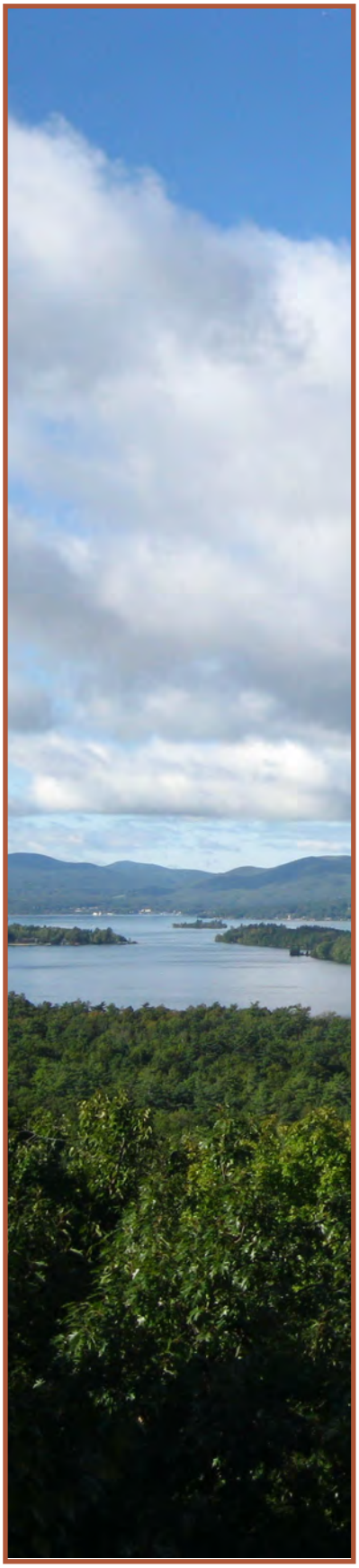
Be in AWE of Glens Falls

City of Glens Falls
Downtown Revitalization Initiative

Glens Falls Downtown
Arts, Wellness & Entertainment (AWE) District

June 2016



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Basic Information & Downtown Description

"The success of Warren County as a tourist destination and our quality of life depends greatly on the vitality and offerings of our great city, Glens Falls."
Mayor Robert Blais
Village of Lake George

Regional Economic Development Council (REDC) Region:
Capital District

Municipality Name: City of Glens Falls

Downtown Name:
Glens Falls Arts, Wellness, and Entertainment (AWE) District

County: Warren County

Point of Contact: Ed Bartholomew

Title: President & CEO, EDC of Warren County and CEO, Greater Glens Falls Local Development Corporation

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Downtown Description: Glens Falls Arts, Wellness, and Entertainment (AWE) District

Glens Falls has momentum, and we believe that our carefully defined Arts, Wellness and Entertainment (AWE) District will have the largest catalytic impact in the region, speeding up investment, leveraging more collaboration and fueling future change. Like any catalyst, it doesn't take much to make big things happen and we are ready to act.

The District is compact, walkable, vibrant, diverse and inviting. The AWE District is roughly a quarter mile (5- to 1minute walk) in all directions from the intersection of Elm Street and Hudson Avenue and includes important urban connectors along Elm, Pruyn and School Streets and Hudson Avenue. The District represents a sizable and growing population of over 1,650 residents including 900 current residents and 750 additional residents slated to occupy new downtown housing. The area boasts small businesses, mixed-use spaces, major employers, parks, health care providers, and arts and cultural organizations.

The AWE District was chosen because it:

- Is compact, walkable, bikeable and livable year round;
- Links and features the City's renown arts and cultural anchors;
- Builds on Glen Street's traditional "Main Street" success;
- Reinforces the City's established urban living model including park and open spaces;
- Integrates major employers and workforce;
- Includes resources that train the next generation workforce;
- Innovates around affordable local food and wellness;
- Captures projects that meet and exceed millennial expectations;
- Models approaches to avoid gentrification;
- Promotes green urbanism, green building, green energy and green infrastructure; and
- Includes uses that reinforce the downtown identify as the Gateway to the Adirondacks.

Within the AWE District emerging Innovation Corridors along South and Elm Streets will offer new spaces that are funky, fresh and fun. Known in the past as Glens Falls "Streets of Dreams" where mill workers and their families, with paychecks in their pockets, enjoyed the area pubs and vaudeville houses, diners and dance halls. Today the area is "rough around the edges" and has not yet benefited from the enormous new investment occurring at its borders. However, many creative economy entrepreneurs and professionals are starting to be attracted by the City's affordability and its sustainability strategy that is bringing opportunities for solar power, a hydro-powered micro grid, a high speed digital network and other green urbanism and green infrastructure enhancements.

In the half mile circle outside of the AWE district, the DRI "Outer District" represents the next phase of development as the City comprehensively

implements its 2014 Downtown Vision and Development Plan, finds its niche in the regional Creative Economy and achieves the goals of its HUD Community Challenge and Sustainable Communities programs to help the City's lower income residents to succeed and prosper (see links and media on page 37). These plans are built on extensive community engagement that supports this DRI application including numerous interviews, focus groups, workshops, pop-up events and social media contacts. They reinforce the City as the regional urban hub and primary downtown to a growing population of over 180,000 people in Warren, Washington and Northern Saratoga Counties, especially those in the Southern Adirondacks.

Within the Districts we have partnered with the private sector to capitalize on $226 million of new investment through 50 projects that will create 460 new permanent jobs and over 450 new homes and apartments (leveraging four dollars for every public sector dollar committed). Many of these partners have provided quotes and letters of support our involvement in the DRI program.

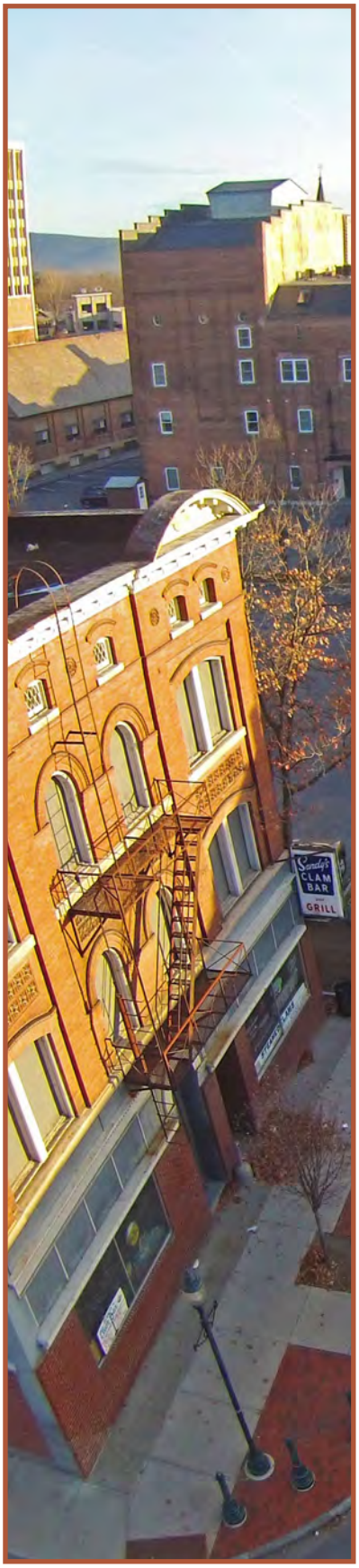
The area we have chosen has benefitted from 21 grants worth nearly $20.0 million including almost $6 million from CR REDC and can advance many of the URI and Strategic Plan goals to grow technology, connect markets, build the workforce, accelerate innovation, access new capital, engage education providers, advance technology infrastructure and build a vibrant city for our families and businesses in a beautiful natural environment.

Glens Falls is ready to think differently and is approaching its DRI as an opportunity to explore new approaches to create a place where today (and tomorrow's) New Yorkers want to work, live and play. Led by the City, the Glens Falls Local Development Corporation, the Warren County Economic Development Corporation and a planning committee, we will build on recent plans, and leverage the talents of professional planners and partners to introduce new concepts, have frank dialogues, test feasibility and decide if cutting edge urban revitalization tools described in this application are a fit for Glens Falls.

The photos in Appendix C demonstrate that the Districts have both opportunities and obstacles. We admit that there are still challenges including the historic reputation of South and Elm Streets, the need for gap financing and parking demands, among others. But we are ready to build on our current policies that manage land, preserve historic resources and complete streets by adopting new and progressive policies that promote an enviable quality of life. We stand ready to provide the resources and organizational capacity through our LDC and experienced Urban Renewal Agency to execute the Downtown Revitalization Initiative. In addition to advancing implementation of important projects, this process can leverage interesting, impactful and scalable solutions that build upon more traditional downtown revitalization strategies, creating models and pilot projects that are replicable across the Region and around the State.

"After operating our diner on South Street for 55 years, we are looking forward to a revitalized Street of Dreams."

Peter and Helen Demas, owners and operators of Pete's Diner



Graphic Credit: Trampoline

1 Boundaries of the Downtown Neighborhood

The boundary for the Arts, Wellness and Entertainment (AWE) District was chosen to take advantage of the compactness and walkable character of the year-round Glens Falls central business district and to stretch successful revitalization into the lower income neighborhood that connects to large employers, densely settled historic residential neighborhoods, new food amenities, major art and cultural institutions and community services. With its architectural character largely intact, pedestrians and bicyclists on just about any corner can clearly see their destination and know that they can stroll comfortably on well-designed streets with clear views and connecting alleyways. This simple ability to see where you want to go creates an appealing atmosphere where people are more likely to spend time (and money) getting to know each other and enjoying local businesses. It offers a truly metropolitan experience at a comfortable scale for people of all ages and abilities with a beautiful, natural backdrop.

Two districts illustrated on the Maps 1 and 2: The Arts Wellness and Entertainment (AWE) District and the Outer District are designed using the essential principle at the heart of all successful downtowns: walkability. The AWE District is roughly ¼ mile (5- to 10-minute walk) in all directions from a center point at the intersection of Elm Street and Hudson Avenue and includes important urban connectors along South, Pruyn and School Streets. The Outer District, representing the City's future revitalization focus, is roughly ½ mile (10- to 15-minute walk) from the same location, crossing four census tracts and four block groups (see Appendix B: Location Map). It includes Glen Street and Hudson Avenue, which the National Complete Streets Coalition has given a "walkability score" of 94 of a possible 100 points.

While Glen Street is the classic stylish Main Street, the connecting South and Elm Streets, branded as Innovation Corridors, unite the old and new in a cooler way, blending long-time standouts like Peter's Diner (making fried donuts for 55 years in the same location) or New Way Lunch (selling Dirty John's Dirt Dogs since the 1920's) with funky and foodie options including a newly opened Food, the Juicin' Jar and Dizzy Chicken - all establishments that focus on locally sourced, gluten free, and healthy foods. With revitalization of critical buildings (including the anchor building on the corner of Glen and South Streets), these physical connectors show that it's inviting (and safe) to leave Glen Street and take in more of the downtown. The different mix of uses, wide variety of experiences, and inviting streets for walking and biking are attracting millennial entrepreneurs and empty nesters to over 280 new market rate homes in a dozen developments to be completed by 2017.

Map 1. The AWE District: Proposed Projects

1

- *274 Glen Street*
- Proposed acquisition & mixed-use redevelopment

2

- *25-33 South Street*
- City of Glens Falls
- Development of multi-level parking garage with ground floor Farmers Market

3

- *45 South Street*
- GF LDC
- Proposed mixed-use redevelopment

4

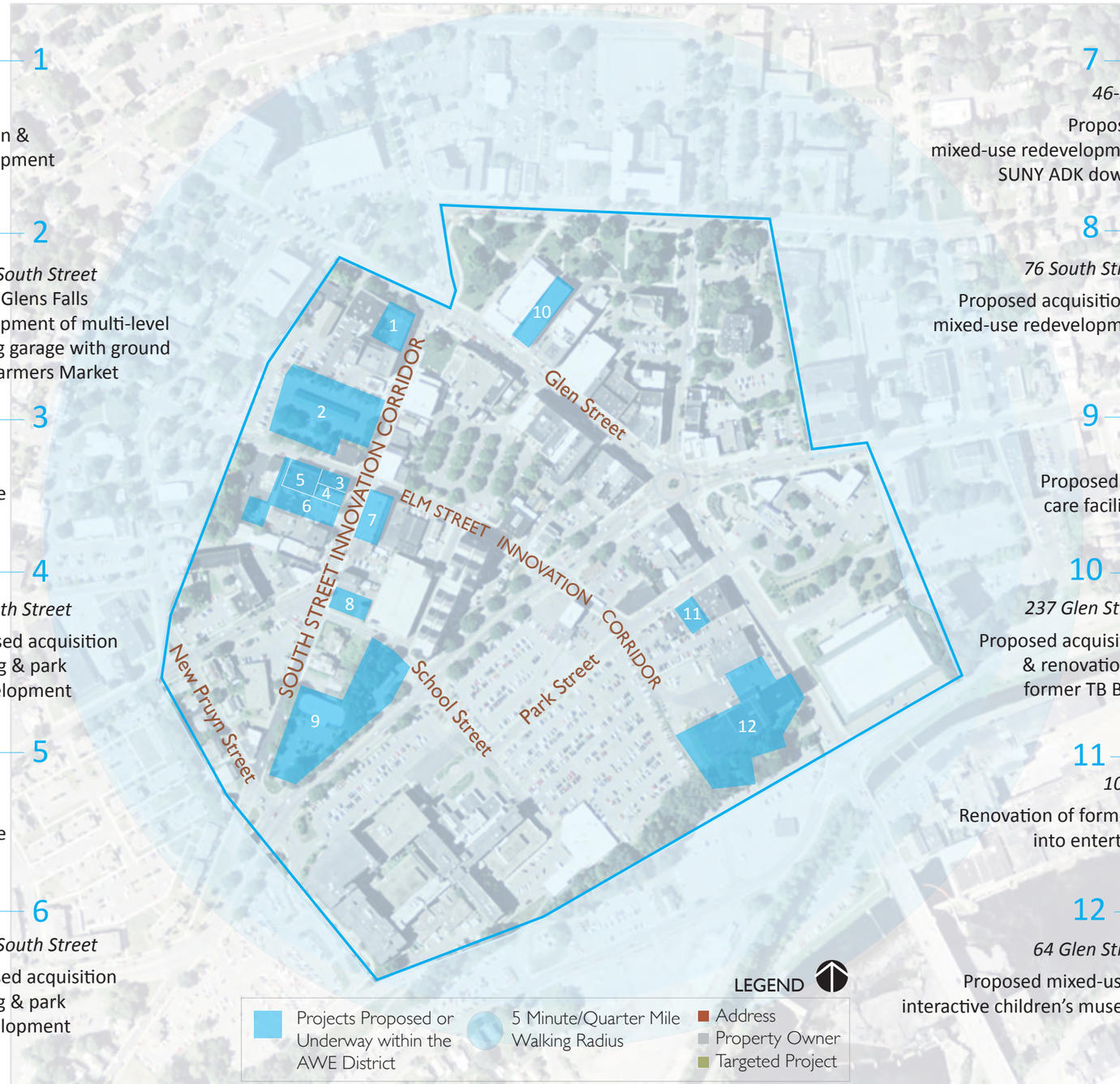
- *49 South Street*
- Proposed acquisition parking & park redevelopment

5

- *36 Elm Street*
- GF LDC
- Proposed mixed-use redevelopment

6

- *51-57 South Street*
- Proposed acquisition parking & park redevelopment



7

- *46-56 South Street*
- Proposed acquisition, mixed-use redevelopment & potential SUNY ADK downtown campus

8

- *76 South Street*
- Proposed acquisition & mixed-use redevelopment

9

- *90 South Street*
- Proposed primary health care facility with parking

10

- *237 Glen Street*
- Proposed acquisition & renovation of former TB Bank

11

- *10-14 Park Street*
- Renovation of former Park Theatre into entertainment venue

12

- *64 Glen Street*
- Proposed mixed-use & interactive children's museum

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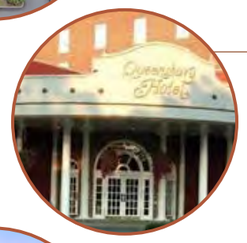
Map II. Outer District: Adjacent Potential Projects

1

- *91-95 Broad Street*
- Proposed acquisition & medical office redevelopment



2

- *88 Ridge Street*
- Expansion/renovation of Queensbury Hotel

3

- *67-73 Warren Street*
- Pending redevelopment of former US Post Office as office/commercial space

4

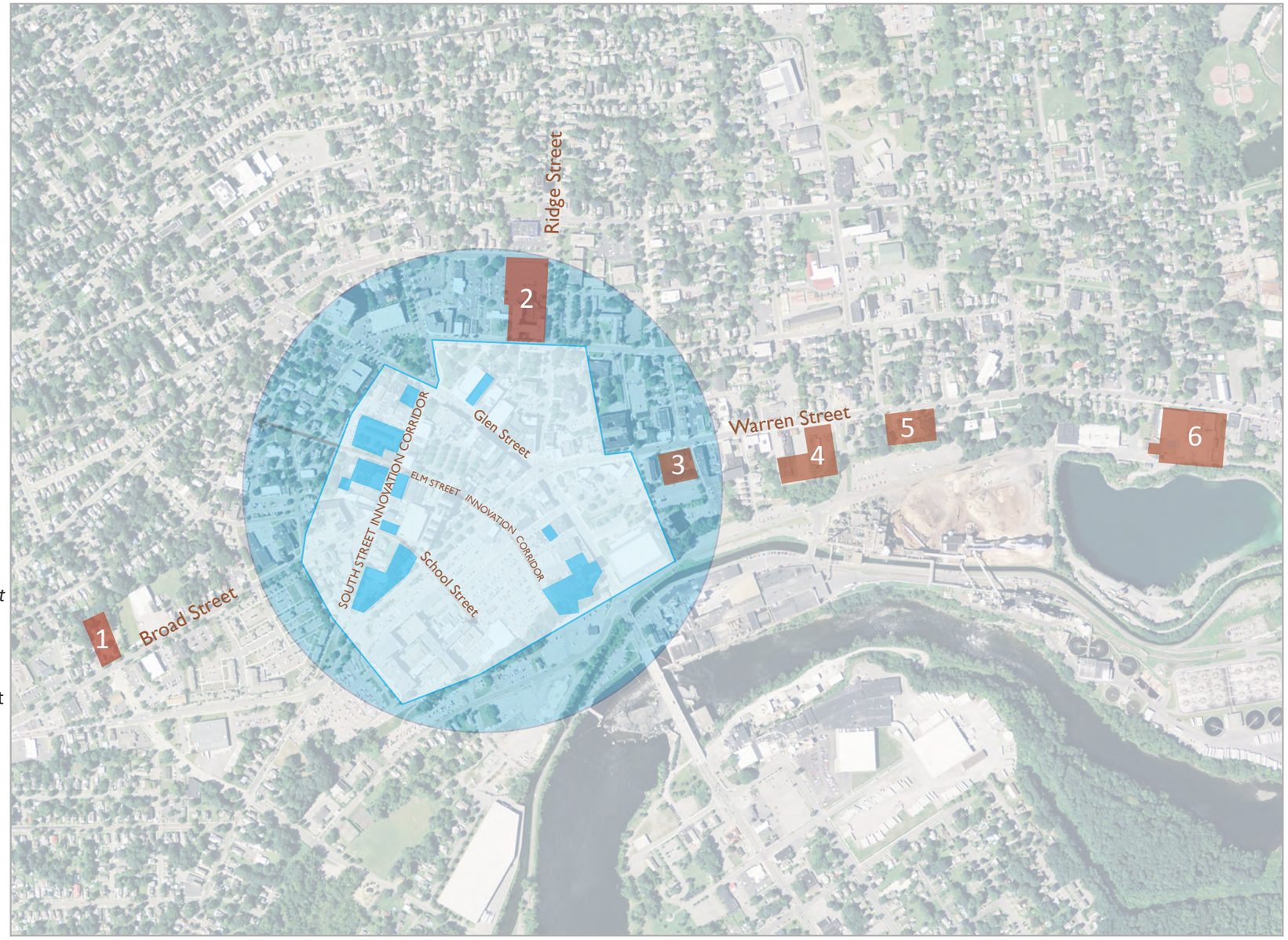
- *109,115-117 Warren Street*
- Proposed acquisition & redevelopment for commercial-retail or mixed residential project

5

- *139, 147 Warren Street*
- Proposed acquisition and redevelopment of former Armory

6

- *211 Warren Street*
- Potential redevelopment of Native Textile manufacturing facility



LEGEND

- Projects Proposed or Underway Adjacent to the AWE District
- Projects Proposed or Underway within the AWE District (Map I)
- 10 Minute/Half Mile Walking Radius
- 5 Minute/Quarter Mile Walking Radius
- Address
- Targeted Project

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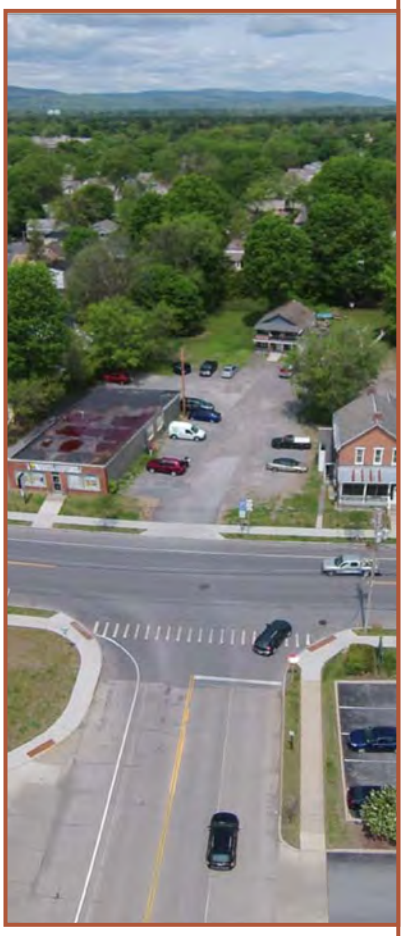
In selecting the boundary, specific consideration was given to capturing investment in the core AWE District and adjoining and connecting areas by:

- **Linking and Featuring the City's Renown Arts and Cultural Anchors:** Connecting and integrating renowned arts and cultural icons via streetscape enhancement projects. Anchors include the Hyde Collection, the Charles R. Wood Theater, Glens Falls Civic Center, and emerging projects such as the STEAM (Science, Technology, Engineering, Arts, and Mathematics) Museum - an interactive children's museum to be developed at the former J.E. Sawyer Building. The District captures events like the Lower Adirondack Regional Arts Council (LARAC) Festival and regional Adirondack Balloon Festival. A Public Art Walk will link Crandall and City Parks, with pedestrian connectors along Elm Street featuring public art and pedestrian amenities;
- **Building on Glen Street's Traditional "Main Street" Success:** Building on a thriving Glen Street where major investments in the Charles R. Wood Theater, Park Street Theater, Crandall Library, Glens Falls Symphony, Davidson Brothers Brewing Company, and the wildly successful Fountain Square Outfitter (Upstate NY's only Patagonia store) and others are regional draws;
- **Reinforcing the City's Established Urban Living Model:** Focusing on urban living strategies outlined in recent community-driven plans like the 2002 Glens Falls LWRP, the Glens Falls South/Broad and Warren Street BOA (2010), the South Street Real Estate Study (2014), the Downtown Vision and Development Plan (2014), Pathways to Progress Regional Development Strategy (2015) and the CR REDC Urban Revitalization Initiative proposal (2015.) It includes a wide range of new mixed use development including hundreds of residential units;
- **Integrating Major Employers and Downtown Workforce:** Integrating major employers like Glens Falls Hospital (2,500 workers) and Hudson Headwaters (200 workers) as wellness anchors who provide local and regional primary and secondary health care, especially for lower income residents. The Healthy Communities Initiative pairs Glens Falls Hospital and NYS Department of Health to improve neighborhood health outcomes. These partnerships reinforce a key economic cluster in the CR REDC in medical manufacturing through initiatives like the GF Hospital/ Hudson Headwaters Teaching Residency. There are an estimated 4,000 workers in the AWE District, with an additional 4,000 workers in the Outer District;
- **Including Projects and Programs that Train the Next Generation Workforce:** Building on established school-based programs including International Baccalaureate (that is attractive to technology workers and other New Americans) the District captures projects and programs that bring education and training

As the population expands in the Downtown and surrounding area, Hudson Headwaters believes that access to primary care will make the area a model of healthy inner city living."

Dr. John Rugge,
Hudson Headwaters
Health Network



Niche.com and NERDWALLET Study Millennial Job Seekers

Niche.com recently identified the best towns for young professionals in New York based on the number of millennials, job opportunities, and access to bars, restaurants, and affordable housing. A high ranking indicates that a town attracts millennials with an affordable, diverse community and lots of things to do. Glens Falls ranked number three on the list behind White Plains and Albany.

Another recent survey released by Nerd Wallet ranks Glens Falls 30th among 153 communities in New York State as a "Best Place for Millennial Job Seekers." Millennials currently make up 23% of the city's population - only Cohoes (16th), Albany (19th) and Saratoga Springs (20th) in the Capital Region ranked higher. Both studies offered key takeaways including that:

While housing is affordable in upstate cities, "big city" wages are not yet widely available;

Millennials choose to be close to colleges; Four upstate communities in the top 10 are college towns including Geneva (3rd), Ithaca (4th), Cortland (7th), and Fredonia (10th).

For more information see: www.nerdwallet.com/blog/cities/best-places-millennial-job-seekers-york-2015/ & https://local.niche.com/rankings/towns/best-places-for-young-professionals/s/new-york/

to low income families in emerging fields including culinary arts and health care through partnerships with SUNY Adirondack, and the NYS Department of Labor using EPA Job Training grants and other resources;

- **Innovating Around Local Food and Wellness:** Taking advantage of local food assets like the Glens Falls Farmers' Market (in existence for 41 years with weekly attendance at over 1,500 people), a new food coop, a potential downtown SUNY Adirondack Culinary Institute, and the annual Taste of the North Country event to create a regional food innovation hub and greater access to locally grown food;
- **Capturing Projects that Meet and Exceed Millennial Expectations:** Identifying specific rehabilitation and development opportunities for underutilized and deteriorating buildings in the Three Squares National Register Historic District, building on its growing identity as an attractive place to start a business (ranked number 4 in NYS by NerdWallet). It takes advantage of the Downtown BID's work to promote the district and encourage ground floor retail with mixed-use above;
- **Model Approaches to Avoid Gentrification:** Carefully planning investment to avoid gentrification through projects like construction of over 130 units of income adjusted housing at Village Green Apartments and continuing the City's well-regarded housing rehabilitation and first-time homebuyer programs funded under its annual CDBG Entitlement Community allocation from U.S. HUD;
- **Promoting Green Urbanism, Green Buildings, Green Energy and Green Infrastructure:** Branding the Innovation Corridors as green urbanism districts with improvements in green building, green infrastructure and clean energy and reduced automobile use. The District is planning for a Glens Falls Community Microgrid using a First Prize Stage One Planning grant. The Microgrid will serve and connect downtown heavy utility users such as Glens Falls Hospital, the Civic Center, the wastewater treatment plant and Strichman Towers Affordable Senior Housing (using expanded activity at a Finch Paper cogeneration facility as a source.) With support from NYSERDA, a planned solar farm will reduce utility costs for downtown users. The City is proposing to use the CONNECT NY funding to develop a gigabit network to obtain high speed broadband of 1000 mbs or better throughout the district. It also includes sites where green infrastructure can be demonstrated, with a focus on the Elm Street Innovation Corridor. Connecting downtown with specific venues through new parking and an improved Complete Streets creates a pedestrian and biking environment along Broad Street and Hudson Avenue 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;

- **Includes Uses That Reinforce the Downtown Identity as the Gateway to the Adirondacks:** Reinforcing the downtown identity as the Gateway to the Adirondacks and a tourism venue with recruitment of tourism-related businesses such as retail, eating and drinking, and outfitters, supported by the renovation of the Glens Falls Hotel as a 125 room boutique hotel.

2 Size

The Arts, Wellness and Entertainment District of Glens Falls Central Business District serves as the primary downtown for nearby residents, and is also the only urban center within 20 miles (or further) for residents from across the southern Adirondack communities, serving 150,000 on a regular basis.

To explore the proper size of the AWE we evaluated data for a 1/4 mile (5- or 10-minute walk), 1/2 mile (10- or 15-minute walk), as well as the 10-,15- and 20-minute drive times and 20-mile drive times from the intersection of Elm Street and Hudson Avenue.

City-wide, Glens Falls enjoyed its first population bump in 2010, to 14,700 people. According to 2016 projections, our AWE district is home to 900 year-round residents, and the outer district adds another 4,600 residents, representing a strong base to support downtown revitalization. The population expands rapidly in the 10, 15 and 20-minute and 20-mile drive times, reaching a 2016 projected population of almost 190,000, all within easy reach of the AWE District.

Increasing population from housing developments recently completed, underway and planned will bring over 700 additional residents. Our City is in the enviable position of having 12 market rate housing development projects recently completed or underway, representing almost $81 million dollars of investment and containing just over 280 units and a projected 430 residents. On the affordable housing side, 134 new townhomes, representing a $30 million investment, have recently been constructed for low and moderate income families. Over 285 residents are expected to call these units home. Housing projects in the planning phase are slated to develop as many as 36 units and attract an additional 50 residents. (See Table 1 on following page).

The downtown workforce is estimated to be 4,000 people today in the ¼ mile AWE District with another 4,000 employees in the Outer District. Considering both residents and workforce the two districts will soon draw on the spending power of 14,200 people in a 1/2 mile each day. Regional tourism also impacts the viability of the AWE District drawing on the estimated $810.0 million in in spending, wages, taxes generated annually by tourism in Warren County and reported 750,000 annual visitors.

"This funding... will provide an opportunity to assist in redeveloping properties in a critical underinvested area of the City - Downtown South Street."

George Ferone, Interim President & CEO Adirondack Regional Chamber of Commerce

"Our new business is growing on South Street. Our customers are finding the area to be safe and walkable. We are excited about the direction that area is going and look forward to further development that will help our business and attract new business to the area."

Justin Bartlett
Dizzy Chicken Wood Fired Rotisserie

The good news is that the AWE District is younger than the region by as much as five years and more diverse. Over 20% of its residents are millennials and 26% are in their peak earning years, having more disposable income. On the other hand, the current AWE population earns a considerably lower median income ($26,700.00) than nearby communities, with nearly half of residents falling in the lowest income brackets. New investment will improve the spending power of the neighborhood, and the City will continue to take great care to ensure that gentrification does not occur, reinforcing its long and successful track record of using CDBG Entitlement Community funding and other resources to rehabilitate properties and assist low and moderate income homebuyers, making the AWE District truly mixed use, mixed income and mixed age.

Table 1. New Housing: Complete and Underway

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 K	4
Mikado Building	197 Glen Street	$350 K	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**

Figure 1. Twenty-Mile Glens Falls Service Area

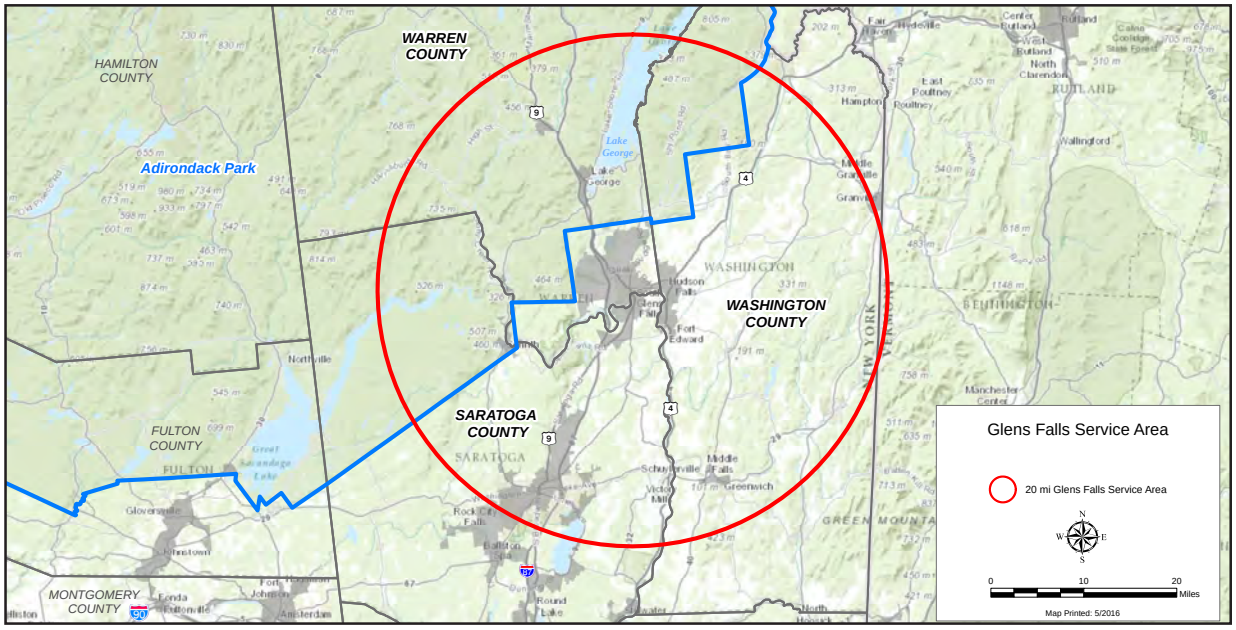
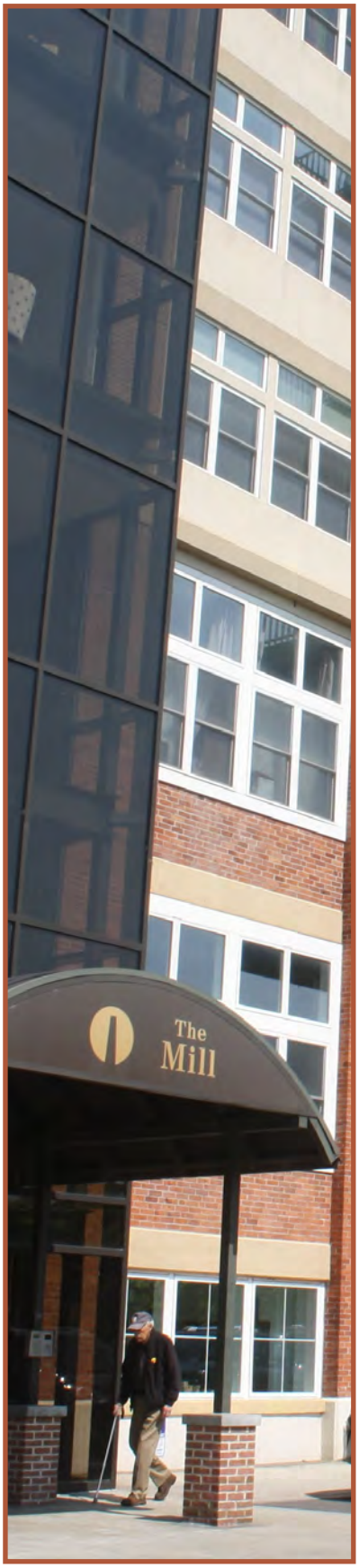


Table 2. Size of the Glens Falls Downtown Revitalization Initiative Demographics

Basic Statistics	0.25-mile (5 min)	0.5-miles (10 min.)	10-min. drive	15-min drive	20-min drive	20-mile drive
Residential Population	900	4,600	69,000	78,500	107,000	186,000
Downtown Workforce	2000**	6,000**	53,600	57,500	75,000	n/a
Median Age	38	38	43	42	43	43
% 21-34 year olds	21%	20%	17%		17%	17%
% 35-54-year-old	26%	30%	27%	27%	27%	
% Minority	8%	5%	4%	5%	6%	6%
Young People	n/a	n/a	30%	30%	30%	
Median Income	$26,720.00	$35,700.00	$61,400.00	$57,000.00	$58,000.00	$61,000.00
% Earning less than 25,000	48%	36%	18%	10%	9.5%	9%
Median Home Value	n/a	n/a	$176,000.00	$180,5000.00	$191,000.00	n/a

* Data from 2016 Projections - Nielson Quick Market Insights: Pop-facts Demographic Trends and Summary and Business Facts Summary unless otherwise noted
** Data from the 2014 Downtown Vision and Development Strategy



3 Past Investments & Future Investment Potential

Glens Falls is undergoing a renaissance, due in part to the leadership of the City and the capacity of groups like the Glens Falls Local Development Corporation and the Warren County EDC who have successfully shepherded dozens of projects over the past thirty years. The City's Urban Renewal Agency is a standout success story, playing similar role to newer land banks. Our ability to successfully partner with government agencies, the private sector and higher education to advance downtown revitalization projects is the hallmark of our success.

We have worked alongside the private sector to capitalize over $226 million of new investment (leveraging four dollars for every public sector dollar committed) and are currently working to help develop more than a dozen future projects. 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 will provide the City with the tools it needs complete planning, develop concepts, drive the dialogue and reach decisions necessary to push projects forward quickly and successfully (see Criteria 5 – Attractiveness of the Downtown for more information.)

This DRI Proposal, including the focus on the South Street and Elm Street Innovation Corridors, is an expanded and improved version of the successful application that was included in the Capital Region REDC's 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 our 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. The portfolio of projects and programs reflected in the following investment table also advance the 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 at a renovated Armory and at the STEAM Museum at the Former J.E. Sawyer site add to the mix for visitors and residents of all ages.

Planned and completed investments undertaken through the REDCs or with other public or private funding can be summarized as:

Table 3. Public Investments

PROJECT	FUNDER/ AGENCY	YEAR	AMOUNT	STATUS
STATE GRANTS THROUGH REDC				
Pruyns Island Master Plan	NYS DOS	2012	$65,000	Completed
Glens Falls Civic Center	NYS ESD	2013	$675,000	Completed
Pruyns Island Implementation	NYS DOS	2013	$154,500	Contract
Public Parking Garage at Park St.	NYS ESD	2014	$3,000,000	Completed
Glens Falls Civic Center	Dormitory Authority	2015	$2,000,000	Underway
			$5,894,500	
STATE GRANTS NOT THROUGH REDC				
South Street BOA Prenomination	NYS DOS	2010	$135,000	Completed
Downtown Façade	NYS Main Street HCR	2011	$200,000	Completed
Warren Street Square Project	NYS ESD	2011	$200,000	Completed
Warren Street BOA Prenomination	NYS DOS	2012	$74,700	Under Contract
Solar Farm	NYSERDA	2013	Up to $280,000 savings/yr	Pending
South Street BOA Nomination	NYS DOS	2013	$124,000	Under Contract
Local Government Efficiency - 911 Consolidation	NYS DOS	2013	$276,000	Completed
NY Prize - Phase I (Microgrid)	NYSERDA	2014	$150,000	Completed
Local Government Efficiency - Wasterwater	NYS DOS	2015	$750,000	Completed
			$1,300,000	
OTHER GRANTS				
IRL Grant/Loan Program	USDA	2011	$250,000	Completed
South Street Streetscape	Federal DOT/ Stimulus	2010	$1,300,000	Completed
Job Training - Round 1	EPA	2012	$200,000	Completed
Hudson, Broad, and Bay Street Improvements	Federal DOT	2010, 2014, 2015	$8,600,000	Completed
Transportation Alternative Program	FHWA	2014	$480,000	Under Design
Regional Risk Assessment Grant	EPA	2015	$750,000	Underway
Job Training - Round 2	EPA	2016	$200,000	Under Contract
			$11,780,000	

- The ability to leverage nearly $195 million in private sector commitments 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.
- Directly engaging the educational system including the K-12 Glens Falls and surrounding school districts, the NYS Department of Labor and SUNY Adirondack enable us 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 broad band, 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 preservation 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. Our adopted Community Challenge designation helps put attention on our years of success improving the lives of low and moderate income residents.
- Using the City's architectural heritage, walkable urban core, desirable neighborhoods we have 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 AWE District and Outer 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 our neighbors in the Adirondack Gateway communities of Warren, Washington and Northern Saratoga Counties we encourage tourism-related businesses and support a host of well-regarded arts and entertainment venues that celebrate and optimize our surroundings while also showcasing our beauty serving as the arts and entertainment gateway to the Park.
- All of our work reinforces the district function and brand as the primary downtown for a region of over 150,000 residents, including many on the Southern Adirondack Park. Using intermunicpal agreements with nearby communities like the Town of Queensbury we build on and share our 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 our strengths.

"We decided to invest in Glens Falls because of the exciting momentum we've seen in the City's downtown over the past decade...From Millenials renting their first apartment to downsizing empty-nesters, our 25M mixed use project...is already drawing a wide spectrum of tenants attracted to the benefits of downtown market-rate living."

Sonny Bonacio & David Buicko,
Developers,
14 Hudson Avenue

Table 4. Private Investments - AWE District

PROPERTY	ADDRESS	AMOUNT	DESCRIPTION
The Mill	20 Elm Street	$30 million	The Mill (50 Market Rate Apartments)*
GF National Bank	20-24 South Street	$3.5 million	Redevelopment of Bank Headquarters
Empire Theater	11-17 South Street	$2.5 million	Mixed-Used Development (11 Apartments)
GF Hospital	89 Park Street	$17 million	Glens Falls Hospital Modernization
Bonacio-Buicko Project	14 Hudson Avenue	$28 million	132,000 Sq. Ft. Mixed-Use Project (87 Apartments)
Bullpen	216-220 Glen Street	$1.5 million	Mixed-Use Project (4 Apartments)
Offices (Gov't Chamber)	136 Glen Street	$800 K	Vacant Building Rehab into Mixed Use
Morgan & Co.	65 Ridge Street	$1.3 million	Historic Reuse (Restaurant & 4 Apartments)
Spot Coffee	221 Glen Street	$4 million	Mixed-Use Retail/(29 Apartments)
Crandall Library	251 Glen Street	$18.8 million	Upgrades and Expansion of Crandall Library
Aeon Nexus	174 Glen Street	$800 K	Vacant Building Rehab (Corporate Offices)
CB Prime Realty	178 Glen Street	$450 K	Rehab of Vacant Building into Offices
Gallery	166 Glen Street	$300K	Acquisition Development Gallery
Behan/NBT	86 Glen Street	$1.2 million	Rehab of Vacant Building into Offices
Barton Building	6-8 Warren Street	$3.5 million	Barton Group LEED Certified Headquarters
Dizzy Chicken	72 South Street	$200 K	Rehab for Take-Out Restaurant
McCoola Building	3 Broad Street	$300 K	Rehab Professional Offices
It's a Kidz World	86 South Street	$250 K	Vacant Garage Rehab for Day Care Center
City Tavern	21 Elm Street	$275 K	Rehab for Downtown City Tavern
Normandin	18 Exchange	$500 K	Rehab for Offices and Retail
Flooring Store	28 & 30 Elm Street	$1.3 million	Rehab for Retail Flooring Store (Pending)
Raul's Restaurant	162 Glen Street	$125 K	Remodeling Restaurant Expansion
Outfitters	Warren Street	$50 K	Tenant Fit Up
Davidson's Brewery	184 Glen Street	$100 K	Facade and Signage Improvements
LG Olive Company	179 Glen Street	$400 K	Acquisition & Development of Vacant Building
Mean Max/Samantha	193 Glen Street	$550 K	Mixed-Use Micro Brewery /Restaurant & 4 Apts.
Mikado	197 Glen Street	$350 K	Rehabilitation for Restaurant & Apartment
Rogers Bldg. Fit Ups	21 Bay Street	$200 K	Fit up: 2 Restaurants, Realtor & and Sip & Canvas
Just Beverages	31 Broad Street	2.5 million	Church Conversion into Beverage Bottling Facility
SUBTOTAL (rounded)		$121 million	

Table 5. Public Investments - AWE District

PROPERTY	ADDRESS	AMOUNT	DESCRIPTION
Parking Garage	50-54 Park Street	$8 million	507 Car Municipal Parking Garage
Streetscaping	Hudson Avenue	$3.8 million	Full Streetscape with Dedicated Bike Lanes
Streetscaping	South Street	$1.3 million	Streetscape and Road Reconstruction
Streetscaping	Downtown	$150 K	Full Streetscape for Connectivity Downtown
C. W. Theater	217 Glen Street	$3.1 million	Rehab for Theatre & Performance Venue
GF Civic Center	41 Glen Street	$2.7 million	Multi-Phase Upgrades to GF Civic Center
SUBTOTAL (rounded)		**$19.0 million**	

Table 6. Private Investments - Outer District

PROPERTY	ADDRESS	AMOUNT	DESCRIPTION
Finch Paper	1 Glen Street	$19 million	Facilities, Equipment & Energy Upgrades
Monument Square	333 Glen Street	$7 million	Phase 1 – Modernization (200,000 Sq. Ft.)
Village Green Apts.	Broad Street	$30 million	Rehab for 134 LMI Affordable Townhomes
Rogers Building	21 Bay Street	$4 million	Mixed-Use Rehab (32 Apartments)
Smiths Flats	53-61 Bay Street	$1.25 million	Mixed-Use Construction (11 Apartments)
Warren St. Square	77-87 Warren Street	$4.8 million	Mixed-Use Construction (27 Apartments)
90 South Street LLC	90 South Street	$3.5 million	Acquisition/Renovation Primary Health Care
GF & Warren Cty LDCs	Downtown	$500 K	Downtown Low-Interest Loans
Queensbury Hotel	88 Ridge Street	$5.5 million	Boutique Hotel (125 Rooms) WIth Expansion
Condominiums	93 Maple Avenue	$2.5 million	Convent Conversion (20 Apartments)
SUBTOTAL (rounded)		**$78.0 million**	

Table 7. Public Investments - Outer District

PROPERTY	ADDRESS	AMOUNT	DESCRIPTION
Finch Paper	1 Glen Street	$1 million	Facilities, Equipment and Energy Upgrades
Streetscaping	Bay Street	$3 million	Road Reconstruction/Infrastructure Upgrade
Streetscaping	Broad Street	$4 million	Full Streetscape & Road Reconstruction
Glens Falls LDC	36 Elm Street	$250 K	Acquisition for Future Development
Glens Falls LDC	45 South Street	$275 K	Acquisition for Future Development
SUBTOTAL (rounded)		$8.5 million	

"The City of Glens Falls is the regional urban and economic center for the CR REDC's northern rim..."

Jack Diamond,
Mayor,
City of Glens Falls

4 Job Growth

Companies are starting up and expanding in the AWE District bringing hundreds of new workers to our City and diversifying the workforce. In total (AWE District and Outer District) these new public and private sector investments include 50 projects with value of $226 million, which create 920 construction period jobs, 460 new jobs and support retention of nearly 4,000 positions. Nonprofit catalyst projects, like potential development of a downtown campus for SUNY Adirondack, will attract hundreds of students, and relocation of the NYS Department of Labor and its training programs will draw residents looking to enhance their skills.

The infill of businesses owned by creative economy entrepreneurs has already begun on South Street and Elm Street and additional improvements in streetscaping, green infrastructure and alternative energy will make the area even more desirable. These young professionals are looking for affordable, walkable, architecturally interesting places to work and live. They expect to take an active role in their downtown, and their enthusiasm for the District's will deepen the pool of community volunteers and create cheerleaders for the City.

The fact that smaller companies are flocking to Glens Falls creates a sustainable business environment less subject to industry fluctuations. Having both classic and funky locations attracts local entrepreneurs as well as high end franchises. A smart target for the AWE District will be stores with a regional presence that are considering opening a second or third establishment. Deepening of the business and worker base, consistent with regional clusters promoted by the CR REDC helps to establish and expand career ladders that offer the mobility between jobs and higher wages that workers expect, especially the millennial employees.

Current Employment in the AWE District

The City's 2014 Downtown Vision and Development plan reports that there are approximately 6,000 workers in the larger downtown central business district, the vast majority of which are small companies employing under fifty workers, many located along Glen Street, Warren Avenue and Broad Street. For purposes of this application, we are conservatively estimating the number of employees currently in the ¼ mile AWE District at 4,000 people with the number increasing by an additional 4,000 additional workers in the ½ mile Outer District. Table 8 on the following page shows that there are a significant number of major employers located in the AWE District, employing over 3,200 people.

Impact of New Development in the AWE District

The bottom line inside of the AWE District is that recent public and private sector development represents nearly $140 million in new investment in 35 projects that generate over 720 construction period jobs, 435 new permanent jobs and support retention of nearly 2,600 existing positions increasing the workforce to just over 4,400 workers in a five-minute walk from the intersection of Elm Street and Hudson Avenue (See Table 9).

Current Outer District Employment

To understand the employment base in the Outer District, we examined the 10-, 15- and 20-minute drive times from the center of the region (where the Glens Falls' downtown is the only urban area.) Within the 10-minute drive window, for example, there are nearly 4,800 establishments employing 53,600 workers who power the downtown business environment, creating an enormous base of downtown users.

In the Outer District, recent and planned public and private sector investment include 15 projects, with an investment value of $83 million that creates 600 construction period jobs, 27 permanent jobs and help support retention of almost 1,300 jobs.

Walkability and Transit

Employees and residents expect the downtown to be walkable and offer multiple modes of transportation. Transit service is available through Glens Falls Transit and ridership is increasing between SUNY Adirondack located in Queensbury with strong links to downtown. We anticipate the DRI process will examine greater coordination of work shifts and present scheduling, potentially developing collaboration with Capital District Transportation Authority and strengthening links between downtown and tourist related activities and events in Lake George and Bolton Landing.

We feel that our downtown is ripe for Transit Oriented Development and the over 430 units of new housing estimated to attract over 700 residents to the downtown make it likely that people living and working locally will walk and bike to work, shopping, entertainment venues and recreation areas in this compact district. We appreciate that some people may gravitate to Glens Falls as an affordable home, while working nearby. To offer commuter bus service to places like Saratoga could sustain even more residential infill projects. In recent years the City has committed over $12 million for streetscaping including road resurfacing, sidewalk improvements, curbing, lighting and accessibility improvements in the AWE District and Outer District and more are planned to ensure that the District is a model walkable place.

"SUNY Adirondack has great confidence in downtown Glens Falls and is eager to explore offering education and training classes in high demand fields such as healthcare, culinary/hospitality, and computer technology for downtown residents and business owners."

Kristine Duffy, Ed.D.,
President,
SUNY Adirondack

Table 8. Current Major Employers in AWE & Outer Districts

COMPANY	CURRENT WORKFORCE
AWE DISTRICT	
C.R. Wood Theater	7
Rite Aid	10
Glens Falls Civic Center	10
Behan Communication	25
JMZ Architects	25
NBT and Trustco	30
Barton Mines	35
Empire Theater	35
CB Prime	35
Crandall Library	40
Colvin Building at 206 Glen St.	41
Jaeger & Flynn Insurance	45
Offices, Law, Accounting, Insurance, Restaurants	110
Hudson Headwaters	110
Glens Falls National Bank	220
Glens Falls Hospital	2,500
Subtotal	**3,278**
OUTER DISTRICT	
Seeley/Mullen	10
Just Beverages	12
Hudson River Credit Union	15
Warren Tire	15
St. Mary's School	20
City Hall	35
Broad Street Plaza	40
Gen Pack	40
Pearl Street and Ridge Street Complex	40
US Post Office	45
Queensbury Hotel	49
Pregis	50
Citizens and Adirondack Trust	11
Leigh Cement	80
Ames Goldsmith	80
School District	75
SCA	250
The Towers at 333 Glen St.	425
Finch Paper	600
Subtotal	**1,892**
TOTAL	**5,170**

Table 9. Summary of Current and Future Employment in the AWE District (Numbers Rounded)

# Projects Assisted		Value of Projects Assisted	# Construction Jobs Created	# Permanent Jobs Created	Job Base Retained
PRIVATE SECTOR - Arts, Wellness and Entertainment District					
	29	$121 million	500	430	2,600
PUBLIC SECTOR - Arts, Wellness and Entertainment District					
	6	$19.0 million	220	5	0
TOTAL	**35**	$140 million	720	435	2,600

Table 10. Summary of Regional Employment

Description	10 Minute Drive		15 Minute Drive		20 Minute Drive	
	Employees	Establishments	Employees	Establishments	Employees	Establihsments
Total Business	53,600	4,800	57,500	5,200	75,000	7,000
Total Private Sector	48,500	4,500	52,200	5,000	69,000	6,700
EMPLOYMENT IN KEY SECTORS RELATED TO AWE DISTRICT						
Healthcare and Social Assistance	10,000	1,050	10,100	1,070	12,000	1,400
Retail Trade	7,300	640	7,900	700	11,300	1000
Public Administration	5,000	250	5,300	280	6,400	350
Accommodation and Food Services	5,075	370	6,076	462	9,275	634
Educational Services	3,600	90	3,800	100	5,900	130
Professional, Scientific, Tech Services	2,600	450	2,600	470	3,500	630
Arts, Entertainment, and Recreation	2,400	90	2,400	90	2,700	125
Real Estate and Rental and Leasing	1,000	180	1,100	200	1,600	300
EMPLOYEES WORKING AT HOME	1,400		1,600		2,200	

Table 11. Summary of Current and Future Employment in the Outer District (Numbers Rounded)

# Projects Assisted		Value of Projects Assisted	# Construction Jobs Created	# Permanent Jobs Created	Job Base Retained
PRIVATE SECTOR - Outer District					
	10	$74.5	140	27	650
PUBLIC SECTOR - Outer District					
	5	$8.5 million	60	0	625
TOTAL	**15**	$83 million	200	27	1,275

5 Attractiveness of the Downtown

Glens Falls Asks What If?

For years (maybe decades) community members, residents, local leaders and business owners asked:

- What If the Woolworth building could be saved?
- What is the old Mill could be redeveloped?
- What if the Madden Hotel was repurposed?
- What if an asphalt parking lot could be transformed?
- What if the vacant movie theater could be restored?
- What if someone had vision to take a chance on a new business… a new theater…a new gallery?

They asked "What if…" because they knew that if key properties were redeveloped it would bring people, jobs and life to downtown. And eventually people with vision did redevelop them:

- Now the Woolworth building is the Charles R. Wood Theater;
- The Madden Hotel is gone and the Glens Falls National Bank has a new headquarters;
- The old Mill is now the new Mill Apartments with 50 luxury apartments;
- The asphalt lot is gone and a $8.0 million Parking structure with over 500 spaces is leveraging an $87.0 million mixed use development project; and
- The former Park Theater is restored and coming back to life.

It's time to ask "What if…?" again:

- What if you could buy groceries on your walk home from work?
- What if you could use a cool co-work space with other young entrepreneurs?
- What if South Street went from seedy to "salad days"

Focusing on the South and Elm Street Innovation Corridors can answer these questions and develop a district that if fresh, fun and funky, complimenting classy Glen Street with an edgier urban hub.

This DRI planning process will build on highly focused reports such as the recent Downtown Vision and Development Strategy and HUD Community Challenge Grant to answer today's "What if" questions, giving us another opportunity us to stitch together recent and proposed investments to expand on the AWE brand.

Vision for the AWE District

The AWE District and the larger downtown core offers a compact, walkable and livable mix of uses including residential, commercial, community services, food providers, retail, arts, and culture, and institutions that appeal to diverse users including young people and children, millennial entrepreneurs and homesteaders, families and empty-nesters, local employees and downtown professionals and visitors. It has historic structures with magnificent architecture, urban parks, and historic monuments as well as properties ripe for reuse. An established arts community and new healthy and affordable local food options draw residents, workers and visitors and combine to create the City's AWE brand – Arts, Wellness, and Entertainment and shape development along its Innovation Corridors on South Street and Elm Street.

The District's many attributes that make it attractive as a place to live, work, do business and visit including:

- **Developable Mixed-use Spaces:** The City has identified specific rehabilitation and development opportunities for underutilized, vacant and deteriorating buildings in this Three Squares National Register Listed Historic District that encompasses the AWE District. Specific sites suitable for mixed use development have been identified and are detailed on the table that follows as primary candidate properties to be advanced through the DRI Planning process. As the list of recent and current investments shows, we have a strong track record working with the private sector to redevelop mixed use properties.
- **Housing at Different Levels of Affordability and Type:** Over $80.7 million has been committed to 12 private sector projects that are creating over 280 units of market rate housing project to attract over 430 new residents. Over $30 million has been committed to develop 134 units of new affordable townhomes for low and moderate income families estimated to attract 275 residents. The City's well regarded First Time Homebuyer Program will continue to help low and moderate income residents to invest in the districts.
- **Commercial and Retail Businesses**:Including the highly successful Glen Street corridor in the AWE District, there are an estimated 107 commercial and retail businesses in the AWE district today including many that have recently received assistance from the City and the LDC to improve their buildings and commercial spaces. A growing number of new creative economy entrepreneurs including technology professionals, marketing companies, architects and others who run businesses from the South Street Corridor.
- **Healthy and Affordable Food Markets:** The newly opened Food Coop on South Street, Juicin' Jar and Dizzy Chicken all focus on locally sourced, gluten free, healthy foods. A year-round

"Our farmers market in the South Street Community Pavilions is growing gangbusters. The incredible opportunity to operate year round in a new building with parking will help us to dramatically expand our vendor and customer base and enable us to better meet the food needs of the Downtown South inner and outer districts, as well as expanding new opportunities with USDA approved kitchen cooking lessons."

Megan Mattison, President, Glens Falls Farmers Market

Graphic Credit: Trampoline

operation of the Farmers' Market with a community kitchen is planned on its current site on South Street. Development of a SUNY Adirondack Downtown Campus on South Street with a culinary institute and a center to train residents for health care professions is being evaluated.

- **Multi-modal Transit:** Efforts will be undertaken to create better coordination between Transit providers. Other plans include:

  o Developing a bike/pedestrian bridge across the Feeder Canal connecting area neighborhoods in the western portion of the City and neighboring Town of Queensbury to Havilland's Cove located along the Feeder Canal and Hudson River;

  o Developing new festival area (at a former brownfield site) along the Hudson River and at the Coopers Cave waterfalls;

  o Building a bike and pedestrian connector across the Hudson River from Glens Falls (Warren County) to South Glens Falls (Saratoga County);

  o Improving connections to the County bike paths where pedestrians and bikers can journey north to Lake George (nine miles) and west (nine miles) to Washington County, Hudson Falls and Fort Edward, then continuing south (12 miles) to the Saratoga Monument in Saratoga County.

- **Walkability, Bikeability and Local and Regional Connections:** In addition to the projects described above, over $12 million investment in sidewalks and alleyways helping create an environment helps people to stay healthy. As a rule of thumb, people are willing to walk approximately 1,500' in a downtown setting if it is comfortable, safe, well-lit at night, and shaded during the day. The Elm and School Streets will provide this environment to establish key connections to major venues such as the Glens Falls Hospital and the STEAM Museum. The AWE District also includes sites where green infrastructure can be demonstrated, with a focus on the Elm Street Innovation Corridor. Connecting downtown with specific venues through new parking and an improved Complete Streets creates an attractive pedestrian and biking environment with connections to established regional trails like the Feeder Canal.

- **Accessible Recreation Amenities, Parks and Gathering Spaces:** Redesigning Elm Street as the primary connector will make it easy to become an active, funky, lively urban space that entertains and educates at the same time. Using green infrastructure techniques such a porous pavers, bioswales, and rain gardens will illustrate new and innovative techniques to treat stormwater. Installing large pieces of public art perhaps focusing on science and technology can generate interest and educate, and installing custom designed pedestrian lights can add visual interest.

- **Access to Health Care Facilities:** Anchor institutions including the Glens Falls Hospital and Hudson Headwaters Health Center serve the local and regional population's primary and secondary health care needs. Hudson Headwaters is growing its primary health care and wellness services focused on the needs of low and moderate income residents located directly adjacent to the recently renovated Glens Falls Hospital.
- **Cultural and Entertainment Amenities:** Whether attending a concert (typical attendance is 5,000 people) or hockey game at the 15,000 seat Glens Falls Civic Center, an evening at the Glens Falls Symphony or the theater, or just a quick drink or a quiet dinner at Davidson Brothers Brewing Company, residents and visitors alike will find something they enjoy among the district's wide range of entertainment and outdoor recreation in City Park, a centrally located urban greenspace. The Entertainment expansion options focus on 'Glens Falls Play': a STEAM based center focusing on science, technology, engineering, arts, and mathematics through a series of hands-on exhibits. Glens Falls Play will be a children's museum in the J.E. Sawyer Building and will be a valuable resource for teachers, schools and the community. Regional destinations including the Charles R. Wood Theater, the restored Park Street Theater, the renovated Crandall Library, the LARAC Arts Festival have long defined the arts scene. New galleries, an art walk and public installations take the arts to the street, bringing a new edge to traditional components of Glens Falls downtown brand.

  The Public Art Trail is designed to unify the downtown and reinforce the arts and culture brand with sculptures and other public art. In addition to linking the key features this linear park provides spaces for recreation and reflection across the entire AWE District and Outer District using South Street as the primary connector. The project implements the Downtown Vision and Development Strategy goal to 'Enhance Economic Competitiveness' by attracting new arts- and entertainment-related businesses, artists and related professions, strategically linking the city's arts and culture destinations. It will connect the Shirt Factory (home for artisans, shops, galleries and studios) with the Hyde Collection and Children' Museum on Warren Street.

- **Broadband Accessibility:** The City is proposing to use CONNECT NY funding to develop a gigabit network to obtain high speed broadband of 1000 mbs or better throughout the district.

"As an employer of 2,500 people in the Downtown South area, Glens Falls Hospital knows that access to more retail and professional services will draw workers into the neighborhood and increase spending at local businesses." G lens F alls Hospital looks forward to corroborative efforts with the City in working to improve the health and well being of the residents in the city."

Diane Shugrue, President and CEO, Glens Falls Hospital

"South Street is centrally located within walking distance of a vast majority of our public housing projects and Section-8 residences. This area offers them an array of opportunities from places to shop, farmers markets, pharmacies and apartments, to name just a few....This effort would also be a boost in our work in the areas of de-concentration by integrating our residents into a mixed use and mixed income area of the City."

Robert J. Landry,
Executive Director,
City of Glens Falls Housing Authority

Potential DRI Investments in the AWE District

The table on the opposite page provides a summary of potential catalyst projects for the AWE District that will be discussed, evaluated and defined in the DRI planning process. The projects identified by community members through public engagement processes associated with 2013 HUD Community Challenge Grant, the 2014 Downtown Vision and Development Strategy, the 2014 HUD Sustainable Planning Grant, the 2015 Adirondack Gateway Council Pathways to Progress report, and the South Street Revitalization Plan: Real Estate Market Analysis prepared in 2010.

Table 12. Potential Catalyst Projects for the AWE District

POTENTIAL PROJECT	DESCRIPTION
Year Round Farmers Market 25-33 South Street	Establish a 6,000 to 8,500 square foot facility to house a year-round Farmers' Market with a commercial USDA kitchen and space for instructional cooking, nutrition classes, a festival entertainment area, and a multi-level 275-350 vehicle parking structure.
Mixed Use Development 45 South and 36 Elm Streets	Conversion of two vacant, three-story buildings currently owned by the Glens Falls LDC with 7,000 and 17,550 gross floor area respectively. The use of the buildings will be determined through the DRI planning process.
Pocket Park and Parking 49, 51-57 South Street	Develop a pocket park to enhance recreation opportunities for local residents and additional parking to support new business development along the South Street Innovation Corridor. Consideration will be given to designing the pocket park to provide a pad for a food truck and outdoor dining space to be shared by South Street Innovation Corridor restaurants.
Mixed Use Development 45-56 South Street	Proposed acquisition and mixed-use redevelopment that includes retail, restaurant, office and residential uses, along with the establishment of SUNY Adirondack Downtown Campus, workforce development center and a Culinary Institute.
Mixed Use Development 76 South and 17 School Streets	Conversion of a vacant lot and adjacent building to mixed-use redevelopment that includes retail, restaurant, office and residential uses.
STEAM Museum Glen Street	Children's museum with a focus on science, technology, engineering, arts and mathematics. Potential funding would be used to determine overall feasibility assessment for the museum and identification of a business plan and financing strategy.
Pedestrian Collectors Elm and Glen Streets	Establish exciting urban spaces along Elm and Glen Streets that are kid-friendly and incorporate seating, public art and green infrastructure that connect the newly revitalized South Street Innovation Corridor to the STEAM Museum and Glens Falls Civic Center.
Public Art Trail	Assist development of a linear park along Glen Street that includes a multi-use pathway and defined gathering areas focused on public art and interpretive panels.
Façade Program	Support development and implementation of a façade improvement program for properties located within the AWE District.
Small Business Loan Program	Establish a loan and grant incentive program for retail tenants located within the AWE District to attract and retain commercial businesses.
Fellowship Program	Support development and implementation of a façade improvement program for properties located within the AWE District.
DRI Plan Development	Conduct a comprehensive public participation process to guide development of the DRI. Use techniques that will engage all stakeholders using low and high tech approaches.

6 Policies to Enhance Quality of Life

We are ready to use the DRI Planning process to evaluate new tools that can help us to create a livable and vibrant quality of life in the AWE district. We have already put in place a series of policies to increase livability and quality of life for our residents, employees and visitors with a focus on:

- **Stabilizing Neighborhoods:** We established our First Time Homeowners Program in 2002, and have assisted almost 160 families. While NYS Homes and Community Renewal has provided substantial funding for the program, Glens Falls annually commits cash funds and creatively leverages a partnership with the EPA to stabilize, rehabilitate and quickly dispatch the properties to non-speculative buyers. Using EPA "Risk Assessment" grant funding, the Glens Falls Community Development office evaluates homes for environmental contaminants. Potential low and moderate income home-buyers are eligible for up to $20,000 from the City's Community Loan Fund and an additional $25,000 grant or low interest loan for any necessary stabilization work. The First Time Homeowners Program is strategically coordinated with the City's capital improvement program. As the Community Development office acquires and improves residential properties, it can extend its impact by installing new sidewalks and planting street trees.
- **Committed to Complete Streets:** The City became a Complete Streets Community in 2013. Adopting a Complete Streets has helped us to developing local transportation systems on a human scale. We have completed a Downtown Connectivity Study and used those recommendations to build the first on-street bike lanes in Warren County. Our location next to the Warren County Bikeway, the Feeder Canal Trail and the Champlain Canal Trail means that smart municipal investments in alternative transportation can leverage huge returns. We continue to work to make our community fully multi-modal.
- **Landbanking before Land Banks Were Cool:** In 2012, to make government more accountable and efficient, Governor Cuomo repealed the statutory authorization for approximately 95 urban renewal and industrial agencies and 28 local public authorities across the state that were unneeded or defunct. The Glens Falls Urban Renewal Agency (URA) was not on that list. As a quasi-public agency tasked with eliminating blight from the city, the URA operates under the Community Development Department. After its early years of mass demolition, the Urban Renewal Agency reevaluated its role in the development of the community and has become a powerful tool for positive change. The Glens Falls URA has developed into an efficient land-banking apparatus capable of

securing distressed properties, stabilizing them, and selling them to responsible buyers. By working in tandem with the Community Development Department the URA has proven to be responsible steward of our community vision.

- **Pro-City Zoning:** We maintain a progressive zoning code to encourage the mix of uses and density appropriate for a vibrant urban neighborhood. The AWE District is zoned Central Commercial, allowing for tall buildings and a wide variety of uses. Throughout downtown there is a parking requirement waiver. This innovative tool allows developers to utilize historic structures and avoid driving up project costs with ugly parking lots. "Transit Oriented Development" (TOD) is directly supported by eliminating parking requirements.
- **Downtown Glens Falls Business Improvement District:** In 2005 the Downtown Glens Falls Business Improvement District (BID) was created by local business and property owners to kick start the revitalization of the downtown core with value added activities and services. The 501(c)3 organization gets funding from its special assessment district and holds regular public meetings. The BID provides for a regular dialogue between downtown businesses and City Hall. This unique partnership between local government and local businesses has led to a better managed and more livable downtown.
- **Living History:** Through policies and efforts by the city, the AWE District's rich built history is remarkably intact. The district almost fully encompasses the 23-acre Three Squares Historic District which was listed in the National Register in 1984, and hosts a collection of nearly 80 contributing structures built between 1902 and 1930 in the "American Renaissance" movement style. The uniform façade lines and mixed use structures in the DRI District are a gorgeous palate for businesses new and old. Beyond the official district, Glens Falls supports historic properties throughout the city with a very active façade and building improvement program.
- **Healthy City Policies:** Working with groups like the Glens Falls Hospital on the Creating Healthy Places to Live, Work & Play Initiative the city has encouraged healthy lifestyles through community gardens, walking loops, and bike trails. After completing a Connectivity Study in 2013, funded by a HUD Community Challenge Grant, we have emphasized the creation of "pedestrian alleys" to create a series of carefully designed walkways between downtown attractions. This policy creates a healthier more accessible environment for people of all ages and abilities. We have also worked to bring people closer to healthy food. Partnering with the development community the city is incentivizing a the mixed use Bonacio/Buicko project at 41 Hudson project that is endeavoring to bring a neighborhood sized grocery store into the downtown district.

"This plan is consistent with the recently completed and adopted Glens Falls Community Challenge Plan..."
Daniel G. Stec, NYS Assemblyman

- **Promoting Green Urbanism, Green Buildings, Green Energy and Green Infrastructure:** We're pursuing policies to use local energy sources and lessen our impact on the environment in order to improve the quality of life for residents.

  o In 2015 Glens Falls won a competitive NY Prize Planning grant to study the feasibility of installing a standalone electricity system that can operate independently of the power grid-commonly called a "community microgrid." By reconnecting the community with the power of the Hudson River and private sector partners like Finch Paper and Glens Falls Hospital, the city is studying ways to provide cheaper, more reliable energy.

  o Since 2014 NYSERDA has helped the city develop a solar farm on an underutilized municipal parcel in order to save money for residents.

  o Our CONNECT NY funding is being used to develop high speed broadband throughout the district.

The DRI planning process will help identify ways to integrate Green Infrastructure projects into our historic urban downtown. Our location on the Hudson River will allow us to demonstrate how history and the environment make good partners.

7 Local Support

This application details more than $226 million dollars in private and public investment that has recently occurred and is underway in the AWE District. These significant investments indicate the deep and abiding trust investors have in Glens Falls' ability to implement a strategic investment plan designed to create an environment where businesses and families can flourish.

We are prepared with the experience, vision and ability to proceed with the planning and implementation of the DRI. The Glens Falls Local Development Corporation (GFLDC), the agency responsible for improving the economic conditions in the City, will serve as the local lead for the DRI planning process.

The Warren County EDC is the overall administrator of economic development programs and grants. The organization will coordinate with the implementing organizations within the City including the Glens Falls Local Development Corporation and the Glens Falls Industrial Development Agency (who share staff with the WEDC).

The WEDC and the GF LDC have a long history of working on economic development grants with State and Federal agencies including:

- Development of the Farmers Market on South Street with USDA;
- HUD Community Development including the acquisition and development of a 40 acre Technical Park including placement of water, sewer, fiber optic infrastructure (supported by US EDA and NYS ESD);
- Downtown façade program under NYS Main Street, with assistance of National Grid);
- Downtown loan program using local funds, HUD CDBG funds, USDA and the IRL program;
- Risk assessment of properties downtown (working with U.S. EPA, NYS DOS BOA program; and
- Downtown connectivity projects with NYS DOS.

The City of Glens Falls and the GFLDC understand the value of collaboration and engaging a wide range of stakeholders. Recent planning efforts like the HUD Community Challenge Grant, the regional HUD Sustainable Planning Grant and other local projects utilized a collaborative and inclusive approach. The following list includes groups and organizations that will participate in the DRI process- the list will continue to grow as we approach our initial meeting;

- The CR REDC
- Residents and Neighbors
- Community Action Agency
- NAACP
- Continuum of Care
- Glens Falls Housing Authority
- Developers of recent projects within the City
- Downtown Realtors
- The Glens Falls Chamber of Commerce and the Glens Falls Downtown Business Improvement District
- Business owners, especially South Street and Elm Street businesses and commercial property owners;
- Glens Falls Local Development Corporation, Glens Falls Industrial Development Agency, Economic Development Council of Warren County
- Cultural institutions, including the Hyde Collection, the CR Wood Theater, the Crandall Library, LARAC, the Glens Falls Symphony, the Glens Falls Civic Center;
- Educational institutions including the Glens Falls School District, BOCES, and SUNY Adirondack;
- Social and public service organizations including Glens Falls Hospital, Hudson Headwaters, the Glens Falls Police; and
- Faith-based Organizations.

"The older buildings and warehouses in the City offer a tremendous potential for new residential units and business development... The Glens Falls Chapter of NAACP is willing to assist the City of Glens Falls in further developing this DRI Plan."

Mary Gooden, President, NAACP Glens Falls Chapter

You Can Come Home Again

When Stephen and Rebecca Butters, both chefs, wanted a less hectic life, Rebecca's father, a local attorney enticed them to come home. Both trained chefs, they opened Morgan & Co. restaurant, that operates in a restored mansion in downtown Glens Falls. The building was rehabilitated by local contractors and local art hangs on the walls.

They have joined local organizations like the Chamber of Commerce and promote their restaurant through Regional efforts like "Taste of the North Country." They show cartoons on Saturday morning to attract young families to brunch. They offer another in an increasing number of "cool and authentic" places that are attractive to the growing millennial population – a critical base to maintain and grow younger workers.

The City is looking forward to implementing a grass roots approach to the Downtown Revitalization Initiative planning process and developing an ongoing virtual framework to engage citizens in a wide range of public decisions. These tools can engage the public in all aspects of the project including inventorying of assets through online mapping, brainstorming and visioning, setting priorities, and performance measurement (i.e., metrics). We are excited by opportunities to engage millennial families, empty nesters and New Americans – the fuel for the revitalization of our AWE District.

We will engage New Americans whether they are refugees, college or university students, new technology workers or others attracted to the high quality of our city. We will use new online real time translation tools like Google Translate in public meetings and other venues including 'pop-up' in person events such as ethnic festivals.

To gather input for this application a public meeting was held on May 11th at the Queensbury Hotel with members of the public and representatives from economic development organizations and community groups. To keep the public informed, a website (http://gfdri.org/) has been established outlining prior plans and information regarding this DRI application.

Our Planning Track Record

In 2013, the City of Glens Falls was awarded a HUD Community Challenge Planning Grant which was used to prepare a Downtown Vision and Development Strategy and Bike & Pedestrian Path Connectivity Plan, which are the foundation strategies influencing our successful 2015 URI proposal and this application.

The Downtown Vision and Development Strategy was shaped by a number of engagement efforts including:

- A series of focus groups were held that involved over 50 organizations including:
    - Arts & culture groups
    - Transportation & circulation specialists
    - Housing & Human Services providers
    - The Chamber of Commerce and Business Improvement District
    - Banks and Financial Institutions
    - Economic development organizations, and
    - Realtors
- Three interactive public forums;
- An on line survey community;
- Speaking engagements before various organizations and service clubs; and
- Radio and television interviews.

At the same time, the City administered a HUD Sustainable Planning Grant involving Warren, Washington and Northern Saratoga Counties through the Adirondack Gateway Council (AGC), leading a ground up planning process spanning the three county region. That process developed and launched a website, developed promotional materials, used traditional outreach methods as well as social media, conducted numerous pop-up outreach events and, in the end, engaged over 800 residents of the region.

As a result of the extensive public outreach conducted for the two federal planning projects, the City of Glens Falls and the Adirondack Gateway Council received the following award recognitions:

- **American Society of Landscape Architects** - 2103 Merit Award, Downtown Vision and Development Strategy for the HUD Community Challenge Grant
- **American Planning Association Upstate NY Chapter** - 2015 Award for Excellence in Public Outreach. Pathways to Progress: Charting a Course for the Adirondack Gateway Region - HUD Regional Sustainable Planning Grant
- **NY Planning Federation** - 2016 Heissenbuttel Award for Planning Excellence to the Adirondack Gateway Council for Pathways to Progress shared with the Adirondack Partnership for ADVANTAGE Adirondacks, the Adirondack Park's new economic development strategy.

Many partners are prepared to help the City build the AWE district. Quotes from many are used through this proposals and letters of support can be found in Appendix D. The list of supporters includes:

- Elizabeth O.C. Little, Senator 45th District
- Daniel G. Stec, Assemblyman 114th District
- Mary Gooden, President, NAACP Glens Falls Chapter
- Robert Landry, Executive Director, Glens Falls Housing Authority
- Kristine Duffy, President, SUNY Adirondack
- Dr. John Rugge, CEO, Hudson Headwaters Health Network
- Megan Mattison, President, Glens Falls Farmers Market
- George Ferone, President & CEO, Adirondack Regional Chamber of Sonny Bonacio, President, Bonacio Construction
- Dan Burke, Chairman, Glens Falls Business Improvement District
- John W. Wheatley, Vice President, EDC Warren County

'Just Perfect' for Glens Falls

Drew Fitzgerald, a Glens Falls native, thought "Just Beverages" was just what the City needed, and he worked to bring his Los Angeles based start-up to the AGC Region.

Just Beverages, working with EDC of Warren County, recently announced that it would be locating its first bottling plant in a converted 14,500 square foot historic church building in downtown Glens Falls. Repurposing and reusing the building is consistent with their sustainability focus.

The company COO Jim Siplon said they were "looking for a community that is open to new ideas, but small enough to care about a small start-up like us," and Glens Falls fit the bill. The taste and quality of water in the Southern Adirondacks didn't hurt.

The company produces food and beverages, including bottled water that promotes good health and wellness. It utilizes innovative packaging made from renewable resources, contributing to a smaller carbon footprint, and is working with local schools and SUNY@Adirondack to pilot sustainability education for students.

8 Challenges

Like all places, we face challenges but we have been successful in spite of them and have secured an ongoing stream of funding commitments from the REDC, and State and Federal partners that we have put to good use advancing multiple projects simultaneously to create observable momentum and tax base expansion. We have become particularly adept at property acquisition, landbanking and parcel assembly, partnering with the private sector and anticipating their needs. All parts of our downtown have not received the same level of attention, but we stand ready to focus time and resources in the AWE district, especially on South Street and Elm Street. Specific challenges in this investment are include:

- **Property Cost:** As some property owners have speculated in downtown real estate, acquisition costs for some projects that could have catalyst impact are too high to attract private investment, especially in light of poor building conditions. Public sector funding has allowed the Glens Falls Local Development Corporation to provide the gap funding necessary to make these properties attractive to private developers and the DRI funding can help to advance multiple projects along South Street simultaneously, helping to "tip" the district into being a better investment. Redevelopment of targeted properties (described under Criteria 5: Attractiveness) into mixed-use developments will enhance the diversity of available housing options for local residents, increase job and workforce training opportunities, and attract start-up investments along the South Street Innovation Corridor.
- **High Vacancy Rates.** Key properties (46-56, 45, 49, and 51-56 South Street, 36 Elm Street and 274 Glen Street) currently have a total vacancy rate of nearly 90%, which contribute to the neighborhood's reputation as being blighted and underutilized. The renovation and rehabilitation of these buildings to mixed-use will return a significant portion of underutilized properties back to the City's tax rolls.
- **Public Transit and Parking.** As South Street and the AWE District are revitalized, the demand for additional parking and also for public transit options will grow. If we want to protect the environment and reduce impervious surfaces we must continue to promote the use of structured parking and support multiple modes. The FHWA has found that transportation costs are usually the second-biggest budget items for most families, putting more pressure on us to develop a cost effective and fully multi-modal system. Millennials, empty nesters, seniors, low to moderate income people and New Americans are looking to relocate to urban areas that provide both safe, accessible parking and good alternative transportation options.

Choice of modes is a clear expectation of the millennial generation who like to choose the most convenient approach (driving, public, biking or walking) for each trip. Car sharing, bike sharing, walking and car ownership are all options, but public transportation is ranked highest and is considered the best mode to connect by young people. They are also very aware that public transportation protects the environment by reducing pollution and vehicle use – all recommendations that are consistent with the Capital Region Sustainability Plan and the Adirondack/Glens Falls Transportation Council's research. Increasing commuter routes to regional employment destinations, like Saratoga Springs, will make the AWE district a smart choice for affordable housing and quality of life. Excellent transportation also includes pedestrian-friendly corridors, an environment designed for comfortable, safe biking, connections to existing bike trails, and bus shelters. The development of additional parking along South Street will support new residential and commercial uses, while the redesign of Elm and Glen Streets into active, lively urban spaces will help bring the City of Glens Falls to life.

Each of the individual projects that collectively make up this larger omnibus project involve renovation and revitalization of a number of older dilapidated buildings, while adding new construction in distressed areas of the city that will house new and expanded job opportunities."
Elizabeth OC. Little
NYS Senator

9 Other

Glens Falls DRI

Find the following reports at: www.gfdri.org

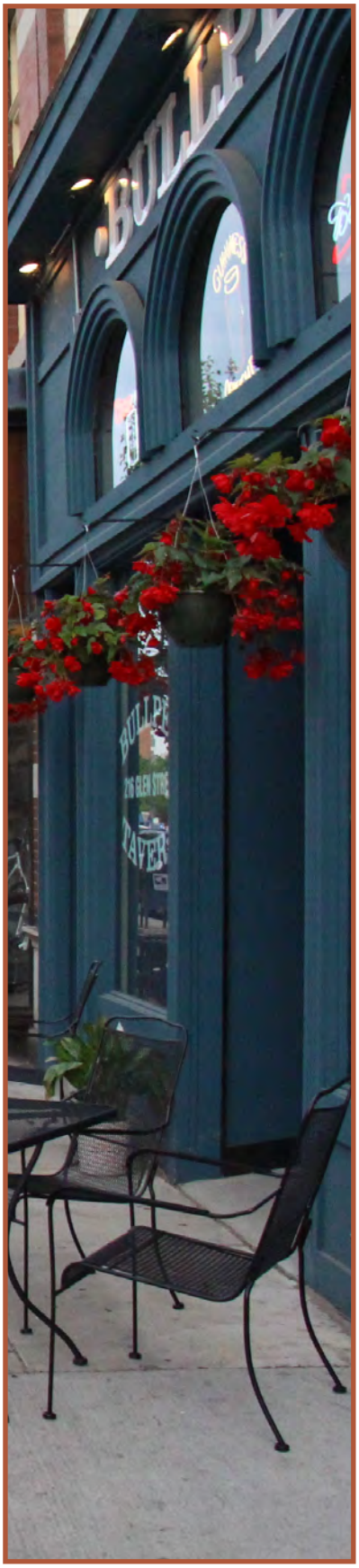
- *Getting it Right GF*
- *Glens Falls Downtown Vision & Development Strategy*
- *Real Estate Analysis - South Street*
- *News articles on HUD Community Challenge*
- *Executive Summary - Downtown Vision and Development & Bike/ Pedestrian Path Connectivity*
- *Pedestrian and Bicycle Connectivity Study Part I*
- *Pedestrian and Bicycle Connectivity Study Part II*

Successful AWE Business Start Ups

- **Peter's Diner:** http://poststar.com/news/local/glens-falls-mayors-gather-to-celebrate-longtime-diner-owner/article_f7adc71c-9d10-11e0-8ab1-001cc4c002e0.html
- **Dizzy Chicken:** http://www.glensfallsregion.com/glensfallsbusiness-journal/2015/06/former-casino-lounge-will-soon-become-new-dizzy-chicken-wood-fired-rotisserie.html
- **Just Beverages:** http://www.bizjournals.com/albany/morning_call/2014/12/why-just-beverages-is-building-a-water-packaging.html
- **Queensbury Hotel:**http://poststar.com/news/local/downtown-business-leaders-happy-about-queensbury-hotel-returning-to-local/article_4f72f6b6-5131-5524-92ff-1a0ba53d2cac.html

Public Engagement

- http://poststar.com/news/local/glens-falls-hosting-meeting-on-south-street-improvements/article_a3cf9340-eb6e-11df-b37b-001cc4c002e0.html



A Appendix A: Executive Summary

Glens Falls has momentum, and we believe that our carefully defined Arts, Wellness and Entertainment (AWE) District will have the largest catalytic impact in the Capital Region, speeding up investment, leveraging collaboration, creating jobs, and fueling future change. Like any catalyst, it doesn't take much to make big things happen and we are ready to act.

We defined the downtown district's using the essential principle at the heart of all successful downtowns: walkability. The ***Outer District*** extends ½ mile (10-15-minute walk) from the intersection of Elm Street and Hudson Avenue and represents the next phase of development. The ***AWE District***, a ¼ mile (5-10-minute walk) from the same centerpoint, is compact, walkable, active year-round and strategically located, linking upscale Glen Street (restaurants, bars and shops and entertainment venues) to large employers, densely settled historic residential neighborhoods, new food amenities, major art and cultural institutions and community services using "innovation corridors" along South and Elm Streets (historically known as Glens Falls" Streets of Dreams."

The **BOUNDARY** was chosen because it is compact, walkable, bikeable and livable year round; links and features the City's renown arts and cultural anchors; builds on Glen success; reinforces the established urban living model; integrates major employers and workforce; includes resources that train the next generation workforce; innovates around affordable local food and wellness; is attractive to millennials expectations; avoids gentrification; promotes green urbanism and reinforces the downtown identify as the Gateway to the Adirondacks.

Since the neighborhood's last heyday at the turn of the twentieth century, it has been a home and a gathering place for working people. Once mill workers and their families, with paychecks in their pockets, enjoyed the area pubs and vaudeville houses, diners and dance halls. They lived in apartments over small businesses, walked to work with friends, and bought what they needed at shops along the block, enjoying exactly the same quality of life that make the District attractive to today's families, young and old. Before local companies rebounded in the City, traditional industry lost ground and the Streets of Dreams became rough around the edges.

The District is becoming **ATTRACTIVE** to diverse users including young people and children, millennial entrepreneurs and homesteaders, families and empty-nesters, local employees and downtown professionals and visitors who are paying attention to Glens Falls affordability, historic architectural character, walkable

urban scale, creative economy businesses and diversity. With rehabilitated affordable housing, convenient community services, new market rate rentals and a bustling Farmers Market, the District is on the rise as an edgier and trendier place than traditional and more expensive downtowns south of Glens Falls. Truly a mixed-income, mixed-age and mixed-use place, publicly supported affordable and special needs housing coexist within blocks of each other. More and more creative economy entrepreneurs and professionals call the AWE District home, agreeing with NerdWallet that it is an attractive place to start a company (ranked #4 in NYS), they are also attracted by the City's sustainability strategy that is promoting solar power, a hydro powered microgrid and high speed broadband.

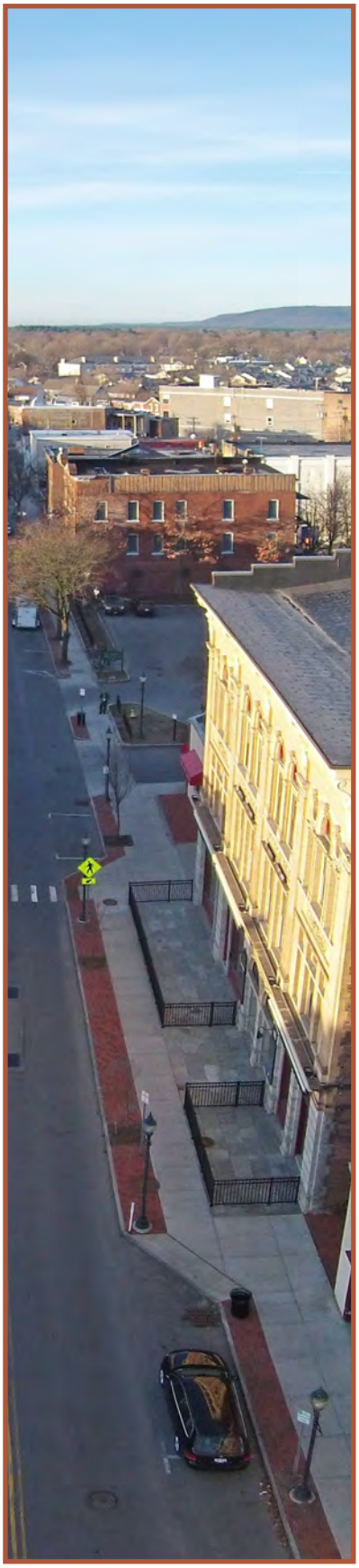
The AWE District builds on the area thriving businesses and activities on Glen Street such as the Charles R. Wood Theater, Crandall Library, Glens Falls Symphony, Davidson Brothers Brewing Company, trending retail shops, among many more. New programs educate and train low income families, in emerging fields including culinary arts and health care through partnerships with SUNY Adirondack, NYSDOL and Glens Falls Hospital. Local food assets like the 41-year-old Glens Falls Farmers' Market, a new food coop, potential downtown SUNY Adirondack Culinary Institute can help create a regional food innovation hub.

The AWE district is perfectly **SIZED** to capture the daily spending potential of over 14,000 people (combined district's 5,500 current residents, 750 new residents, and, 8,000 workers.) Part of the Glens Falls Central Business District, it serves as the primary downtown and only urban center within 20 miles, serving 150,000 people weekly, especially those in the Southern Adirondacks and providing a tourism gateway to the Park (estimated 750,000 visitors annually to City venues and events.)

Both Districts can document **PAST INVESTMENTS AND NEW INVESTMENT POTENTIAL** including 50 projects with investment value of $226 million including 454 units of new housing (283 market rate, 134 affordable and 36 in the planning stages) that will attract 750 new residents. These 50 current and future developments are JOB GENERATORS, creating 460 permanent jobs, 920 construction period jobs, and helping to support retention of nearly 4,000 local positions. Potential development of a downtown campus for SUNY Adirondack could bring hundreds of students and faculty. Relocated NYS DOL training programs will draw residents looking to enhance their skills. Glens Falls Transit ridership is growing and the City would like to approach CDTA about expanded commuter service, especially to Albany, Malta and Saratoga Springs where significant business expansion is occurring. Projects in the districts have received 21 grants totaling nearly $20.0 million including $6.0 million through the

"This project will also expand beyond the 3-4 blocks and continue the effort to attract good paying jobs and increase badly needed tax base to the City of Glens Falls. This DRI Plan will bolster the surrounding region's strengths and compliments one of the Capital Region Economic Development Council's goals within the Strategic Plan to "Bring Our Cities to Life."

Dan Burke, Chairman, Glens Falls Business Improvement District



CREDC, $1.9 million in other State grants and $11.8 million from the federal government.

Progressive **POLICIES** are in place to stabilize neighborhoods through affordable homeownership, complete streets; landbank and facilitate development; adopt pro-city zoning; preserve historic resources; implement healthy cities principles; and promote green urbanism. These help us to address identified **CHALLENGES** including the need for gap financing to address high acquisition costs; high vacancy rates among blighted and underutilized properties and unmet demands for parking and public transit.

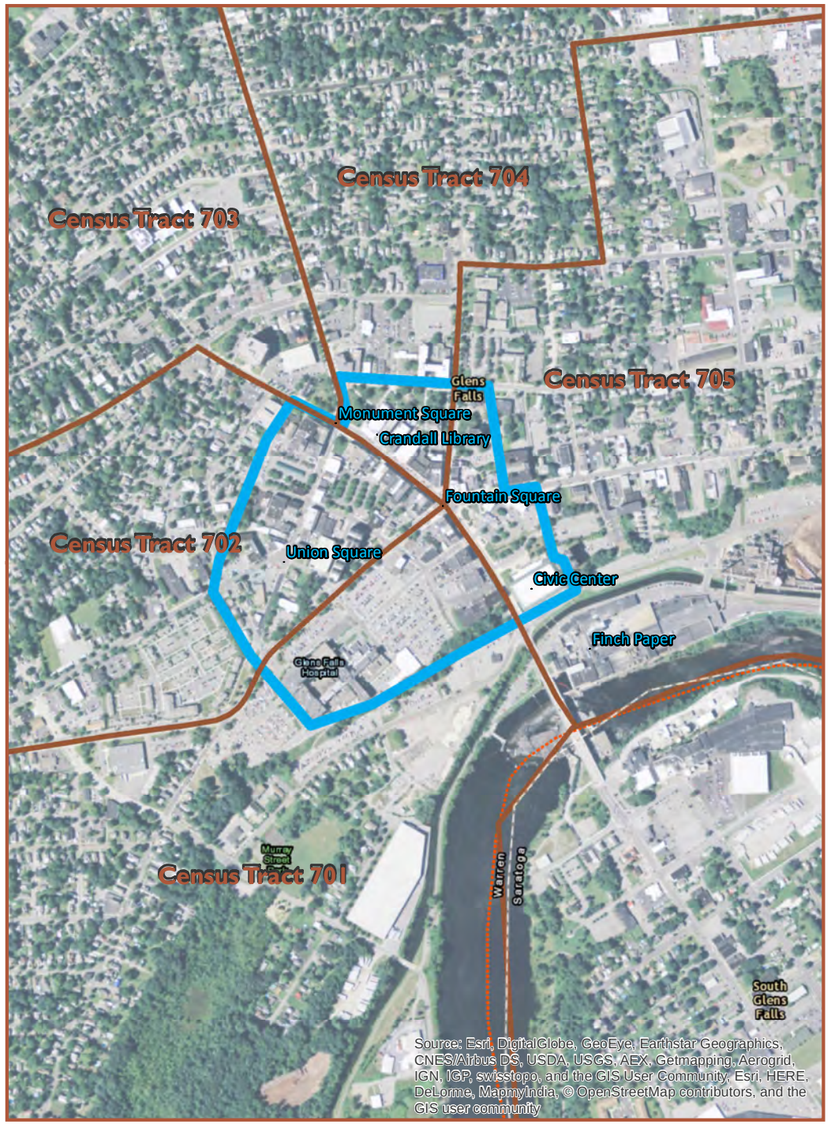
We have the **LOCAL SUPPORT,** experience, vision and ability to execute the DRI using both high tech and low tech outreach and have conducted a public meeting and mounted a website (http://gfdri.org/) to educate and seek input for this DRI application. Many long-time partners and new collaborators are prepared to help build the AWE District and have provides quotes and letters of support. We offer **CAPACITY AND SUPPORT** through collaborative efforts of EDC of Warren County, our Glens Falls Local Development Corporation and our Industrial Development Authority to execute the Downtown Revitalization Initiative. These partners will lead us through a process that builds on recent plans, leverages partnerships, introduces new concepts, facilitates frank dialogues, tests feasibility, and decides which cutting edge urban revitalization tools are a fit for Glens Falls. In addition to advancing implementation of important projects, this process can leverage interesting, impactful and scalable solutions that build upon more traditional downtown revitalization strategies, creating models and pilot projects that are replicable across the Region and around the State.

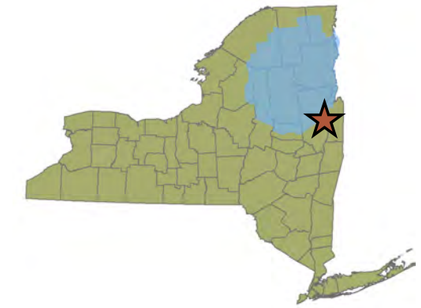
In the AWE District today, businesses and organizations a starting up and expanding, services are improving, entrepreneurs are taking chances and residents are flocking to new homes. Our reputation as an entertainment center is undeniable and arts, cultural and entertainment assets draw over 750,000 visitors every year through our Adirondack gateway.

OUR BOTTOM LINE:

We are ready, willing and able to provide the capacity and support necessary to leverage the commitment of $10 million in DRI funds to capitalize on 50 recent, active and planned development projects that are investing $226 million to attract 750 new residents; produce 450 new residential apartments; generate 460 permanent jobs, 920 construction period jobs while supporting retention of nearly 4,000 local positions to establish a desirable, unique and creative place where today's (and tomorrow's) New Yorkers want to work, live and play.

B Appendix B: Location Map





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C Appendix C: Photos of AWE District Catalyst Projects

274 Glen Street: Proposed acquisition and mixed-use redevelopment

25-33 South Street: Year-round Farmer's Market with parking garage

45 South Street: Proposed mixed-use development

49 South Street: Proposed acquisition for pocket park and parking

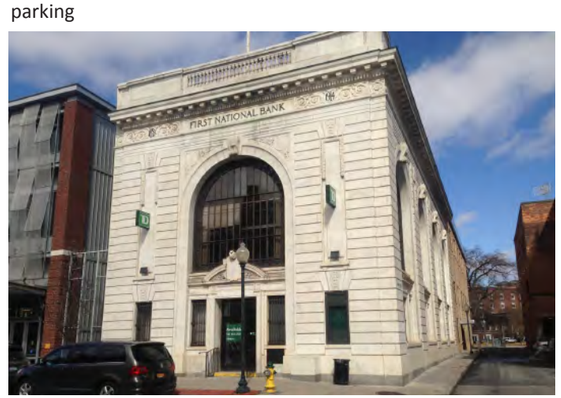
36 Elm Street: Proposed mixed-use redevelopment

51-57 South Street: Proposed acquisition for pocket park and parking

46-56 South Street: Proposed acquisition and mixed-use redevelopment

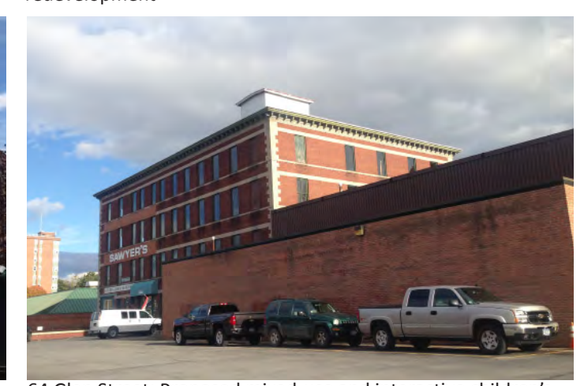
76 South Street: Proposed acquisition and mixed-use redevelopment

90 South Street: Proposed mixed-use redevelopment



237 Glen Street: Proposed acquisition and renovation

10-14 Park Street: Renovation to entertainment venue



64 Glen Street: Proposed mixed-use and interactive children's museum

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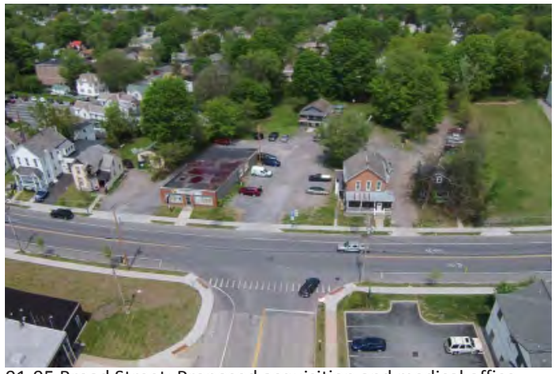
Photos of Outer District Pending Projects



91-95 Broad Street: Proposed acquisition and medical office redevelopment

31-38 Broad Street: Just Beverages

88 Ridge Street: Expansion/renovation of Queensbury Hotel

67-73 Warren Street: Pending redevelopment of former US Post Office as office/commercial space

139, 147 Warren Street: Proposed acquisition and redevelopment of former Armory

211 Warren Street: Native Textile manufacturing

Photos of District Anchor Properties

Glens Falls Hospital

Glens Falls Civic Center

Charles R. Wood Theatre

Crandall Public Library

Davidson's Brew House on Glen Street

The Mill of Glens Falls Apartments

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D Appendix D: Letters of Support

GlensFallsBID
BUSINESS IMPROVEMENT DISTRICT

May 23, 2016

Co-Chairs Mr. James J. Barba and Dr. Robert J. Jones
Capital Region Economic Development Council
Hedley Park Place, 433 River Street- Suite 1003
Troy, NY 12180

Dear Mr. Barba and Dr. Jones,

I am pleased to offer my full support of the Glens Falls Downtown Revitalization Initiative project which has been submitted under the NYS (DRI) funding competition now underway. This plan essentially provides the continuation of a redevelopment with a series of opportunities in the downtown urban area within a 3-4 block area that will further connect business, commerce, arts, culture, entertainment, recreation and neighboring communities and increase employment.

This revitalization plan is consistent with the recently completed and adopted Glens Falls Community Challenge Plan (HUD Sustainable Communities Grant), which recommended that the city and its related Economic Development agencies undertake efforts to develop underutilized, vacant and deteriorating buildings into energy-efficient buildings and to further connect downtown with other site/venues by improving/developing greater pedestrian biking access. This Project will also expand beyond the 3-4 blocks and continue the effort to attract good paying jobs and increase badly needed tax base to the city of Glens Falls. This DRI Plan will bolster the surrounding region's strengths and compliments one of the Capital Region Economic Development council's goals within the Strategic Plan is to "Bring Our Cities to Life." This project directly aligns with this objective and will leverage private investment to make this plan a reality.

As the BID did last year with our endorsement of the City's URI proposal, I strongly support this project and hope it will be given favorable consideration for funding.

Sincerely,

Dan Burke
Chairman, Glens Falls Business Improvement District

Glens Falls Business Improvement District | downtownglensfalls.com
136 Glen Street | Glens Falls, New York | 12801

ELIZABETH O C LITTLE
SENATOR 45TH DISTRICT
ROOM 310
LEGISLATIVE OFFICE BLDG
ALBANY NY 12247
(518) 455-2811
5 WARREN STREET
GLENS FALLS NY 12801
(518) 743-0968
WEB ADDRESS:
LITTLE.NYSENATE.GOV

THE SENATE
STATE OF NEW YORK

CHAIR
HOUSING, CONSTRUCTION & COMMUNITY DEVELOPMENT

COMMITTEES
CRIME VICTIMS, CRIME & CORRECTION
CULTURAL AFFAIRS, TOURISM, PARKS & RECREATION
EDUCATION
ENERGY & TELECOMMUNICATIONS
ENVIRONMENTAL CONSERVATION
FINANCE
HEALTH
RULES

May 25, 2016

James J. Barba, Dr. Robert J. Jones; Co-Chairs
Capital Region Economic Development Council
Hedley Park Place
433 River Street- Suite 1003
Troy, New York 12180

Dear Mr. Barba and Dr. Jones,

I am pleased to offer my full support of the City of Glens Falls' Downtown Revitalization Initiative application requesting funding to support the city's multi-faceted, multi-phase project combining multiple properties, interested parties, and businesses and institutions that are crucial contributors to the regional economy.

Each of the individual projects that collectively make up this larger omnibus project involve renovation and revitalization of a number of older dilapidated buildings, while adding new construction in distressed areas of the city that will house new and expanded job opportunities. These connecting projects will also, over time, add targeted industry, good paying jobs and much needed tax base to the City of Glens Falls, which will bolster the surrounding region's strengths as well.

A Capital Region Economic Development Council goal within the Strategic Plan is to "Bring Our Cities to Life." This project fits this objective squarely and will leverage private investment in the process. It also follows existing City master plan objectives laid out over recent years.

I strongly endorse this project and hope it will be a given favorable consideration funding.

Sincerely,

Elizabeth O'C. Little
Senator

EOL/sjd

EDC
Warren County, NY

May 23rd, 2016

Co-Chairs Mr. James J. Barbara and Dr. Robert J. Jones
Capital Region Economic Development Council
Hedley Park Place, 433 River Street- Suite 1003
Troy, NY 12180

Dear Mr. Barbara and Dr. Jones,

Economic Development Corporation, Warren County (EDC) is pleased to provide full support for the Glens Falls Downtown Revitalization Initiative which is being submitted under the NYS DRI Revitalization Initiative (URI) competitive funding program currently underway. This multi-phase plan provides the furtherance of redevelopment with further connecting business, commerce, arts, and culture, entertainment, recreation and neighboring communities. Most importantly, it will provide opportunities to increase capacity for new jobs in the region.

The city of Glens Falls is the regional urban and economic center for the CREDC's northern rim-i.e. Warren, Washington & northern Saratoga Counties (Approx. 150,000 population collectively). The Downtown Revitalization plan of job creation and sustainability is focused on connecting, improving, and funding diversified regional assets and clusters including: increasing downtown living through acquisition and development of vacant and underutilized buildings into mixed residential-commercial , convert seasonal farmers market into year round farmers market, expansion of primary health care and new health facilities (Including medical teaching facility); creating and connecting downtown public art trails with arts facilities such as world renowned Hyde Collection, The Shirt Factory (artisan craft) and entertainment venues (Wood Theater, Park Theater renovation underway, refurbished Civic Center and creation of new STEM Museum); an expanded link for pedestrians, bicyclist and residents within neighboring communities; and workforce development programs corroboration with Local 773 and NYS Department of Labor One Stop Center which has been relocated to Downtown .

Three of the Capital Region Economic Development Council's goals within the Strategic Plan are: "Bring our Cities to Life", "Prepare for Tomorrow" and "Spotlight our Strengths." This project is consistent with all three of these objectives and will leverage new private investment in the process. I strongly support the downtown Glens Falls Revitalization Plan for the funding in this year's Upstate Revitalization initiative competition.

Sincerely,

John W. Wheatley, Vice President
EDC Warren County

DANIEL G. STEC
Assemblyman 114th District

THE ASSEMBLY
STATE OF NEW YORK
ALBANY

RANKING MINORITY MEMBER
Environmental Conservation Committee

COMMITTEES
Banks
Local Governments
Social Services
Tourism, Parks, Arts & Sports Development

May 23, 2016

Co-Chairs Mr. James J. Barbara and Dr. Robert J. Jones
Capital Region Economic Development Council
Hedley Park Place, 433 River Street- Suite 1003
Troy, NY 12180

Dear Mr. Barba and Dr. Jones,

I am pleased to endorse the Glens Falls, Downtown Revitalization Initiative project which has been submitted under the NYS (DRI) funding competition now underway. This plan essentially provides the continuation of a redevelopment with a series of opportunities in the downtown urban area within a 3-4 block area that will further connect business, commerce, arts, culture, entertainment, recreation and neighboring communities and increase employment.

This revitalization plan is consistent with the recently completed and adopted Glens Falls Community Challenge Plan (HUD Sustainable Communities Grant), which recommended that the city and its related Economic Development agencies undertake efforts to develop underutilized, vacant and deteriorating buildings into energy-efficient buildings and to further connect downtown with other site/venues by improving/developing greater pedestrian biking access.

The project will also expand beyond the 3-4 blocks and continue the effort to attract good paying jobs and increase badly needed tax base to the city of Glens Falls. The DRI Plan will bolster the surrounding region's strengths and compliments one of the Capital Region Economic Development council's goals within the Strategic Plan, which is to "Bring Our Cities to Life." This project directly aligns with this objective and will leverage private investment to make this plan a reality.

I support this application and I hope it will be given favorable consideration for funding.

Sincerely,

Daniel G. Stec
Assemblyman 114th District
Essex, Saratoga, Warren and Washington Counties

ALBANY OFFICE, Room 940, Legislative Office Building, Albany, New York 12248 • 518-455-5565, FAX: 518-455-5710
DISTRICT OFFICE, 140 Glen Street, Glens Falls, New York 12801 • 518-792-4546, FAX: 518-792-5584
EMAIL: stecd@assembly.state.ny.us

NAACP Glens Falls Chapter PO Box 478 Glens Falls NY12801

May 23, 2016

Co-Chairs Mr. James J. Barbara and Dr. Robert J. Jones
Capital Region Economic Development Council
Hedley Park Place, 433 River Street- Suite 1003
Troy, NY 12180

Subject: ***City of Glens Falls DRI Funding Application***

Dear Mr. Barba and Dr. Jones,

I am very pleased to provide our support for the City of Glens Falls' application to Capital Region Economic Development Council for this Downtown Revitalization Initiative.

We are certainly aware of the City's economic strategy to redevelop existing underutilized properties for new uses that require significant renovation cost in order to become productive again. The older buildings and warehouses in the City offer a tremendous potential for new residential units and business development. NAACP works with under-employed individuals within the City of Glens Falls to help then access good paying jobs, higher education, and other social and economic opportunities. We also work closely with county and state agencies to help coordinate life-skills and financial training, and we promote economic fairness and environmental justice in the provision of local government services and programs. .

The Glens Falls Chapter of NAACP is willing to assist the City of Glens Falls in furthering developing this DRI Plan. Our organization served on the citizens committee that developed the Downtown Vision HUD Community Challenge Plan. NAACP strongly supported two recent grant awards to the City-- first time home buyers program and EPA Job Training funding.

We look forward to our continuing relationship with the City upon the award of these DRI funds to the City.

Sincerely,

Mary Gooden (L.B)

Mary Gooden
President
Phone 518 986 1163

ADIRONDACK REGIONAL CHAMBER OF COMMERCE

136 GLEN STREET, SUITE 3
GLENS FALLS, NY 12801

PHONE: 518-798-1761
FAX: 518-792-4147
WEB: adirondackchamber.org

May 26, 2016

Co-Chairs Mr. James J. Barbara and Dr. Robert J. Jones
Capital Region Economic Development Council
Hedley Park Place, 433 River Street- Suite 1003
Troy, NY 12180

Dear Mr. Barba and Dr. Jones,

The Adirondack Regional Chamber of Commerce is pleased to offer our full support for the Glens Falls Downtown Revitalization Initiative project which is being submitted under this new funding program (DRI) competition. This funding application will provide an opportunity to assist in redeveloping properties in a critical underinvested area of the City-Downtown South Street.

This redevelopment involves renovation and revitalization of a number of older dilapidated buildings (many vacant or substantially underutilized) plus add new construction in distressed areas of the city that will create new and expanded job opportunities. This project aligns with one of the Capital Region Economic Development Council's goals within the Strategic Plan is to "Bring Our Cities to Life." This project fits this objective squarely and will leverage private investment in the process. This application follows existing City planning reports and objectives.

This Chamber strongly endorses this project and would ask that this application be given favorable consideration for DRI funding by this Council.

Sincerely,

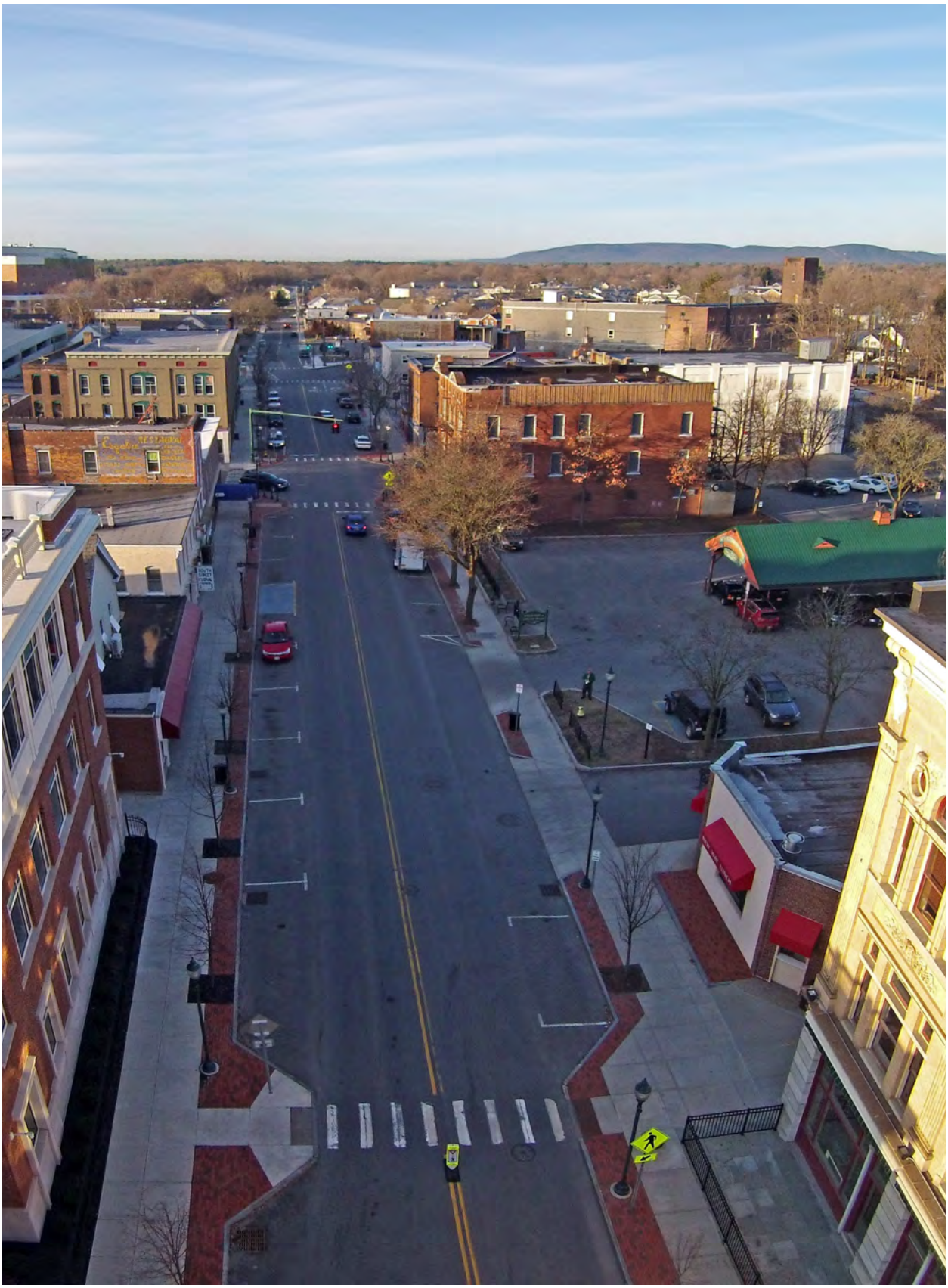
George Ferone
Interim President & CEO

CC: Tom Albrecht, Chairman, Board of Directors
Tori J. E. Riley, Incoming President & CEO

ARE YOU IN?

The Chamber is the leading voice of business in the region, New York's Warren, Washington and northern Saratoga Counties. We are committed to providing exceptional value, without exception, to all Chamber members and area visitors.

E Appendix E: Photography and Graphics Credits

Many thanks to the following people and organizations who provided photographs and graphic images related to Glens Falls for use througout this application:

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