrooms to increase the number of conference guests that the hotel can accommodate, and upgrading the hotel entrance and pool.

Description:

The Queensbury Hotel is the only hotel located in Downtown Glens Falls, and currently lacks sufficient conference meeting space to book various organizational meetings, state and governmental associations such as health care providers, tourism association, and medical conferences. This project will substantially increase the number of conferences, trade shows, corporate meetings and overall functionality of the Hotel by expanding the present capacity of the Hotel’s meeting, conference space to nearly 400 persons (expansion of 3,000 sf representing one hundred percent increase over its current space). This increased capacity will have a number of positive outcomes for the Hotel and the City. The hotel will be able to continue restoration efforts and will contribute to economic development efforts by hosting more visitors to shop in retail stores and patronize Downtown restaurants. Expansion is estimated to increase the Hotel’s revenue base upwards of \$700,000, and could increase employment by 5-10 full time employees and 10-15 full time seasonal employees.

The expansion of the Adirondack Room and related renovations would introduce flexibility into the hotel’s conference capacity by expanding the overall volume of space and replacing existing walls with moveable partitions to provide meeting space flexibility.

Anticipated Revitalization Benefits:

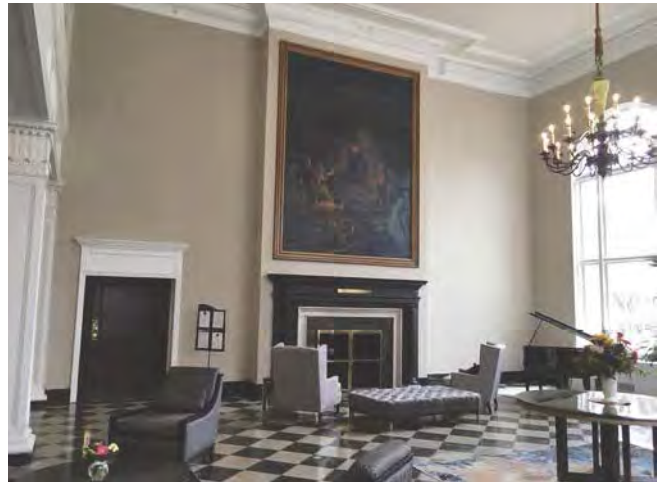
Expansion and improvements to the Queensbury Hotel would enhance a downtown amenity that supports the business community, nearby institutions, tourism, and small businesses overall – strengthening the downtown as a destination.

Cost-Benefit Analysis:

As the only hotel in downtown Glens Falls, the Queensbury Hotel has a significant part to play in revitalization efforts that seek to increase visitorship to the downtown. Securing private financial underwriting for hotel and hospitality projects is



Queensbury Hotel Entry



Lobby



Adirondack Room



Site of Adirondack Room Expansion

challenging. Leveraging DRI funds can help make this expansion possible, where typical underwriting to fund an expansion may be too expensive or inaccessible.

Expanding the hotel's capacity to host more meetings and conferences can bring a significant number of new users to the downtown, supporting local businesses and tax revenues. Such events can bring visitors downtown during non-peak times of the year, helping to create a more sustainably vibrant downtown. More consistent year-round activity can support additional retail and businesses that currently may not be sustainable.

- Queensbury Hotel
- Glens Falls IDA

Site Ownership/Legal Jurisdiction:

The Queensbury Hotel owns and has legal jurisdiction over this site.

Regulatory Requirements:

City of Glens Falls Code; Site Plan Approval by the Planning Board; SEQR

Public Support:

A public hearing was held on the Queensbury Hotel Expansion project on September 27, 2016 during a City of Glens Falls Common Council meeting. Positive public comments were received during the Public Hearing calling the project a major step forward in providing more opportunities to attract business and additional downtown shoppers. No negative comments were received at the public hearing. This project received public support throughout the DRI process.

Beneficiaries:

Queensbury Hotel, local businesses that serve conference attendees, visitors.

Jobs Created:

5-10 full time employees, and 10-15 full time seasonal employees.

Project Metrics:

To be measured 1, 3, and 5 years after funds allocated:

- Net increase in business association events, conventions, banquets, weddings, and other events that utilize the Queensbury Hotel conference facilities.
- Net increase in hotel occupancy rates (measured quarterly to understand seasonal differences).
- Net increase in venue reservations.
- Net increase in hotel employment (full-time and seasonal).

Estimated Costs:

DRI funding request: \$500,000

Private Funding: \$1,500,000

Timeframe for Implementation and Project readiness:

Timeframe: 18 months

The Queensbury Hotel is ready to move forward with project construction subject to receipt of planning approvals and DRI funding.

- Phase 1: Site Plan Approval and SEQR – Months 1 through 5.
 - Submittal, review and approval of Site Plan Application, Site Plan drawings and SEQR Environmental Assessment Form (EAF).
- Phase 2: Construction – Months 6 through 18.

Project 5D. Fund expansion of the Queensbury Hotel



THE QUEENSBURY

HISTORIC ELEGANCE





1926

1940

1980

2016

2017








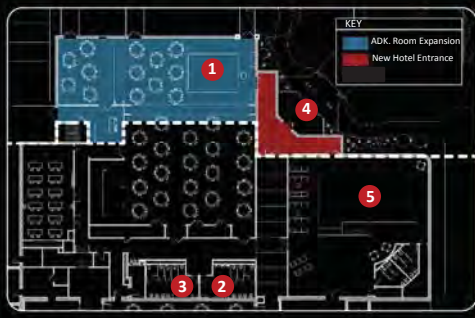
2016 – 2017 HOTEL LOBBY RESTORATION





THE QUEENSBURY


HISTORIC ELEGANCE




FLOOR PLAN KEY

1. Adirondack Room Expansion
2. New Men's Room
3. New Women's Room
4. New Hotel Entrance
5. Pool Renovation

INSPIRATIONAL DESIGN IMAGES




Omni, Providence



Hilton, Chicago

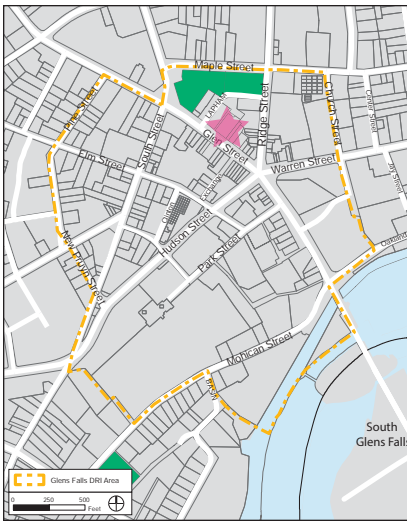
The Adirondack Room Expansion and contingent renovations are intended to introduce flexibility into the hotel's conference capacity by expanding the overall volume of space and replacing existing walls with moveable partitions to provide meeting space flexibility.

2017 ADIRONDACK BALLROOM EXPANSION



Queensbury Hotel Adirondack Ballroom Expansion Plans

Source: Queensbury Hotel

**Location:**

Charles R. Wood Theater, 207 Glen Street

Responsible Parties

Charles R. Wood Theater

Capacity:

The Charles R. Wood Theater has the capacity to implement this project.

Project Partners:

- Charles R. Wood Theater

PROJECT 5E. FUND WOOD THEATER CAPITAL IMPROVEMENTS

DRI Funding:

This project is being submitted for DRI funding with a request of \$125,000.

Summary Description:

This project will address the capital needs of the Charles R. Wood Theater, a local resource for theater and community events that is seeking funds for the installation of a catwalk which will improve safety for the Theater.

Description:

The Charles R. Wood Theater is primarily a facility that rents to local organizations such as the Adirondack Theater Festival, the Adirondack Film Festival, The Glens Falls Community Theatre, Broadway Upstate, and dozens more. Alongside local performers, the Wood Theater has hosted big names such as Tony DeSare, Paula Poundstone, Elaine Stritch, Ed Asner, and Hillary Clinton. In 2016, the theater had 414 building uses, almost 200 of which were public performances. This is over 40 uses more than 2015, and over 60 uses more than 2014. The demand for space has increased every year, and it is getting more and more difficult to accommodate each request.

Since the Wood Theater and the Adirondack Theatre Festival renovated the new cabaret performing space, many organizations and individuals have requested rental dates or booking opportunities for various types of events in the new space. The theater cannot currently satisfy these requests since sound from the cabaret space bleeds through into the main auditorium. With so many uses of the building happening currently, it is almost impossible to find a time to book the cabaret space that would not interfere with an event in the main auditorium.

Along with the increase of building usages over the lifetime of the company, the Wood Theater has also seen a tremendous rise in ticket sales annually. Each year, the Wood Theater has seen ticket sales improve with a record 27,537 tickets sold in 2016. Improvements to the building will help this progress to continue.

DRI funding:

The Wood Theater is seeking DRI funding in order to install a catwalk to improve safety for the Theater. Currently, for two rows of lights over the seating wedge, the production company has to build scaffolding and use a ladder on top of that to make lighting adjustments. The advantage to installing a catwalk to replace dead hung lighting pipes is the greatly improved safety of the lighting technicians when they are hanging temporary lights for individual productions, wiring them to theatrical control, focusing and servicing them once installed. The catwalk provides a stable, fixed platform to work from as opposed to setting up temporary



Wood Theater from Glen Street

rolling construction scaffolding and raising and lowering equipment and cables to the floor using ropes.

Other funding:

The Wood Theater hopes to complete two additional projects outside of the DRI funding source. First, the organization is planning to soundproof the cabaret space. Since August, the Wood Theater has already had to turn down over a dozen requests for using the cabaret space simply because of the sound issues. The goal of this project is to allow multiple diverse events to happen simultaneously right in the center of downtown Glens Falls. Since the cabaret space has a capacity of 125 seats, the setting is much more intimate than that of the 294 seat auditorium, which allows for performances that typically would not book the main auditorium such as stand-up comedy, revue performances, cabaret style performances, magic acts, theatre in the round, and many other smaller events. If the space can be soundproofed, the theater can book these various acts, and have the organizations and patrons from those events be downtown at the same time that patrons are here for the shows on the main stage. The potential for the economic impact on restaurants, bars, hotels, and other downtown businesses is enormous. The current estimate to soundproof the cabaret space is \$200,000. The Wood Theater projects that it will successfully hold an additional 70 to 100 events in the cabaret space the first year that the soundproofing is complete, and it expects that number to grow annually alongside the current annual usage growth.

Second, the Wood Theater would like to install a digital marquee in front of the theater on Glen Street. The organization believes this improvement will significantly increase recognition of downtown activities and directly affect the amount of people purchasing tickets, which increases the amount of people downtown. The Wood Theater believes that this adaptive visual aesthetic will not only help increase marketing for productions taking place in the building, but will also help

This Project Aligns with the Following Glens Falls DRI Strategies:

- Support the existing art community by featuring the city's renowned arts and cultural anchors, and creating opportunities for new art galleries.
- Attract young professionals with opportunities that meet and exceed millennial expectations
- Build identity as "gateway to the Adirondacks" and become a destination for visitors and tourism related businesses.

This Project Aligns with the Following REDC Strategies:

- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Develop "social centers of gravity," rich in entertaining, dining and cultural activities, within our urban areas.

Funding Sources:

- DRI funding request
- Charles R. Wood Theater
- CFA funding

Site Ownership/Legal Jurisdiction:

The Wood Theater is privately owned.

Regulatory Requirements:

City of Glens Falls Code, SEQR

Public Support:

This project received public support throughout the planning process. The project received support in the Public Project Prioritization exercise conducted during the January 25, 2017 Project Prioritization Open House.

Beneficiaries:

The Wood Theater has been a year round home for the performing arts and a vital component of growth and success in downtown Glens Falls.

Jobs Created:

No direct jobs will be created as a result of this project.

Project Metrics:

To be measured at project commencement (retail sales and tax revenues for adjacent businesses and assessed value only) and at 1, 3, and 5 years after project completion (all):

- Net increase in attendees to Wood Theater events.
- Net increase in rentals of Wood Theater facilities.
- Number of events held annually at the Wood Theater.

the appearance and cohesiveness of downtown Glens Falls. The display can also be an opportunity to market other events and businesses downtown.

Anticipated Revitalization Benefits:

In 2014, Empire State Development estimated that the film industry in New York State supported over 30,000 jobs, with \$1.7 billion in earnings, and almost \$5 billion in spending annually. A film festival could also serve a valuable branding role for Glens Falls, supporting its status as a regional center for arts and culture. The capital funding for venues would also enhance the development of a performance and arts community, further diversifying the mix of uses downtown.

Cost-Benefit Analysis:

The Wood Theater brings more than 27,000 annual visitors to downtown and supporting the success of this important economic and cultural anchor should remain a top economic development and policy priority for the City. The theater serves as a unique quality of life asset that could help to attract private investment to the downtown. Its success to date has already shown that there is demand for additional events that is going unmet due to building limitations.

Securing private financial underwriting can be challenging and prohibitively expensive for small non-profits. Leveraging DRI funds to invest in capital renovations will help maximize the revitalization benefits that the theater and its facilities can have on the downtown overall. Most significantly, addressing the soundproofing could bring thousands more people downtown annually. Upgrading the theater's signage can also support the success of more events and create a unique urban element that enhances the downtown's sense of place and visitors' perception of the downtown as a destination. Investments at the Wood Theater can unlock its potential to contribute even further to downtown revitalization, helping to support additional local businesses, increased tax revenues, and property values.

Estimated Costs:

DRI funding: \$125,000 for installation of catwalk to improve safety

Other funding: \$175,000 matching funds to be contributed towards soundproofing and purchasing a digital marquee

Timeframe for Implementation and Project readiness:

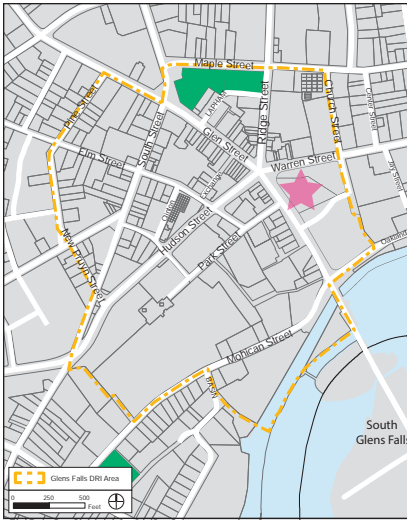
Short Term: <1 year (3 months)

The Wood Theater is ready to undertake construction of a permanent catwalk. Construction of the catwalk structure would take approximately 3 months.

Project 5E. Fund Wood Theater Capital Improvements

SECTION 2. PROJECTS PROPOSED FOR OTHER FUNDING

This section presents a description of projects that are identified in the Implementation Schedule contained in Part One, Section III: Action Plan but are not proposed for DRI funding. These Projects play a key role in helping the City of Glens Falls realize its community vision and further many of the City's revitalization goals and strategies; however, for a variety of reasons they have been deemed more appropriate to receive funding from other non-DRI sources. Many of the following projects are preliminary in nature and require additional study to determine feasibility. Others may be eligible and more appropriate to receive funding through other available sources; while others may have site control or other regulatory issues that need to be addressed prior to implementation. By including these projects in the Strategic Investment Plan the City recognizes and supports the importance of these projects in furthering the City's economic, community and revitalization goals established through the DRI process. This list of projects provides a road map of future redevelopment actions, priorities and projects for the City to undertake over the coming years. Moving forward the City will work to identify potential funding sources, as well as public and private partners, where appropriate, to move forward with the following projects, programs and actions.



PROJECT 1C. CONDUCT A FEASIBILITY STUDY FOR REDEVELOPMENT OF WARREN STREET/GLEN STREET SITE

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

A feasibility study for the redevelopment of the corner of Warren and Glen Streets will identify future uses for the site that could improve the pedestrian experience for residents and visitors.

Description:

Centennial Circle is the focal point of the City and a gateway into Downtown Glens Falls. The roundabout connects those entering the Downtown to major local resources including the Civic Center, museums along Warren Street, shopping on Glen Street, and new residential developments and the hospital on Hudson Avenue. This central node is an important link between these key assets in Glens Falls and will benefit from vibrant, active uses that draw people in and encourage the public to explore other attractions in the DRI area.

By investigating redevelopment at the corner of Warren and Glen Streets, this project seeks to reactivate the corner and bring it into line with the surrounding urban fabric, which is more representative of a traditional downtown, with multi-level, mixed-use buildings that form a strong street wall. Many of the other streets that extend from Centennial Circle reflect this traditional downtown urban fabric, with businesses located in attractive buildings and uses that enhance the area for visitors and local shoppers. Currently, the 1.35 acre site at the corner of Warren and Glen Street is underutilized and has been cited as a concern by members of the public. The current tenant is Burger King. The fast food restaurant and its drive-through are surrounded by private parking in a suburban configuration. The current parking lot is sometimes shared with the Civic Center during events, but is near empty most of the time, resulting in a disconnect for pedestrians. This site is strategically located and could serve Downtown Glens Falls well as a mixed-use corner that would invite people to continue to explore and discover the area's attractions.

A feasibility study for potential redevelopment of the Warren Street/Glen Street site will need to be coordinated with the current property owner. Because the property is privately owned, it will be important to determine the property owner's degree of interest in participating, and to create a plan that is supportive of needs of the owner and tenant. The feasibility study could provide urban design benefits for the City as well as market-based enticements for the property owner (e.g., potential to develop a larger scale building that provides revenue from additional tenants). The

Location:

1 Warren Street at the corner of Warren Street and Glen Street

Responsible Parties:

The City of Glens Falls would hire a planning/engineering firm to conduct a feasibility study for redevelopment of this site.

Capacity:

The City will require funding to pay for a feasibility study. Following a feasibility study, the City of Glens Falls would work with the private property owner on the implementation of study recommendations. The City has the capacity to undertake the feasibility study.

Project Partners:

This project requires coordination with the current property owner and tenant of 1 Warren Street in order to ensure that the plan is supportive of their needs.

This Project Aligns with the Following Glens Falls DRI Strategies:

- Advance urban design principles that will make for a more attractive downtown.
- Improve landlord's ability to attract retailers by providing financial incentives, to decrease vacancy rates and attain a more diverse

study will explore the potential to reconfigure the site with a mixed-use building that improves street-frontage and creates a better connection between Centennial Circle and the Civic Center.

Anticipated Revitalization Benefits:

Redevelopment at the Warren Street/Glen Street site could fill a significant hole in the urban fabric of Downtown, increasing the activity level and walkability of downtown. The stitching of this hole in downtown's urban fabric could yield additional private investment elsewhere as the core of Downtown becomes more cohesive and vibrant. Development at the site could yield significant additional private debt and equity financing, which would leverage the impact of DRI grant funding. Development of increased density could increase tax revenue (potentially including sales taxes, real estate taxes, and income taxes). Additional residents and/or workers in a new development could provide additional customers for downtown businesses.

Estimated Costs:

- Phase 1 Feasibility Study: Low: \$75,000
- Phase 2 Implementation of Recommendations: High: >\$2,000,000

Timeframe for Implementation and Project Readiness:

- Phase 1 Feasibility Study: The feasibility study could be conducted within 1-2 years.
- Phase 2 Implementation of Recommendations: 2+ years

mix of retail tenants.

- Develop programs to promote small and local businesses that can locate in the upper vacant floors of existing buildings.
- Repurpose the upper floors of existing buildings with residential and commercial uses in order to preserve the downtown character.
- Provide high quality housing at varying levels of affordability and type.

This Project Aligns with the Following REDC Strategies:

- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Develop "social centers of gravity," rich in entertaining, dining and cultural activities, within our urban areas.

Funding Sources:

BOA

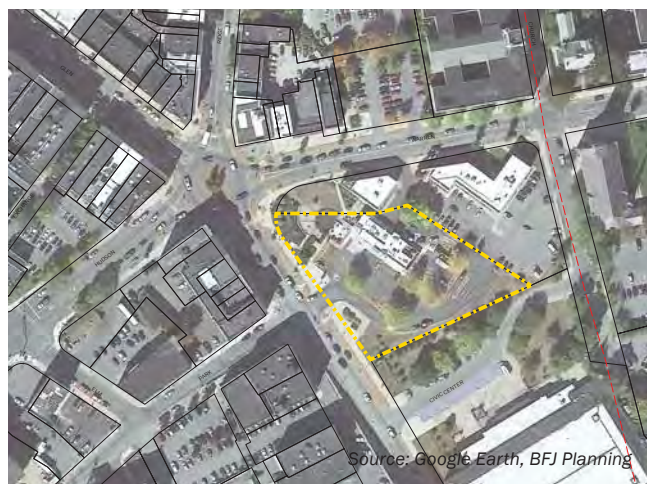
ESD Strategic Planning and Feasibility Studies

Site Ownership/Legal Jurisdiction:

The site is currently owned by Sand Dollar Ltd.



Warren Street/Glens Street Site from Centennial Circle



Aerial View of Site with Glens Falls Parcel Boundaries

Source: Google Earth, BFJ Planning



PROJECT 1D. ACQUIRE ADDITIONAL PROPERTY TO PROVIDE FOR REDEVELOPMENT AND ANCILLARY PARKING DOWNTOWN

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

The City of Glens Falls will seek out future opportunities to acquire private properties containing vacant and deteriorating buildings and undertake RFPs for redevelopment by private sector. The City also encourages private owners of vacant and underutilized properties to explore redevelopment opportunities.

Location:

Various private locations within the DRI area.

Responsible Parties:

The City of Glens Falls, Greater Glens Falls LDC (GGFLDC), private property owners.

Capacity:

The City and GGFLDC have the administrative capacity to implement this project, however funds will be required to purchase privately-owned property. If private owners are willing to sell their properties, the City can acquire them for their appraised fair market value.

Project Partners:

The City, GGFLDC and private owners are needed to implement this project. Once the City has acquired properties, the City would issue an RFP for redevelopment by private developers. Private sector developers will be responsible for redevelopment and ongoing maintenance of the properties.

This Project Aligns with the Following Glens Falls DRI Strategies:

- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.

Description:

The City has identified properties which are currently vacant or underutilized. A number of these properties could be redeveloped for mixed commercial, retail, and residential uses, and provide ancillary parking facilities. The City is interested in acquiring properties and undertaking RFPs for private sector redevelopment. Under this arrangement, the City could seek funding through CFA grants to improve or rehabilitate properties in order to attract development. The City would benefit from sale to the private sector through increased real estate tax revenue and potential income and sales tax revenue increases. These properties are not recommended to be acquired through the use of DRI funds. However, the City is interested in pursuing this strategy for ongoing redevelopment and revitalization of the Downtown.

Properties identified in the DRI application for proposed acquisition include:

- 274 Glen Street
- 49 South Street- this property is identified in project 1B as part of a larger redevelopment plan for the corner of South Street and Elm Street.
- 51-57 South Street- this property is identified in project 1B as part of a larger redevelopment plan for the corner of South Street and Elm Street.
- 46-56 South Street
- 76 South Street
- 237 Glen Street
- 91-95 Broad Street
- 109, 115-117 Warren Street- this property is identified in project 1B as a potential location for a future grocery store, utilizing the grocery store incentive proposed for DRI funding.
- 139, 147 Warren Street

Estimated Costs:

Medium: (\$500,000 - \$2,000,000)

Anticipated Revitalization Benefits:

Acquiring deteriorating properties could improve the quality of the urban fabric by providing opportunities for new businesses to relocate to Glens Falls, which could create additional jobs for local residents. As a result, there would be an increase in real estate taxes, sales tax revenues and income taxes paid locally and to the State. Secondary impacts would include increased spending in the downtown and attraction of new shoppers. Given that Downtown workers often live Downtown, this may also increase demand for rental apartments in the area.

- Advance urban design principles that will make for a more attractive downtown.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.

This Project Aligns with the Following REDC Strategies:

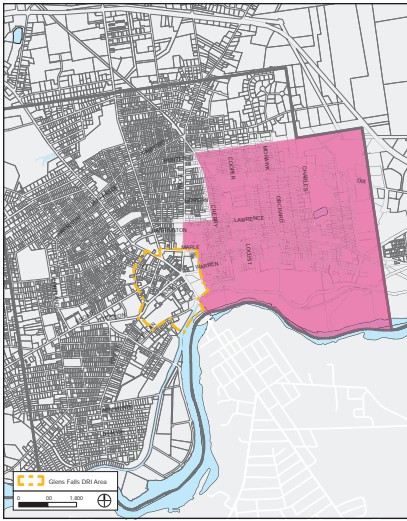
- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Develop “social centers of gravity,” rich in entertaining, dining and cultural activities, within our urban areas.

Funding Sources:

- The City of Glens Falls/Greater Glens Falls LDC
- Empire State Development Grant Funds
- CDBG—funding for (1) Public Facilities
- CDBG—funding for (4) Microenterprise
- NYSERDA Energy Efficiency Programs
- Green Innovation Grant Program – Environmental Facilities Corporation

Site Ownership/Legal Jurisdiction:

Sites are currently under private ownership.



PROJECT 1E. CONDUCT WARREN STREET BOA FEASIBILITY STUDY

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

The Glens Falls DRI Strategic Investment Plan is supportive of the City coordinating with the New York State Department of State (NYSDOS) in producing the Pre-Nomination Study for the Warren Street Brownfield Opportunity Area (BOA) and implementing recommendations that result from the Pre-Nomination Study.

Description:

There are several properties in and around the Warren Street BOA that could qualify for designation as a brownfield due to the presence, or potential presence, of hazardous materials. Contamination, or the perception of contamination, may be acting as a deterrent to future redevelopment of these sites and creating detrimental impacts to neighboring properties as well. The project would seek funding for a study through the NYSDOS BOA program to undertake an area-wide assessment of potential brownfield sites in and around Warren Street and Downtown Glens Falls.

There are three program steps to the BOA Process:

Step 1: Pre-Nomination Study- The Pre-Nomination Study provides a basic and preliminary analysis of the area affected by brownfield sites including: a description and justification of the study area and associated boundaries; a basic description and understanding of current land use and zoning; the delineation and description of existing brownfield sites and other underutilized properties; and a description of the area's potential for revitalization.

Step 2: Nomination- The Nomination provides an in-depth and thorough description and analysis, including an economic and market trends analysis, of existing conditions, opportunities, and reuse potential for properties located in the proposed Brownfield Opportunity Area with an emphasis on the identification and reuse potential of strategic sites that are catalysts for revitalization. The Nomination concludes with a description of key findings and recommendations to advance redevelopment of strategic sites and to revitalize the area.

Step 3: Implementation Strategy- The Implementation Strategy provides a description of the full range of techniques and actions, ranging from actions and projects that can be undertaken immediately to those which have a longer time-frame, that are necessary to implement the area-wide plan and to ensure that proposed uses and improvements materialize. Site assessments on strategic brownfield sites may be eligible for funding if environmental data is required.

Location:

Warren Street BOA Boundary

Responsible Parties:

The Greater Glens Falls LDC (GGFLDC) would be the responsible party. GGFLDC would issue an RFP to retain a qualified planning consultant to undertake the Pre-Nomination Study; the consultant team would include all relevant technical experts, including hazardous materials specialists and historic resource experts.

Capacity:

The City has demonstrated its capacity through a successful grant application for the South Street BOA. In order to become eligible, the City must apply to the BOA program through the three steps outlined below.

Project Partners:

- City of Glens Falls
- NYSDOS

Among the properties that should be considered within the BOA study include: the Armory (139,147 Warren Street), Native Textile (185 211 Warren Street), Gen Pack (68 Warren Street, 12 Center Street), vacant property (109, 115-117 Warren Street), Fredella Avenue, and Warren Street Plaza and adjoining restaurant as potential Brownfield Opportunity Area. The suggested study area would be the DRI area and areas within a quarter-mile radius.

Estimated Costs:

- Phase 1: Pre-Nomination Study: \$175,340
 - \$74,400 committed to the City through the BOA Program
 - \$15,940 local match
 - \$85,000 in additional funding being sought through the BOA program
- Phase 2: Redevelopment Feasibility Study for Vacant and Underutilized Sites: Low (\$500,000)
 - Phase 3: Implementation of Feasibility Study Recommendations: High (>\$2,000,000)

Anticipated Revitalization Benefits:

This project could remove barriers to future redevelopment of challenging sites, generating new investment and improving conditions throughout the surrounding neighborhoods. This project also has the potential to generate positive environmental impacts by facilitating cleanup of contaminated areas that may be leaching into groundwater.

This Project Aligns with the Following Glens Falls DRI Strategies:

- Advance urban design principles that will make for a more attractive downtown.
- Improve landlord’s ability to attract retailers by providing financial incentives, to decrease vacancy rates and attain a more diverse mix of retail tenants.
- Develop programs to promote small and local businesses that can locate in the upper vacant floors of existing buildings.
- Repurpose the upper floors of existing buildings with residential and commercial uses in order to preserve the downtown character.
- Provide high quality housing at varying levels of affordability and type.

This Project Aligns with the Following REDC Strategies:

- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Reclaim, reinvigorate, and restore our waterways and waterfronts.

Funding Sources:

- BOA Program
- ESD Strategic Planning and Feasibility Studies



Native Textile



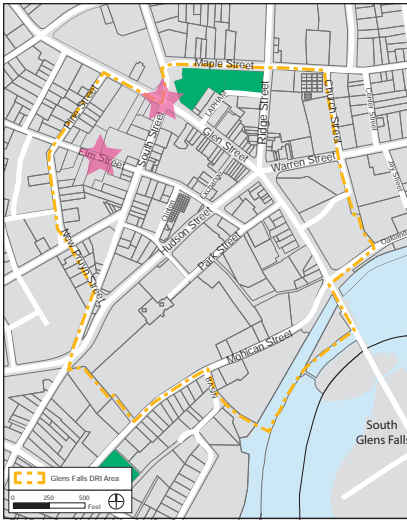
Armory



Fredella Avenue



Warren Street Plaza

**Location:**

Elm Street from Pine Street to South Street; the intersection of Bay Street and Glen Street.

Responsible Parties:

The City of Glens Falls would be responsible for contracting a planning/engineering firm to conduct the study. The City would also be responsible for implementation of recommended street closures in coordination with New York State Department of Transportation (NYS DOT).

Capacity:

With funding, the City has the capacity to undertake a feasibility study. Implementation of street closures and construction of a new roundabout would be subject to review by the local council and other public entities.

Project Partners:

- The City of Glens Falls
- NYS DOT

PROJECT 1F: EXAMINE FEASIBILITY OF STREET CLOSURES AND NEW ROUNDABOUT

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project would seek funding to conduct a study of possible closures on Elm Street from Pine Street to South Street and the feasibility of constructing a roundabout at the Bay Street/Glen Street intersection. A follow up component of this project would be the implementation of the study's recommendations.

Description:

This project involves examining reconfiguration of roadways in the downtown to promote better pedestrian access and traffic flow. Two specific areas are under consideration for studies of potential reconfiguration:

- Closing Elm Street from Pine to South to auto traffic to create a pedestrian mall.
- Constructing a roundabout at the intersection of Bay and Glen Streets.

A street closure on Elm Street could be pursued on a temporary basis in association with the proposed Market on South Street or other future seasonal events, with the option of permanent implementation if it is successful. The closure of Elm Street could improve the pedestrian realm and enhance walkability in an area that is at the center of DRI recommendations for South Street. In conjunction with redevelopment of 45 South Street and 36 Elm Street and the proposed reconstruction of the farmers' market facility at the South Street Pavilion into the Market on South Street, this project could offer opportunities for new businesses and the vendors to create an outdoor market in summer months. This could provide opportunities for economic development and increase the likelihood of success for adjacent projects.

The current configuration of the Bay/Glen intersection causes challenges for pedestrians attempting to cross and creates traffic congestion at an important Downtown intersection. The City currently has a well-functioning roundabout at Centennial Circle. Prior to its construction, there was a proposal for another roundabout at the Glen/Bay intersection. The public has expressed interest in pursuing the second roundabout to reduce congestion and improve pedestrian access.



Roundabout at Bay Street and Glens Street

Estimated Costs:

- Phase 1 Feasibility Study: Low (\$125,000)
- Phase 2 Implementation: Medium (\$500,000 - \$2,000,000)

Anticipated Revitalization Benefits:

A study and potential implementation of recommendations could improve downtown streets and enhance the area's sense of place and enhance the perception of Downtown to local residents and to regional visitors. Physical improvements that enhance walkability can keep visitors Downtown longer and visiting more local businesses, providing an economic development benefit and enhancing market demand and economic feasibility of new private investments Downtown. By leveraging DRI funding to improve the pedestrian experience, this project capitalizes on the health and wellness benefits of walking and encourages people to leave cars behind and enjoy the Downtown on foot, where they can shop at local businesses and attend events.

This Project Aligns with the Following Glens Falls DRI Strategies:

- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.

This Project Aligns with the Following REDC Strategies:

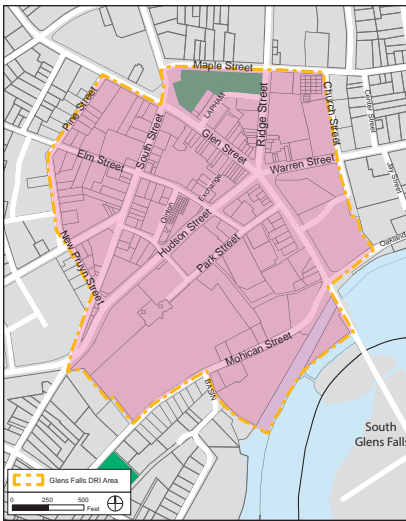
- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.
- Improve the realities and perception of public safety in Capital Region cities.

Funding Sources:

- The City of Glens Falls
- ESD Strategic Planning and Feasibility Studies

Public Support:

The public has expressed interest in pursuing the second roundabout, however the City Council voted against conducting a similar study in recent years. The project could be revisited, however support of the Council would be necessary.

**Location:**

Throughout Downtown Glens Falls.

Responsible Parties:

- Private property owners
- Glens Falls Industrial Development Agency (GFIDA)

Capacity:

Private property owners would be responsible for applying for grant funding, loan programs or for tax incentives to improve the upper floor interiors of their mixed use buildings for residential use.

Project Partners:

- Private property owners

This Project Aligns with the Following Glens Falls DRI Strategies:

- Attract young professionals with opportunities that meet and exceed millennial expectations
- Repurpose the upper floors of existing buildings with residential and commercial uses in order to preserve the downtown character.

PROJECT 1G: ENCOURAGE RENOVATION OF EXISTING BUILDINGS FOR RESIDENTIAL USE

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

The City supports and encourages the renovation of the underutilized upper floors of mixed-use buildings in the Downtown for residential use.

Description:

The renovation of upper floors of buildings in the Downtown are financially unfeasible for many owners due to the cost of modernizing older buildings (new plumbing, electrical, elevators, communications, windows, etc.) and code compliance issues. There are programs that can provide incentives to bridge financial gaps, making private investment more feasible for residential conversions. The City encourages the use of State and federal programs to generate additional workforce housing through the renovation of existing building stock. Some examples include:

- Empire State Development: The City can pursue ESD Grant Funds for renovation assistance as part of a mixed use building.
- Homes and Community Renewal: The City can apply for funding through the Traditional NYMS Target Area Building Renovation Projects. Private property owners can apply for Low Income Housing Tax Credits for mixed income or all affordable housing development projects.
- New York State Affordable Housing Corporation: The Affordable Home Ownership Development Program provides funding to governmental, not-for-profit and charitable groups to build, acquire/rehabilitate or improve homes for low and moderate income families. The program aims to promote home ownership among families of low and moderate income, and stimulate the development, stabilization and preservation of New York communities. Grants are made to government sponsors to develop affordable housing or assist homeowners in necessary repairs, and identifying eligible recipients. Grants are made up to \$35,000 per unit.
- The City, through the GFIDA, could also support the redevelopment of underutilized buildings for residential conversion by offering tax incentives to private property owners and developers. Tax abatements of all or a portion of real estate taxes on improvements to buildings could be provided for 10-15 years. The GFIDA would evaluate each potential project on a case by case basis.

Estimated Costs:

Medium: (\$500,000 - \$2,000,000)

Anticipated Revitalization Benefits:

This project could fill previously vacant or underutilized space with new residential or commercial tenants. A stronger residential base could be established downtown, which could increase demand for additional office, commercial, retail, and cultural uses. Buildings would receive required upgrades, and could subsequently improve the public realm if façade improvements were also pursued.

This Project Aligns with the Following REDC Strategies:

- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.

Funding Sources:

- New York State Homes and Community Renewal
- Empire State Development Grant funds
- New York State Affordable Housing Corporation
- NYMS grant: Traditional NYMS Target Area Building Renovation Projects
- Glens Falls IDA



Vacant upper floors at 274 Glen Street



Location:

A pedestrian connection will be established between Hudson Avenue and the Hudson River. Additional sites to be examined include: Pruy'n's Island, Haviland Cove Park, the Feeder Canal Trail, Cooper's Cave, and the National Grid site on Mohican Avenue.

Responsible Parties:

The City of Glens Falls would be the responsible party. The City would issue an RFP to retain a qualified planning consultant to undertake the Pre-Nomination Study; the consultant team would include all relevant technical experts, including hazardous materials specialists and historic resource experts.

Capacity:

The City has the capacity to implement this project.

Project Partners:

The City of Glens Falls will need to coordinate with the New York State Department of State Brownfield Opportunity Area program, which will fund a feasibility study for redevelopment of the National Grid site on Mohican Street. In addition, future connections to the National Grid site and Feeder Canal Trail will require the City of Glens Falls to coordinate

PROJECT 2B. CREATE CONNECTIONS BETWEEN DOWNTOWN, THE HUDSON RIVER WATERFRONT, AND PRUYN'S ISLAND

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project will implement the recommendations of the 2013 Redevelopment and Connection Plan for Pruy'n's Island.

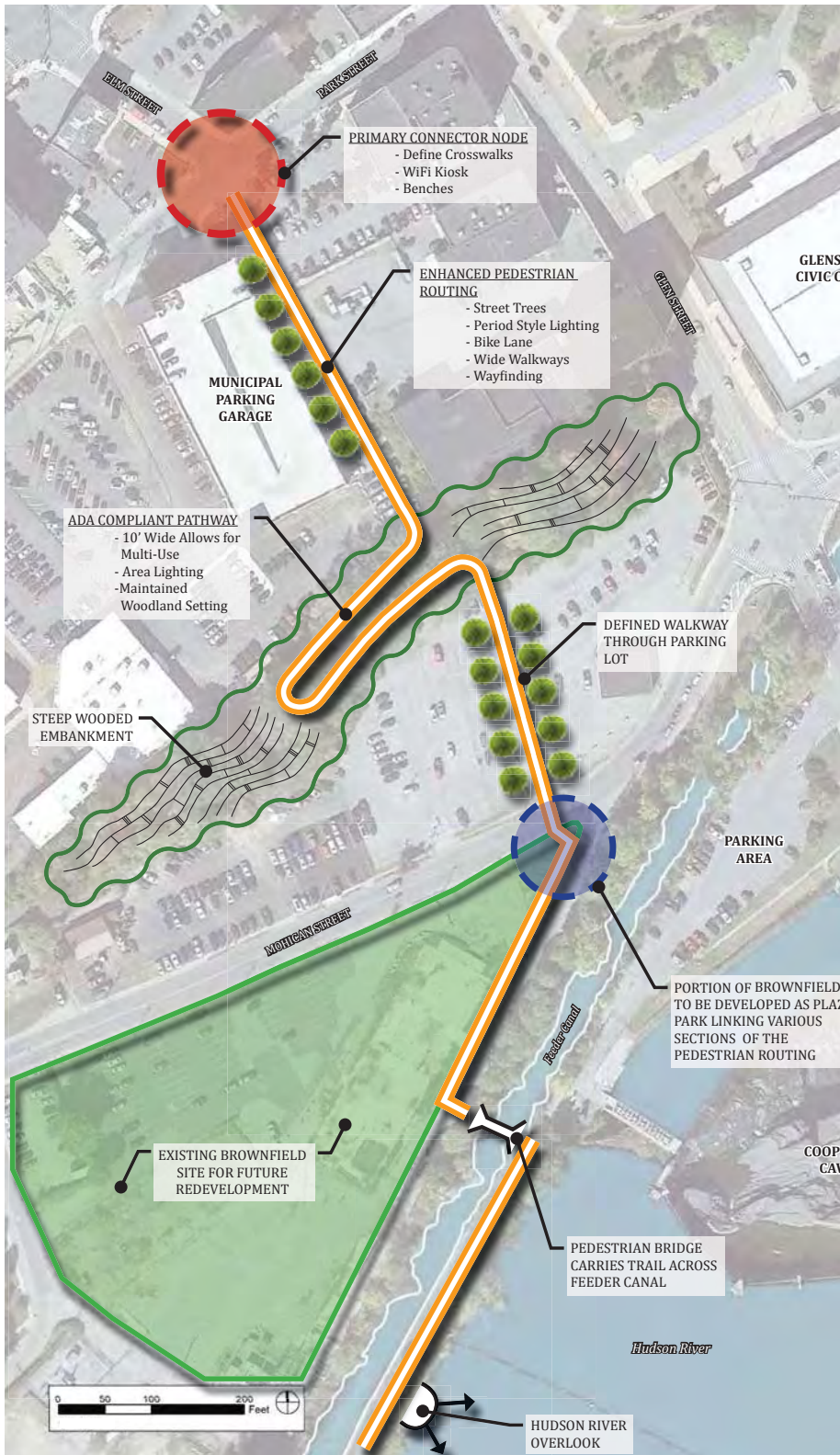
Description:

Glens Falls has the potential to develop a system of waterfront access points that serve residents and attracts visitors; however, there are currently barriers that limit the City's waterfront recreational resources. Pruy'n's Island, Haviland Cove Park, the Feeder Canal Trail, and Cooper's Cave are all valuable assets that draw people to the waterfront, but there are few connections between Downtown, the City's other attractions and recreational outlets, and the waterfront. In addition, the former National Grid site on Mohican Street, an underutilized waterfront site, is awaiting further environmental remediation with an anticipated clean-up completion date of 2021. Once the site has been remediated it is anticipated that ownership would be transferred to the City for redevelopment.

The City's waterfront, in the vicinity of downtown, is included in the South Street Brownfield Opportunity Area (BOA). The boundary of the South Street BOA is coterminous with the DRI area and information contained in the DRI Plan should be used to support the South Street BOA. With respect to the waterfront, the BOA program provides funding that can be used for a redevelopment feasibility study of the National Grid site. Due to its location between downtown and the waterfront, this site is a key component of any future waterfront redevelopment plan and could become a signature attraction on the waterfront bringing residents and visitors to downtown and the waterfront.

The goal of the DRI plan is to coordinate the redevelopment feasibility study for the National Grid site with recommendations from the Redevelopment and Connection Plan for Pruy'n's Island. Implementation of recommendations made in the feasibility study would require funding for capital improvements, as would construction of recommendations from the Pruy'n's Island Study.

The Pruy'n's Island study includes many recommendations that could improve connections to the City's Hudson River waterfront, however the initial focus should be on the recommendation to extend a pedestrian connection from Elm Street to the waterfront. Of the items in the Pruy'n's Island plan, the Elm Street connection provides the most direct access from downtown to the waterfront and also would



Conceptual Site Plan for Waterfront Connection

Source: Elan Planning

with private property owners who may be affected by the potential connection, including Finch Paper for an easement on their parking lot at 5 Mohican Street.

This Project Aligns with the Following Glens Falls DRI Strategies:

- Build identity as “gateway to the Adirondacks” and become a destination for visitors and tourism related businesses.
- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.

This Project Aligns with the Following REDC Strategies:

- Reclaim, reinvigorate, and restore our waterways and waterfronts.

Funding Sources:

- Brownfield Opportunity Area Program
- New York State Canal Corporation- Canalway Grants Program
- Environmental Protection Fund Grants Program for Parks, Preservation and Heritage (Office of Parks, Recreation and Historic Preservation)

Site Ownership/Legal Jurisdiction:

The National Grid site is currently privately owned, though is expected to be turned over to the City following site remediation. The City has legal jurisdiction over the waterfront areas, however potential routes between the Downtown and Pruyn’s Island will require coordination with private property owners, including Finch Paper.

coordinate with and be supportive of the feasibility study and future redevelopment of the National Grid site.

This multi-phase project is outlined below and includes coordination with the BOA program, and a series of additional recommendations from the Pruyn's Island plan that the City will pursue with other funding sources in the future.

Component 1: South Street BOA

- Phase 1: Redevelopment Feasibility Study for National Grid site
 - Mixed Use Recreation Hub: Complete remediation of brownfield site; potential uses could include water-enhanced mixed-use, park, and outdoor entertainment (amphitheater).
- Phase 2: Implementation of Study

Component 2: Implement Pruyn's Island Study Recommendations

- Create a pedestrian trail between Downtown and Pruyn's Island via the Feeder Canal Trail.
 - The trail would extend from Elm Street, with accessible ramps down to the Finch Paper lot on Mohican Street, west of Glen Street.
 - The trail would cross the Finch Paper lot and would require a safe pedestrian route to cross Mohican Street.
 - The trail would include a future phase that arrives at a public park at the tip of the National Grid site that is incorporated into future redevelopment plans for the site.
 - Finally, the trail would include a pedestrian bridge that crosses the Feeder Canal to arrive at the base of the Feeder Canal Trail.
- Pruyn's Island Downtown Gateway: provide wayfinding signage connecting trail users to the Downtown. Bike/pedestrian connector over Feeder Canal at Murray Street and other location, dedicated bike lane from Hudson Avenue south along Murray Street to Pruyn's Island and adjoining bike systems.
- Pedestrian Bridge Connection to Betar Byway: pedestrian connection between "Hudson Walk," Feeder Canal Trail, and Betar Byway and Moreau Sand Beach.
- "Hudson Walk" Enhanced Pedestrian Connection: Greenway trail along Hudson River.
- Connect Hudson Walk and Feeder Canal Trail: Connect Feeder Canal Trail to "Hudson Walk" along Polly Beaman Lane.
- Light Industrial Park: increase the tax roll through a diversity of mixed uses by attracting businesses that support existing and targeted industries.
- Pedestrian Footbridge: connect neighborhood residents to the Pruyn's Island and the Hudson River.

- Pruy'n's Island Gateway and Welcome Center: cafe, landscaping, improved signage, parking lot enhancements, lighting.
- Streetscape Enhancements: pedestrian scale lighting, street trees and signage along Murray Street and the connection to Downtown.

Estimated Costs:

Component 1: South Street BOA Feasibility Study

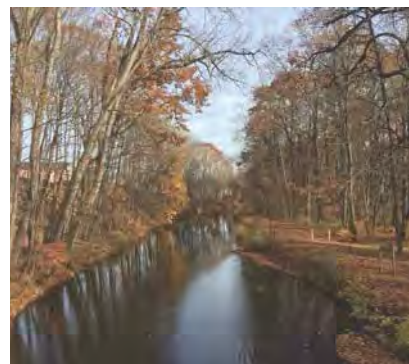
- Phase 1 Feasibility Study: Low (\$138,000)
 - \$124,000 committed to the City through the BOA Program
 - \$14,000 City of Glens Falls local match
- Phase 2 Implementation: High (>\$2,000,000)

Component 2: Implement Pruy'n's Island Study Recommendations

- Phase 1: Create a Pedestrian Trail between Downtown and Pruy'n's Island via the Feeder Canal Trail—Medium (\$1,800,000)
- Future Phases: Numerous project elements including hard construction costs—High (>\$2,000,000)

Anticipated Revitalization Benefits:

Depending on the number and specifics of recommendations implemented, investments suggested in the Pruy'n's Island study could transform how downtown and the surrounding areas are connected to, and support, each other. Destination attractions could bring additional visitors to Glens Falls and provide a greater diversity of uses in the greater Downtown area, enhancing the walkability and sense of place of an expanded Downtown area. New public spaces could enhance the quality of life in the area and thus marketability and economic feasibility of new development and private investment downtown. Mixed-use or industrial development on Pruy'n's Island could create new jobs for local and regional residents, and enhanced tax revenues.



Feeder Canal, Pruy'n's Island

**Location:**

Warren Street, Hudson Avenue, Park Street, Ridge Street

Responsible Parties:

The City of Glens Falls

Capacity:

The City of Glens Falls has already undertaken Complete Street improvements for pedestrians and cyclists.

Project Partners:

- City of Glens Falls
- New York State Department of Transportation (DOT)

This Project Aligns with the Following Glens Falls DRI Strategies:

- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.

This Project Aligns with the Following REDC Strategies:

- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.

PROJECT 2C. IMPLEMENT THE GLENS FALLS COMPLETE STREETS POLICY

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project supports the ongoing implementation of the City's Complete Streets Policy.

Description:

Glens Falls adopted a Complete Streets Policy on January 22, 2013, and has made successful improvements along Glen Street and Hudson Avenue, earning a 94% walkability score from the National Complete Streets Coalition. The City completed a Downtown Connectivity Study and has included recommendations to build the first on-street bike lanes in Warren County. This project will continue the implementation of the Glens Falls Complete Streets Policy to connect Downtown with specific venues through new parking and improved streetscapes. Funding from the DRI can go towards improvements that will enhance the pedestrian and biking environment in the downtown with sidewalks and alleyways that are comfortable, safe and well-lit, offering increased accessibility for people with disabilities and helping all residents to be healthier. These improvements will contribute to the ongoing success of the Downtown by encouraging pedestrians to move from one attraction to the next, and to connect the City to regional attractions, including the Warren County Bikeway, the Feeder Canal Trail and the Champlain Canal Trail. A more inviting pedestrian realm will stimulate economic activity by keeping shoppers, visitors and residents in the Downtown, where they will be more likely to patronize local businesses and attend events. This project will support ongoing efforts to make Glens Falls a destination for tourists and outdoors enthusiasts by providing a safe, attractive and accessible public realm that can seamlessly connect them to local and regional attractions.

Some examples of complete streets improvements may include:

- Bike racks and shared lanes on Glen and Warren Streets
- Transit improvements (e.g., countdown timer at Ridge Street Terminal)
- Expansion of the Warren County Bikeway
- Improve connections to Pruyne's Island
- Parking management plan
- Coordinate complete streets renovations with streetscape improvements
- Note: Target areas for complete streets were determined based on input from the planning committee, the public, and the City.

- Pedestrian scaled wayfinding to encourage park and walk
 - Extend streetscape improvements further down Warren Street
 - Complete Streets Plan to guide ongoing streetscape improvements
 - Establish strong community partnerships with institutions that also have complete street goals, such as the Glens Falls Hospital
 - Share the road signage and bicycle destination signage, pavement sharrows
 - Increase bicycle parking
 - Pedestrian signal heads at intersections such as South and Elm and Hudson
 - Transit: route information, electronic signage, countdown timers. Downtown transit map.
 - Undertaken in conjunction with Common Council, DPW, and Planning Board

Funding Sources:

- NYSDOT
- NYSERDA
- City of Glens Falls
- Community Development Block Grant

Public Support:

The improvements made as part of the Complete Streets Policy have been popular and are seen as a success among members of the public who were involved in the DRI process.

Estimated Costs:

- Medium: (\$500k to \$2M)

Anticipated Revitalization Benefits:

Continued implementation of the Complete Streets Policy could enhance connections between existing assets in the Downtown and surrounding area and enhance vibrancy in the area. Increased activity could help support existing businesses and encourage a more walkable environment and promote more private investment, density of uses, and job creation downtown.



Bike sharrows on Hudson Avenue

**Location:**

Glens Falls Hospital- 100 Park Street

Responsible Parties:

Glens Falls Hospital

Capacity:

Glens Falls Hospital has the capacity to implement this project.

Project Partners:

Glens Falls Hospital

This Project Aligns with the Following Glens Falls DRI Strategies:

- Improve access to healthcare resources.

This Project Aligns with the Following REDC Strategies:

- Encourage partnerships among entities engaged in high technology with the intent of sharing infrastructure, ideas and resources, such as those in technology parks.

PROJECT 2D. PURCHASE EQUIPMENT FOR GLENS FALLS HOSPITAL

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

Glens Falls Hospital is the City's largest employer and a healthcare resource that brings people from the region to the Downtown. In order to continue to provide leading professional care, the hospital is seeking funding for the purchase of new and updated equipment.

Description:

Glens Falls Hospital is seeking funding for new and updated equipment in order to continue to provide high quality care to patients located in Glens Falls and the surrounding region. Their specific requests are outlined in the table below:

Estimated Costs:

Medium: \$1,996,274



Glens Falls Hospital

Department	Item Description	Quantity	Estimated Cost
Cath Lab	ACIST contrast delivery system	1	\$28,965
Pharmacy	Carousel refurbishment	1	\$30,000
Central Sterile Processing	Getinge- Sterizone VP4 Sterilizer	1	\$194,995
Surgical PACU	Capnography Monitors	28	\$112,481
Operating Room	Laposcopic Instrumentation Sets	18	\$133,000
Respiratory Care	BiPAP Units	4	\$55,000
Renal Center	Dialysis Machines	6	\$76,500
Hematology	Urinalysis Analyzer	1	\$111,240
Endoscopy GI Lab	Endoscope Reprocessor	2	\$100,000
Endoscopy GI Lab	Radial EUS Scope	1	\$1119,100
Respiratorial Care	Ventilators and Vuelink Modules	2	\$100,000
Histology	(2) Pathology elevating work stations	1	\$31,500
Operating Room	Olympus Bronch Cart with Video Equipment	1	\$62,700
Operating Room	Anesthesia Machines	4	\$200,000
ECC Nursing	Replacement stretchers	11	\$87,000
Pediatrics	Cardio-respiratory monitor with ECG, Resp, NBP, SPO2	3	\$30,651
Adirondack Cardiology	Portable Adult Echo machine	1	\$89,032
Neuro Diagnostic	Ultrasound Machine	1	\$95,000
EKG	EKG MACHINES	2	\$28,000
	Contingency		\$125,000
Total			\$1,996,274

Funding Sources:

- DASNY
- NYS Department of Health- Health Care Efficiency and Affordability Law (HEAL) for New Yorkers Capital Grant Program- Health Information Technology (HIT) Grants
- Nonprofit Infrastructure Capital Investment Program (NICIP)

Site Ownership/Legal Jurisdiction:

Glens Falls Hospital

**Location:**

The Glens Falls City schools include three neighborhood elementary schools, at 15 Big Cross Street, 24 Jackson Avenue, and 43 Kensington Road. The middle school and high school are both located on Quade Street. Glens Falls City Park is adjacent to Crandall Library, bounded by Maple Street to the north, Ridge Street to the east, Lapham Place to the south and Bay Street to the west.

Responsible Parties:

The City of Glens Falls

Capacity:

The City of Glens Falls has the capacity to implement this initiative.

Project Partners:

Glens Falls City School District

PROJECT 2E. IMPROVE CONNECTIVITY BETWEEN THE CITY'S COMMUNITY RESOURCES

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project seeks to improve physical connections between the City's community resources.

Description:

Connectivity, allowing safe and reliable passage, between the City's important community assets is important. By improving pedestrian and bike connections between the City's public schools and parks and by undertaking accessibility improvements along these routes and at the City's parks, this initiative will connect the City's youngest residents to the Downtown, create safe passage to the City's school and encourage more active lifestyles. The City seeks funding for a study to address better connectivity between its public schools, public parks and other key recreational and community assets. This study would also address the need for accessibility improvements at the City's public parks and along public right-of-way. This study would need to be coordinated with implementation of the City's Complete Streets Policy (2C). The City will seek additional funding to implement plan recommendations.

Estimated Costs:

- Phase 1: Connectivity Study - Low (\$75,000)
- Phase 2: Implementation of Connectivity Study Recommendations - Medium (\$750,000)

Anticipated Revitalization Benefits:

This project is intended to increase the number of people who can safely walk and bike to Downtown Glens Falls from nearby schools, neighborhoods and community institutions. If successful, the program can be expected to increase the downtown user population, with beneficial impacts to Downtown businesses and community spaces. Improving neighborhood connections to the downtown, and overall walking and biking conditions, can also be anticipated to enhance the neighborhoods themselves through better quality-of-life and safety. Increased non-vehicular could also have positive environmental impacts through reduced vehicle trips and emissions.



Crandall Public Library

This Project Aligns with the Following Glens Falls DRI Strategies:

- Conserve open space and promote access to the region's natural resources and recreation amenities.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.
- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Advance urban design principles that will make for a more attractive downtown.

This Project Aligns with the Following REDC Strategies:

- Coalesce school, business, non-profit organizations and civic leaders in joint efforts to help all students realize their potential.
- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.

Funding Sources

CFA

Site Ownership/Legal Jurisdiction:

The City of Glens Falls has legal jurisdiction over public rights of way, City schools and Glens Falls City Park.

**Location:**

Downtown Glens Falls

Responsible Parties:

Responsible parties will be determined by who wishes to participate in this program, but could include: SUNY Adirondack, cultural organizations, local businesses, labor unions and schools. The Saratoga-Warren-Washington Workforce Development Board also has a local office at 333 Glen Street and may be a potential partner.

Capacity:

Local institutions have the capacity, in coordination with the City, to implement this project. The City is currently undertaking workforce training initiatives.

Project Partners:

Potential partners may include:

- SUNY Adirondack
- Glens Falls Collaborative
- Cornell Cooperative Extension of Warren County
- Saratoga-Warren-Washington Workforce Development Board
- BOCES of New York State
- Local entrepreneurs: JUST Water

PROJECT 3C. CREATE WORKFORCE TRAINING AND APPRENTICESHIP PROGRAMS

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project will partner local institutions, including the Glens Falls City School District, SUNY Adirondack, local labor unions, cultural organizations and businesses in order to link students, un- or underemployed persons and new and expanding businesses with hands-on learning and workforce training opportunities.

Description:

In order to build a sustainable economic development program in Glens Falls, the City will need to be able to attract and retain a robust workforce. The program will build a mutually beneficial relationship between organizations and build upon entrepreneurship opportunities supported by the DRI, including the Retail Race for Space program and the Competitive Innovation and Entrepreneurship Program (Project 1A), and retail tie-ins at The Market on South Street.

Local partners could include Glens Falls City School District, SUNY Adirondack's Entrepreneurship and Business Management program, Cornell Cooperative Extension, Saratoga-Warren-Washington Workforce Development Board, the Collaborative, Just Water, local labor unions, BOCES, and/or other existing workforce training organizations to help establish internship and apprentice programs, assist with training and placement, and develop educational programs in entrepreneurship for high school and college students. Additional benefits of this project will include bringing students into the Downtown, building the capacity of local businesses, and forging ties between local organizations and businesses. Efforts to expand the City's workforce training and apprenticeship programs should be coordinated with and supportive of the City's 2017 Environmental Protection Agency Workforce Training grant that provides funding for job training for un- and under-employed individuals in a variety of fields, including light manufacturing and warehousing.

Estimated Costs:

- Low (<\$500,000)

Anticipated Revitalization Benefits:

This project could strengthen local educational institutions and businesses by creating a pipeline connecting students with employment opportunities. Employers and proprietors could enjoy reduced recruitment costs through more efficient access to a workforce with local roots, training, and a demonstrated

interest in the respective field. Students who might otherwise seek opportunity elsewhere in the region or state might be more inclined to remain in Glen Falls with enhanced access to employment, entrepreneurship opportunities and/or creative organizations. Additionally, if compensation for these entrepreneurship and apprenticeship positions is subsidized or provided by the program, local businesses receive direct support.

The potential for more diversified educational opportunities for local students would provide a significant community benefit and help generate a Downtown workforce with stronger connections to the Downtown. Visible connections with SUNY, Cornell, the Collaborative, Just Water, and local businesses might encourage students to begin gaining meaningful experience and skills earlier in their high school careers, which could graduate better prepared employees or college students. By directly creating jobs, workforce training and apprenticeship programs might also generate tax revenue and enhance demand for retail, commercial, and cultural uses downtown.

This Project Aligns with the Following Glens Falls DRI Strategies:

- Attract young professionals with opportunities that meet and exceed millennial expectations
- Stimulate innovation through business incubators.
- Develop workforce training programs and apprenticeships.
- Provide educational programming that links public schools and local institutions with programs for skill-building and technical expertise development.

This Project Aligns with the Following REDC Strategies:

- Coalesce school, business, non-profit organizations and civic leaders in joint efforts to help all students realize their potential.
- Better connect workforce development services.
- Better use linkages among institutions in cities and between those anchors and surrounding agricultural districts to produce economic energy in Capital Region urban areas.
- Better use linkages among institutions in cities and between those anchors and surrounding agricultural districts to produce economic energy in Capital Region urban areas.
- Facilitate internship/employment experiences as a service both for students/graduates and employers in the area.

Funding Sources:

- Department of Labor - Workforce Development
- Environmental Protection Agency - Environmental Workforce Development and Job Training (EWDJT) Grants

**Location:**

Downtown Glens Falls

Responsible Parties:

The City of Glens Falls

Capacity:

The City of Glens Falls has the capacity to implement this project.

Project Partners:

- Finch Paper
- City of Glens Falls

This Project Aligns with the Following Glens Falls DRI Strategies:

- Create a resilient energy grid and utilities network.

This Project Aligns with the Following REDC Strategies:

- Encourage partnerships among entities engaged in high technology with the intent of sharing infrastructure, ideas and resources, such as those in technology parks.
- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.
- Leverage funding for public and private partnerships in power generation utilizing co-generation and renewable energy, including

PROJECT 4D. BUILD A GLENS FALLS MICROGRID

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

Leverage NY Prize funding to implement a microgrid to connect downtown heavy utility users (e.g., Glens Falls Hospital, the Civic Center, the wastewater treatment plant and Affordable Senior Housing).

Description:

The proposed Glens Falls Community Microgrid (GFCM) will be anchored by expanded generation from an existing Finch Paper cogeneration plant, providing full requirements power from renewable energy sources for as many as four critical facilities in close proximity to the downtown area. The Finch supply source could potentially be augmented by output from an existing Boralex hydropower plant. Additional technology options, including photovoltaic arrays and stationary energy storage, could also be part of the final configuration. The resulting microgrid will provide the backbone of an energy network with the potential to include not only a number of critical facilities, but also a significant portion of the downtown Glens Falls area.

The existence of significant generation assets within a very short distance of downtown Glens Falls – assets which include not only the Finch Paper cogen plant but also two substantial hydro facilities – reduces the need for significant dark-sky energy storage to supplement intermittent sources, and provides extended emergency power for at least four facilities that either provide critical services or support vulnerable populations in the downtown Glens Falls area. The four facilities are Glens Falls Hospital, the Civic Center, the wastewater treatment plant and Affordable Senior Housing.

Estimated Costs:

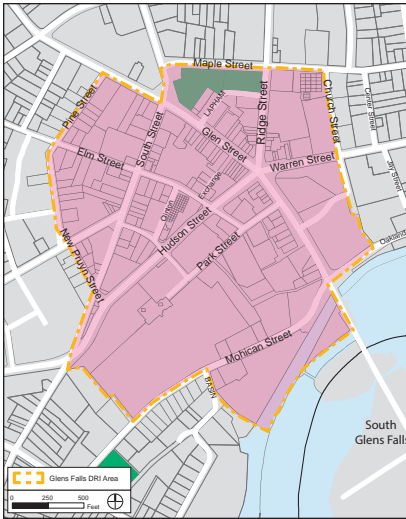
- High (>\$2,000,000)

bio-mass, wind, fuel cells, and solar technologies in order to provide reliable, clean energy at reasonable costs.

- Create a hub for “Smart Cities” technology development in the Capital Region.

Funding Sources:

- NY Prize
- NYSERDA
- Empire State Development Grant Funds - (2)

**Location:**

Throughout Glens Falls

Responsible Parties:

The City of Glens Falls

Capacity:

The City of Glens Falls has adopted the Climate Smart Community Pledge and has the capacity to continue implementing initiatives that will contribute to their efforts to reduce emissions and adapt to climate change.

Project Partners:

The City of Glens Falls

This Project Aligns with the Following Glens Falls DRI Strategies:

- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.
- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.
- Advance urban design principles that will make for a more attractive downtown.
- Attract young professionals with opportunities that meet and exceed millennial expectations

PROJECT 4E. CONTINUE CLIMATE SMART COMMUNITY COMMITMENTS

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

Outside funding may be used to help advance Glens Falls' efforts in meeting the City's commitments in adopting the Climate Smart Pledge, while also reducing municipal energy consumption and costs, encouraging adoption of principles of sustainability by the community as a whole, and supporting the green innovation economy.

Description:

On January 22, 2013, the City adopted the Climate Smart Community Pledge, committing to set greenhouse gas (GHG) reduction emissions and adapt to climate change. The Climate Smart Communities program was developed by the New York State Department of Environmental Conservation (NYSDEC) and includes a 10 step process to both reduce the community's contribution to and also prepare community for the impacts of climate change.

In adopting the 10-point Climate Smart Pledge, the City has committed to the following:

Pledge to Combat Climate Change by Becoming a Climate Smart Community

Set greenhouse gas (GHG) emissions reductions goals, establish a task force, and designate a point person.

Set Goals, Inventory Emissions, Move to Action

Create a GHG emissions inventory, establish baselines, develop emissions targets, and develop a Local Action Plan for reducing emissions.

Decrease Energy Demand for Local Government Operations

Reduce energy demand from existing public facilities, new public buildings, community infrastructure, vehicle fleet, and commuting; improve waste management in government operations.

Encourage Renewable Energy for Local Government Operations

Maximize the use of public energy generated from renewable sources (e.g. solar, wind, small hydro).

Realize Benefits of Recycling and Other Climate Smart Solid Waste Management Practices

Promote reuse and ensure access to comprehensive recycling. Adopt a green purchasing program.

Promote Climate Protection Through Community Land Use Tools

Keep development low-carbon-intensity and resilient to climatic change. Update land use policies, building codes, community plans in ways that reduce sprawl, minimize development in floodplains, and protect forests.

Plan for Adaptation to Unavoidable Climate Change

Identify risks to government facilities and functions (e.g. water supply, sewers), and factor into long-term investments and decision-making. Develop a Climate Adaptation Plan, with priority to the most vulnerable areas.

Support a Green Innovation Economy

Incorporate climate protection and sustainability into economic development plans. Encourage work force training and public education for energy efficiency and renewable energy.

Inform and Inspire the Public

Lead by example. Publicize local government commitment to reducing energy use, saving tax dollars, and adapting to changing conditions. Encourage citizens to follow suit.

Commit to an Evolving Process**Estimated Costs:**

- Low (<\$500,000)

Anticipated Revitalization Benefits:

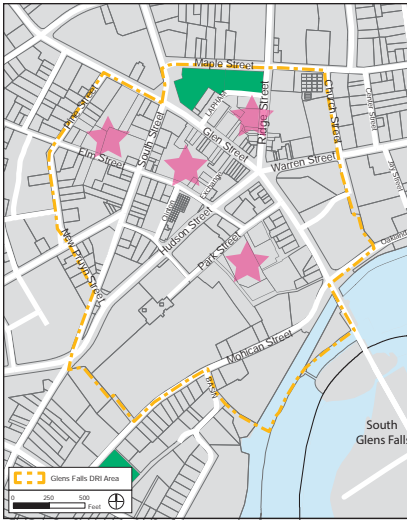
Depending on the provisions included, developers and property owners may welcome the opportunity to incorporate sustainable infrastructure as a means of attracting tenants and enhancing the value of their assets. This may prove a necessary complement to Projects 4A and 4C, where a robust green infrastructure system requires the investment of public financing as well as regulatory incentives to encourage private investment.

This Project Aligns with the Following REDC Strategies:

- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.

Funding Sources:

- NYSERDA
- Environmental Protection Fund

**Location:**

Municipal parking: Hudson Avenue Garage and surface parking lots on Elm Street, South Street, and adjacent to the Civic Center, and the future municipal lot at the Market on South Street site (project #2A).

Responsible Parties:

The City of Glens Falls

Capacity:

The City of Glens Falls has the capacity to have EV charging stations installed at its municipal lots.

Project Partners:

This project could be achieved through private investment and a leasing agreement.

This Project Aligns with the Following Glens Falls DRI Strategies:

- Attract young professionals with opportunities that meet and exceed millennial expectations
- Promoting green urbanism, green buildings, green energy, and green infrastructure.

PROJECT 4F. PROVIDE ELECTRIC VEHICLE (EV) CHARGING STATIONS IN MUNICIPAL LOTS

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project will support the provision of electric vehicle (EV) charging stations in all public parking lots and garages in support of sustainable energy solutions and reduced emissions in the Downtown area.

Description:

This project will seek outside funding to locate EV charging stations in municipal parking lots in the DRI area. This project was proposed during the planning phase of the DRI, and supports the Initiative's objectives of creating opportunities for green infrastructure and upgrading the Downtown area in ways that will attract young professionals. The City can pursue funding to purchase EV charging stations through NYSERDA's ChargeNY program. The City should also encourage private developers to install electric vehicle charging stations for new and refurbished developments.

Estimated Costs:

Low (<\$500k) – depends on number of charging stations and additional elements, which could include solar covered parking spaces and LED lighting.

Anticipated Revitalization Benefits:

Electric Vehicle Charging stations support sustainability and progressiveness which could be incorporated into a marketing campaign targeted towards prospective employers and residents downtown. Additionally, these are relatively short-term and inexpensive installations. Charging stations would also serve the needs of environmentally-conscious visitors to downtown, which by cultivating and developing the arts and myriad cultural attractions, might decrease as revitalization efforts progress.

This Project Aligns with the Following REDC Strategies:

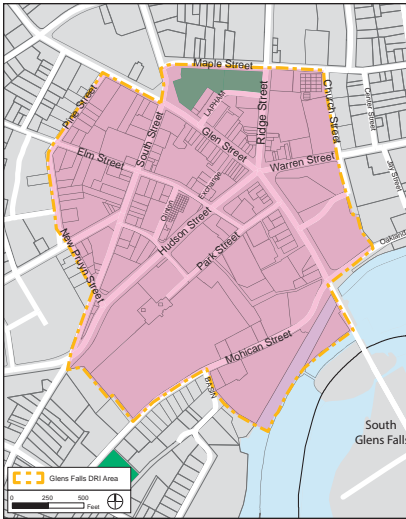
- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.

Funding Sources:

- NYSERDA- ChargeNY

Site Ownership/Legal Jurisdiction:

The City of Glens Falls owns municipal lots where EV charging stations would be located.



PROJECT 4G. DEVELOP A REGIONAL TRANSPORTATION PLAN

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project recommends that the City prepare a regional transportation plan that will complement a number of DRI related projects by improving access between the Downtown and surrounding residential neighborhoods, SUNY Adirondack and the region.

Description:

This project would develop a plan to coordinate bus and shuttle schedules with local employees' work shifts and present scheduling. The plan would also examine ridership between the Downtown and SUNY Adirondack in order to accommodate student, faculty and staff as the Culinary School locates in the DRI area. The City could potentially collaborate with Capital District Transportation Authority and create linkages to Saratoga Springs, Malta Global Foundry, and Albany. Consideration should also go to strengthening links between downtown and Lake George and Bolton.

The plan should address multi-modal transportation, and identify opportunities to connect bus services to the Ford Edward train station and outdoor recreation opportunities, including regional bike trails.

Estimated Costs:

- Low: \$100,000

Anticipated Revitalization Benefits:

A Regional Transportation Plan has the potential to bring residents, students and workers located in neighborhoods bordering the DRI area into the Downtown. This plan could benefit the community by developing connections to neighboring towns, institutions, residential neighborhoods, regional transit and recreation opportunities.

Location:

City of Glens Falls and surrounding region

Responsible Parties:

City of Glens Falls, Adirondack/Glens Falls Transportation Council, Greater Glens Falls Transit, Capital District Transportation Authority (CDTA)

Capacity:

The City of Glens Falls has the capacity to undertake a regional transportation plan.

Project Partners:

City of Glens Falls, Adirondack/Glens Falls Transportation Council, Greater Glens Falls Transit, Capital District Transportation Authority (CDTA)

This Project Aligns with the Following Glens Falls DRI Strategies:

- Develop an affordable, multi-modal transportation network including complete streets and access to public transportation, parking and bicycle infrastructure.
- Improve streetscapes to make the city pleasant, accessible and coordinated for people of all ages and abilities.



Ridge Street bus stop

This Project Aligns with the Following REDC Strategies:

- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.

Funding Sources:

- Federal Highway Administration
- City of Glens Falls and other municipalities
- Capital District Transportation Authority

**Location:**

To be determined.

Responsible Parties:

The City of Glens Falls

Capacity:

The City of Glens Falls has the capacity to implement this project.

Project Partners:

The City of Glens Falls, Solar City

This Project Aligns with the Following Glens Falls DRI Strategies:

- Promote green urbanism, green buildings, green energy, and green infrastructure.
- Create a resilient energy grid and utilities network.

PROJECT 4H. BUILD A SOLAR FARM**DRI Funding:**

This project will not be recommended for funding through the DRI award.

Summary Description:

The City of Glens Falls is interested in building a solar farm to lower the City's electricity costs.

Description:

The City of Glens Falls is interested in pursuing funding from NYSERDA and other sources to build a solar farm in partnership with a private solar installation and operation company. The City would seek to partner with Solar City, or some other solar installation company, to construct and operate the facility. This project is expected to save the City approximately \$125,000 per year on municipal utility costs, with no cost to the City to construct or operate the solar farm.

Estimated Costs:

- Medium (\$500,000 - \$2,000,000)

This Project Aligns with the Following REDC Strategies:

- Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.
- Leverage funding for public and private partnerships in power generation utilizing co-generation and renewable energy, including bio-mass, wind, fuel cells, and solar technologies in order to provide reliable, clean energy at reasonable costs.
- Create a hub for “Smart Cities” technology development in the Capital Region.

Funding Sources:

- Empire State Development Grant Funds
- NYSERDA

**Location:**

Location to be determined as part of the feasibility study.

Responsible Parties:

Glens Falls Play (GF Play)

Capacity:

The non-profit organization GF Play will have the capacity to implement this project.

Project Partners:

GF Play; other arts organizations including LARAC, The Hyde Collection, and the World Awareness Children's Museum

This Project Aligns with the Following Glens Falls DRI Strategies:

- Support the existing art community by featuring the city's renowned arts and cultural anchors, and creating opportunities for new art galleries.
- Attract young professionals with opportunities that meet and exceed millennial expectations
- Provide educational programming that links public schools and local institutions with programs for skill-building and technical expertise development.

PROJECT 5F. FUND A FEASIBILITY STUDY FOR A STEAM MUSEUM

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project seeks funding for a feasibility study to evaluate the potential creation of a Science, Technology, Engineering, Arts, and Mathematics (STEAM) interactive museum in Downtown Glens Falls.

Description:

This project seeks funding for a feasibility study to evaluate the potential creation of a STEAM museum in Downtown Glens Falls. The study would determine the optimal location within the City, while implementation would require additional outside funds. To date, GF Play has put together a board, created a not-for-profit, and is currently working with Phinney Design Group out of Saratoga Springs on a proposal for a regional feasibility study and cost analysis for architectural design services. With the help of additional funding, a not-for-profit STEAM based center in downtown Glens Falls will be a place where children and adults of all backgrounds and abilities can come together to play.

The museum will feature 10-15 hands-on exhibits will focus of science, technology, engineering, arts, mathematics, health and fitness, environmental awareness and our community. Museum exhibits will aim to stimulate curiosity, motivate creativity and develop a lifelong love of learning. The center will be a valuable resource for children of all ages, teachers, schools and the community as a whole. It will offer student and community workshops, K-12 tutoring programs, summer camp programs, music lessons, youth outreach programs and offer function space.

The STEAM museum will enable children to use their creativity while developing their imagination, dexterity, and physical, cognitive, and emotional strength. The center believes in the power of play and provides the opportunities for exploration and experimental learning. Experiences will push visitors to explore and question ideas in the STEAM fields. GF Play will continue to stimulate the growth of Glens Falls by attracting new visitors, improving the community's quality of life, enhancing property value, and creating community stability and engagement. It will provide the community with an engaging experience that is affordable and accessible.

The museum will provide the following services to the community:

- Tutoring K-12.
- Summer camp programs.

- Student and Community Workshops. Various workshops will be opened to students and community members such as art classes, yoga or other fitness classes, education on nanotechnology, regents review classes, etc.
- Music Lessons.
- Outreach Programs for Youths.
- Function Space.

Proposed exhibits include:

1. 3, 2, 1... Go!

Visitors will experience freefall, velocity, acceleration, PE, KE, total ME, inertia and Newton's Laws through balls, ramps, timing apparatuses, roller coaster building and simulation, and projectiles. The exhibit will be a place that can be manipulated to experiment with motion and all characteristics of it. It will be appealing to young children as well as adaptable to middle and high school students where motion can be studied more extensively.

2. Market

Teaching children at a young age the benefits of a healthy lifestyle promote healthy, successful futures. Children will also develop an understanding of where their food comes from and how it gets from farm to table.

3. Maker Space

Building toys have significant cognitive and academic benefits for children of all ages. Not only are they fun and exciting, but they help kids develop a wide variety of skills and abilities. These include, but are not limited to: strengthening fine motor skills, developing spatial awareness, encouraging thinking and reasoning, sparking imagination, building confidence, breaking technological dependency, and helping develop math and science skills. With these versatile work spaces, building workshops and classes could be conducted in this space.

4. Water

Water play fosters learning in all developmental areas. It provides opportunities for children to experiment with math and science, develop problem solving skills, strengthen their physical skills, advance their social and emotional skills, and enhance language development. This exhibit will include manipulative water table and accessories such as balls, cups, bridges, waterwheels, boats, logs, etc. It will also feature a large Hudson River Watershed and topographic map.

5. Art Space

Art develops the well-rounded child. They become the thinker, an observer, a participator. Children in arts programs score higher on standardized tests than those not in art programs. Art improves motor and observational skills, and analytical and critical thinking skills that prepare children for success in school, work and life.

6. Construction Zone

In addition to the benefits discussed in the Builder Space Exhibit, dramatic play enhances childhood development in social, emotional, physical and cognitive development, and language.

This Project Aligns with the Following REDC Strategies:

- Encourage learning opportunities in STEM.
- Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.
- Generate the environment for extensive improvements in urban school districts needed to attract families with children to Capital Region cities, and better-assure that current residents and school children have a place in the future economy.

Funding Sources:

- New York State Council on the Arts- Arts, Culture and Heritage Projects
- ESD Strategic Planning and Feasibility Studies

Beneficiaries:

Families, youth, community residents

7. Pet Vet

Provides light table for x-rays, observation tanks, incubator, dog house/kennels and medical and grooming equipment to help children develop investigative, reflective, creative, and problem solving skills while enjoying collaborative, dramatic play.

8. Tot Spot

This area will include a light bright wall, train table, foam blocks, bead maze, small slid/climbing structure, ball pit, mirrors, and a changing area with rocking chairs for infant care.

9. Climbing Zone

This project will include a large climbing structure for children to hone investigative, problem solving, and gross motor skills.

10. Music and Sound

The exhibit would feature a music room and a sound room: Music Room: Musical stage and dress up. Bright, disco balls, musical instruments, rock star dress up and theater. Sound Room: Similar to a recording studio. In the sound room, visitors will be able to manipulate and discover the effects of amplitude and frequency. Resonance (video of the failed bridge), reflection, refraction and various other wave phenomena could be discussed/demonstrated.

11. Mathematics and Shapes in Nature

Design frequently comes from the natural world around us. Visitors can see the correlation between the natural and man-made world, inspiring them to look to nature for answers.

12. Neighborhood Nature

This is an indoor/outdoor exhibit to help children learn about: insects, soil profiles, minerals and rocks, pond life, microscopes, flora and fauna and the many creatures they attract.

13. The Earth

This exhibit features a large model of the planet in motion. It will allow children to view the wind patterns, tilt throughout the year, advancing and retreating ice sheets and storm development around the globe.

14. The Green Room

This exhibit teaches children about renewable energy including sunlight, wind, waves, rain, tides and geothermal energy.

15. Disaster

This exhibit features tools to help children learn about natural disasters and why they happen, as well as what FEMA is, how they help and what you can do. There will be video of some of the most devastating natural disasters to support investigative, reflective, collaborative learning about sustainability and planning.

16. The Sand Dunes

This exhibit features large a large sand area for digging and simulated fossil exploration.

17. Motion and You

This exhibit features heart rate monitors, speedometer for throwing/hitting a ball/puck, and measures human reaction time.

Anticipated Revitalization Benefits:

A museum could serve a significant educational and cultural role in Glens Falls, regardless of its location Downtown or otherwise. It could act as an anchor partner in entrepreneurship and mentoring programs with high-school students, as well as promoting exchange programs with other institutions in the region. A museum could drive significant pedestrian traffic if it were located in an urban setting proximate to other amenities (cultural or otherwise). It could also serve a valuable educational role in Glens Falls' green infrastructure program (if Program 4a is adopted) through hands-on education and technical demonstrations. Those benefits would need to be weighed against the potential costs of creating and sustaining such a cultural use Downtown.

Estimated Costs:

- Feasibility study = \$25,000
- Other costs include:
 - Architecture, design, consumables and miscellaneous fees amount to \$250,000.
- Costs by exhibit: TOTAL = \$213,000

Cost-Benefit Analysis:

The Hands-On Children's Museum in Olympia, Washington is comparable to Glens Falls Play. The Hands-On Museum exhibits focus on visitors from birth to 10 years old. The Museum is 28,000 sf, comparable to what is needed for Glens Falls Play. The following diagram highlights the key economic impacts discussed in Hands-On Museum's 2015 annual report.

Tourism impact: includes day visitors, overnight taxes and other indicators = \$8 million

Estimated Room Nights: based on zip code data at point of sales, surveys and out of state museum visitors, private events guests, fabricators, and artists = 4,665 room nights at \$110 per room per night = \$513,150



Location:

Downtown location to be determined.

Responsible Parties:

The City of Glens Falls

Capacity:

The City of Glens Falls has the capacity to implement this project. The hotel operator will be responsible for ongoing maintenance of a hotel in the Downtown once they have received the incentive from the City.

Project Partners:

The City of Glens Falls; GGLDC; private hotel developer/owner

This Project Aligns with the Following Glens Falls DRI Strategies:

- Build identity as “gateway to the Adirondacks” and become a destination for visitors and tourism related businesses.
- Improve landlord’s ability to attract retailers by providing financial incentives, to decrease vacancy rates and attain a more diverse mix of retail tenants.

This Project Aligns with the Following REDC Strategies:

- Explore the creation of more “linked” arts seasons, and linked arts and tourism packages, to attract more visitors to the Region.

PROJECT 5G. ATTRACT A SECOND HOTEL TO DOWNTOWN GLENS FALLS

DRI Funding:

This project will not be recommended for funding through the DRI award.

Summary Description:

This project will provide an incentive to a hotel developer to assist with capital costs associated with locating a new hotel within Downtown Glens Falls.

Description:

Glens Falls is well placed to increase the number of tourists and visitors that the City attracts, with its prime location as gateway to the Adirondacks, a thriving arts, culture, sports and entertainment scene, and its key health and wellness institutions. This Strategic Investment Plan seeks to leverage these resources as well as spur additional growth and development to attract even more visitors and tourists to the area. In addition, as the Gateway to the Adirondacks, the City is in a position to attract a growing amount of regional visitors, enticing more people to stay in Glens Falls, rather than passing through. One asset that will help to supplement existing hospitality resources is a branded hotel that can serve a growing tourism industry in the City.

This project will provide an incentive to encourage a new hotel to locate in Downtown Glens Falls. A package of incentives from the Glens Falls IDA, which could include a PILOT and/or participation in the IDA’s bond/loan program would leverage private funds by attracting investment from a private developer.

Estimated Costs:

- Low: (\$250,000)

Anticipated Revitalization Benefits:

A hotel incentive program could support future hotel development pending viable financing and operator interest. A new hotel would create a new downtown amenity that supports the business community, nearby institutions, tourism, and small businesses overall – strengthening the downtown as a destination.

- Develop “social centers of gravity,” rich in entertaining, dining and cultural activities, within our urban areas.

Funding Sources:

- Glens Falls IDA tax incentives
- Consolidated Funding Application
- Hotel development requires private equity and lender participation.

SECTION 3. SUMMARY TABLE

The following table reflects all projects/initiatives developed for the Strategic Investment Plan by the Local Planning Committee. Projects that are proposed for funding from the DRI award are listed first, and are displayed in descending order of cost. The order does not reflect the prioritization of these projects.

The total estimated cost of the Priority Projects Proposed for DRI Funding is approximately \$12.2 million. In addition to DRI funding requests, the Glens Falls Strategic Investment Plan is expected to leverage approximately \$10.88 million in public, private, and non-profit funds.

Projects Proposed for DRI Funding

Project Number	Project Title	Responsible Party	Estimated Cost	Funding Sources	Proposed Start Date*	Anticipated Completion Date	Jobs Created
2A	Build "The Market on South Street" Component 1: Build "The Market on South Street" Building Component 2: Municipal Parking Garage (3 levels)	CoGF; Farmers' Market Association CoGF; Farmers' Market Association CoGF	\$8.25 million \$4.1 million \$3.75 million	DRI Funds: \$6.25 million DRI Funds: \$4.1 million Other Funds: Department of Labor- Education/Workforce Development; Environmental Facilities Corporation- Green Innovation Grant Program; ESD- Excelsior Jobs Program; ESD- Business Incubator and Innovation Hot Spot Support Program; New York State Department of Agriculture & Markets; NYSERDA; USDA; Empire State Development Grant Funds DRI Funds: \$2.15 million Other funds: \$1.75 million from: USDA community facilities program; CFA; General Municipal Obligation Bonds, NYSERDA	2Q 2017 2Q 2017	3Q 2019 3Q 2019	0 11 0
1B	Redevelop Key South Street Corner with Mixed-Use Development, Pocket Park, and Parking	GGFLDC	\$4.2 million	DRI Funds: \$1.2 Million Private equity/debt service: \$3.0 Million Other funding: New York Main Street Program (HCR) – NYMS Target Building Renovation Projects Program; NYMS Downtown Anchor Project (HCR); Empire State Development Grant Funds; Office of Parks, Recreation and Historic Preservation for Environmental Protection Funds; NYSERDA; Green Innovation Grant Program, Environmental Facilities Corporation; GGFLDC tax incentives	2Q 2017	2Q 2019	0
5D	Fund Expansion of the Queensbury Hotel Convention/ Meeting Rooms	Queensbury Hotel	\$1.82 million	DRI Funds: \$500,000 Other funds: \$1,327,849 Private equity/debt service; GGFLDC tax incentives	2Q 2017	3Q 2019	5-10 full time; 10-15 seasonal full time
4C	Improve Infrastructure and Streetscaping on Park Street, School Street, Elm Street and Exchange Place	CoGF	\$1.5 million	DRI Funds: \$1.5 million Other Funds: DEC Urban Forestry Grant, National Grid - Main Street Program, Empire State Development Grant Funds	2Q 2018	2Q 2020	0
1A	Glens Falls Downtown Revitalization Fund Component 1: Retail Race for Space Component 2: Façade Improvement Program Component 3: Capital Projects Fund for Non-profit Organizations Component 4: Competitive Innovation and Entrepreneurship Program Component 5: Office Recruitment Program	GGFLDC GGFLDC GGFLDC GGFLDC GGFLDC	\$1.15 million \$240,000 \$300,000 \$133,333 \$380,000 \$100,000	DRI Funds: \$600,000 Private equity/debt service: \$553,333 DRI Funds: \$120,000 Private equity/debt service: \$120,000 Other funds: NYMS Program (HCR); ESD Grant Funds, NYSERDA DRI Funds: \$150,000 Private equity/debt service: \$150,000 Other Funds: ESD Grant funds DRI Funds: \$80,000 Non-profit equity or in-kind contribution: \$53,333 Other Funds: ESD Grant funds, NYSERDA DRI Funds: \$200,000 Private equity/debt service: \$180,000 Other Funds: ESD Grant funds, SUNY, NYSERDA DRI Funds: \$50,000 Private equity/debt service: \$50,000 Other funds: ESD Grant funds, NYSERDA	2Q 2017 2Q 2017 2Q 2017 3Q 2017 3Q 2017 2Q 2017	2Q 2018 2Q 2018 2Q 2018 3Q 2018 3Q 2018 2Q 2018	27 0 0 5-10 variable

Projects Proposed for DRI Funding (continued)

Project Number	Project Title	Responsible Party	Estimated Cost	Funding Sources	Proposed Start Date*	Anticipated Completion Date	Jobs Created
4B	Install High Speed Broadband throughout Downtown	CoGF	\$975,000	DRI Funds: \$175,000 Other Funds: \$800k Connecticut, FCC	3Q 2017	1Q 2019	0
4A	Create New Downtown Park on South Street with Green Infrastructure Component	CoGF	\$741,000	DRI Funds: \$741,000 Other Funds: Environmental Facilities Corporation from the State Revolving Fund; Empire State Development Grant Funds; New York State DEC/EFC Wastewater Infrastructure Engineering Planning Grant Program; New York State Department of Environmental Conservation (DEC) - Water Quality Improvement Project Program; Environmental Facilities Corp. - Green Innovation Grant Program; NYSERDA	2Q 2017	4Q 2018	0
3A	Assist SUNY Adirondack in Locating Culinary School Downtown	CoGF; SUNY	\$572,000	DRI Funds: \$500,000 SUNY: \$72,000 Other Funds: SUNY, USDA, NYSERDA	2Q 2017	2Q 2018	15
3B	Expand Argyle Cheese Farmer to Pruyn's Island	Argyle Cheese Farmer	\$562,000	DRI Funds: \$125,000 Argyle Cheese Farmer: \$437,500 Other Funds: NYSERDA	3Q 2017	2Q 2018	6 part time
5E	Fund Wood Theater Capital Improvements	Charles R. Wood Theater	\$300,000	DRI Funds: \$125,000 Other Funds: \$175,000 from private equity/debt service	2Q 2017	3Q 2017	0
5A	Increase Capacity of the Film Industry	Adirondack Theater Festival; Warren County EDC	\$210,000	DRI Funds: \$125,000 Other Funds: \$85,000			
	Component 1: Expand Adirondack Film Festival	Adirondack Theater Festival	\$135,000	DRI Funds: \$75,000 Other Funds: \$60,000 Market NY; NYSCA	2Q 2017	1Q 2018	1
	Component 2: Create Glens Falls Film Commission	Warren County EDC	\$75,000	DRI Funds: \$50,000 Other Funds: \$25,000 Market NY; NYSCA	2Q 2017	4Q 2017	0
5B	Create an Art District and Public Art Trail	Arts District of Glens Falls; Glens Falls Collaborative; City of Glens Falls; LARAC	\$208,150	DRI Funds: \$125,000 Other Funds: \$83,150 non-profit leverage; Market NY; NYSCA	2Q 2017	1Q 2018	0
5C	Create a Downtown Marketing and Branding Strategy, and Implement a Downtown Wayfinding Signage Program	CoGF	\$200,000	DRI Funds: \$200,000 Other Funds: Market NY	3Q 2017	3Q 2018	0

Projects Proposed for Other Funding

Project Number	Project Title	Responsible Party	Estimated Cost	Funding Sources
1C	Conduct a Feasibility Study for Redevelopment of Warren St/Glen St Site	CoGF; Private Owner	>\$2 million	BOA; ESD Strategic Planning and Feasibility Studies
1E	Conduct Warren Street BOA Feasibility Study	CoGF	>\$2 million	BOA; ESD Strategic Planning and Feasibility Studies
4D	Build a Glens Falls Microgrid	CoGF	>\$2 million	NY Prize; NYSERDA; ESD Grant Funds
2B	Create Connections between Downtown, the Hudson River Waterfront, and Pruyn's Island	CoGF	>\$2 million	Brownfield Opportunity Area Program; New York State Canal Corporation- Canalway Grants Program; Environmental Protection Fund Grants Program for Parks, Preservation and Heritage (Office of Parks, Recreation & Historic Preservation)
2D	Purchase Equipment for Glens Falls Hospital	Glens Falls Hospital	\$1,996,274	DASNY; ESD; NYS Department of Health-Health Care Efficiency and Affordability Law (HEAL) for New Yorkers Capital Grant Program-Health Information Technology (HIT) Grants; Nonprofit Infrastructure Capital Investment Program (NICIP)
2E	Improve Connectivity between City's Community Resources	CoGF	\$825,000	CFA; Community Development Block Grant
2C	Implement the Glens Falls Complete Streets Policy	CoGF	\$500,000 - \$2 million	NYSDOT; NYSERDA; City; CDBG
1F	Examine Feasibility of Street Closures and New Roundabout	CoGF	\$500,000 - \$2 million	The City of Glens Falls; ESD Strategic Planning and Feasibility Studies
1G	Encourage Renovation of Existing Buildings for Residential Use	Private property owners; GGFIDA	\$500,000 - \$2 million	New York State Homes and Community Renewal; Empire State Development Grant funds; New York State Affordable Housing Corporation; NYMS grant: Traditional NYMS Target Area Building Renovation Projects; Greater Glens Falls IDA
4H	Build a Solar Farm	Arts District of Glens Falls/ Glens Falls Collaborative; City of Glens Falls; LARAC	\$500,000 - \$2 million	ESD Grant funds; NYSERDA

Projects Proposed for Other Funding (continued)

Project Number	Project Title	Responsible Party	Estimated Cost	Funding Sources
1D	Acquire Additional Property to Provide for Redevelopment and Ancillary Parking Downtown- City Encourages Active Development with New	CoGF; GGFLDC	\$500,000 - \$2 million	The City of Glens Falls/GGFLDC; Empire State Development Grant Funds; CDBG funding for (1) Public Facilities and (4) Microenterprise; NYSERDA Energy Efficiency Programs; Green Innovation Grant Program Environmental Facilities Corporation
4E	Continue Climate Smart Community Commitments to Reduce Greenhouse Gas Emissions and Adapt to Climate Change	CoGF	<\$500,000	EPF; NYSERDA
4F	Provide Electric Vehicle (EV) Charging Stations in Municipal Lots	CoGF	<\$500,000	NYSERDA- ChargeNY
3C	Partner with Local Institutions and Businesses to Create Workforce Training and Apprenticeship Programs	SUNY Adirondack; Glens Falls Collaborative; Cornell Cooperative Extension of Warren County; Saratoga-Warren-Washington Workforce Development Board; BOCES of New York State	<\$500,000	Department of Labor Workforce Development; EPA Environmental Workforce and Job Training (EWDJT) Grants
4G	Develop a Regional Transportation Plan	CoGF	\$100,000	FHWA; City and other Municipalities; CDTA



Part 2: Endnotes

Photo Attribution: All photos are attributed to BFJ Planning unless otherwise specified

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4. Economic & Fiscal Impact Analysis of New York State Film Tax Credit Programs, March 2015