



TETRA TECH

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Schuyler County Partnership for Economic Development Regional Strategic Plan

FINAL

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Prepared for:

The natural resource
for business development

SCOPED

Schuyler County Partnership For Economic Development

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Abbreviations

DRI	Downtown Revitalization Initiative
ESD	Empire State Development
IDA	Schuyler County Industrial Development Agency
HCR	NY State Homes and Community Renewal
LWRP	Local Waterfront Revitalization Program
PSP	Project Seneca Project
RSP	Regional Strategic Plan
SCOPED	Schuyler County Partnership for Economic Development

Executive Summary

In the heart of the New York’s Finger Lakes region at the headwaters of Seneca Lake are the villages of Watkins Glen and Montour Falls. The two villages are attractive locales for potential investors due to the scenic beauty, abundant recreational amenities, and proximity to population centers such as Ithaca and Cornell University, Corning, and Elmira, and access to major metropolitan areas of New York City, Philadelphia, Washington DC, and Toronto. Major natural assets and entertainment venues including Seneca Lake, Watkins Glen State Park, Catharine Valley Trail, and Watkins Glen International Speedway attract 3 million visitors a year.



Planning Process and Components



Seeking continued holistic economic development, Schuyler County Partnership for Economic Development (SCOPED), Schuyler County (County), and the villages of Montour Falls and Watkins Glen worked with the Local Waterfront Revitalization Program (LWRP) to develop a Regional Strategic Plan (RSP) to analyze the area’s unique economy, as well as its social and cultural characteristics. The goal of the RSP is to recommend projects and actions to further the region’s economic development while maintaining the communities’ character, social values, and environmental assets. With an aim to identify complementary characteristics that benefit the region, the RSP also works to identify how each community envisions its joint future.

Development of the RSP involved extensive community engagement to generate a unified regional vision to inform its recommendations. This follows extensive community engagement in Watkins Glen for the State of New York, Downtown Revitalization Initiative (DRI) which brought \$10 million in State funding to the Village of Watkins Glen. Community Engagement for the RSP included public meetings, stakeholder focus groups, high school student engagement, stakeholder interviews, community survey, and a facilitated survey session. Through these sessions and review of previous vision statements developed by the two communities, the *combined vision statement* below was developed.

Vision Statement

The villages of Montour Falls and Watkins Glen are the vibrant hub of Schuyler County and the greater region. The two villages seek to capitalize on their natural beauty and recreational assets to increase investment and expand year-round economic activity, while preserving their characters as small communities with a generous spirit that are safe, comfortable, and welcoming. They wish to highlight active lifestyles and promote conservation of open green spaces and improve mobility, as well as increase access to quality housing and foster balanced economic growth. The communities desire a holistic approach to achieve a robust, sustainable and resilient economy compatible with the cultural and historical attributes that have make the region not just a place, but an experience.

Regional Demographic, Economic and Real Estate Analyses

Demographic, economic, and real estate baseline evaluations of the study area were conducted, which encompassed the villages of Watkins Glen, Montour Falls and connective portions between the two. For comparison, these same evaluations were conducted for a 25-mile radius of the study area. With limited data available for commercial and residential real estate, vacancy, and economic and sales reporting, statistical outputs of these analyses were then considered against observational data and stakeholder input. The tables on the following page depict both positive trends and challenges for the region that are considered in the RSP's recommendations.

Table ES-1: Positive Regional Trends

Positive Trends
Increased Median Incomes (2017) <ul style="list-style-type: none"> Montour Falls - \$39,222 Watkins Glen - \$45,938
Home Prices <ul style="list-style-type: none"> 2010 to 2019 national average home price per square foot increased approximately 13% Schuyler County outpaced national average home price per square foot at almost 25% Suggests Strong Regional Market
Job Sector Growth in Target Sectors <ul style="list-style-type: none"> Retail Trade Educational Services Health Care Social Services
Robust National 2019 Economic Reporting <ul style="list-style-type: none"> 2.1% growth (National) 6.0% Personal Income Growth (NY)
Record Unemployment Rates (National 50-year low of 3.5%, and NY October 2019 low of 3.5%)
Increased Educational Attainment
Regional Population Increases

Table ES-2: Regional Challenges

Potential Challenges
Housing Affordability and Economic Prosperity <ul style="list-style-type: none"> Low Amount of Affordable Housing Stock Sustainability Stakeholders suggest need for more mid-range (affordable) rentals
Slight Job Sector Contraction (2005 – 2015) <ul style="list-style-type: none"> Warrants Further Monitoring Narrow Economic Diversity (4 Season Economy) Accounts for Natural Attrition and May be Exaggerated
Slight Increases in Poverty and Unemployment based on 2017 US Census Data (2005 – 2015) <ul style="list-style-type: none"> Remain lower than current 2019 national rates 2019 Economic Data Suggests Positive Trends
Limited Professional Development Opportunities
Population Increases Yield Increased Regional Demand for Housing

Table ES-3: Data Constraints and Data Utilized

Data Use	Best Available Data
While the analysis sought to utilize statistical data to the best of its ability, the small scale and sample size of data limited the conclusiveness of these analyses. Thus, it was used to narrow the focus of the study, identify statistical outliers, and hone an observational analysis.	<ul style="list-style-type: none"> US Census Data – 2005 – 2015 and 2017 CoStar Real Estate Data 2019 Esri Business Analyst 2019 Observational Accounts – Stakeholder Driven Evaluations Regional Economic Comparisons Adjusted for Scale (Ithaca, Elmira, Corning, Canandaigua, Geneva, and Skaneateles)

Three Town Comparisons

Comparisons among three towns similar to Watkins Glen and Montour Falls were completed. The evaluations identified how the communities of Traverse City, MI; Lake Placid, NY; and Lake George, NY address use of their regions’ assets to better improve their economies. Takeaways relate to achievement of a four-seasons economy, development of a tourism base, or other successful attributes. The lessons learned in these communities were then evaluated for application to the RSP and were also applied to evaluation and review of existing projects.



Project Seneca Project Evaluations and Findings

Thirteen current Project Seneca projects were evaluated to ensure continued alignment with LWRP goals and policies, as well as with Community Values, and to identify any needed alterations. The evaluation found these projects are generally in alignment, further enabling community capacity building, improvement in overall community function, and creation of a more resilient community.

Project Seneca Projects Evaluated

1st - 2nd Street Block Redevelopment	Catharine Valley Trail Bridge Connection	Regional WWTP
Captain Bill's Boat Terminal	Seneca Skyline Development	Ithaca Neighborhood Housing Project
Southern Gateway Improvement Project	Clute Park Redevelopment	VFW Redevelopment
East 4th Street Improvements	Watkins Glen WWTP Reuse	Montour Falls WWTP Reuse
	Montour Falls Business Park	

Local Waterfront Revitalization Program (LWRP)



The RSP is funded by LWRP, a program offering communities like Watkins Glen and Montour Falls the opportunity to voluntarily participate in the State's Coastal Management Program (CMP).

LWRP is a collaborative program that establishes long-term partnerships between funded communities, stakeholders and the State.

Participation in LWRP signals community consensus and helps guide appropriate future development.

The RSP was conceived and executed with this program's interest in collaborative community development in mind and according to funding approval for the project.

Recommendation Organization

Based on the evaluations, a series of recommended actions to support community development were made. Stakeholder inputs indicate that the communities desire to see business development and cross collaboration that leads to enhanced educational opportunities; improved, diversified, and complementary economies; agriculturally connected business development; attraction of new residents to the region; and improved housing stock, availability, and pricing. Community members also would like to see connectivity that allows the villages to capitalize on and augment new and existing business development. These recommendations are organized by topic.

Project Seneca Project Findings Summaries and Recommendations

- Projects in process or completed
- Projects significantly planned or in planning
- Projects not yet under development

Projects of Significant Economic Importance

- Wastewater Treatment Plant Reuse Project
- Southern Gateway Improvement Project
- Montour Falls Business Park Redevelopment Project
- Connectivity Project Development/Implementation

Recommended Community Development Support Activities by Geography

- Joint Village Recommendations Summary
- Montour Falls Recommendations Summary
- Watkins Glen Recommendations Summary
- Comprehensive Connectivity Evaluation Action Table

Community Development Action Tables

- Comprehensive Connectivity Evaluation Action Table
- Watkins Glen Enforcement and Zoning Strategy Action Table
- Montour Falls and Watkins Glen Infrastructure Capital Investment Strategy
- Comprehensive Housing Action Strategy
- Business Improvement District Creation
- Strategic Communications and Engagement Efforts
- GIS Evaluation and Incorporation

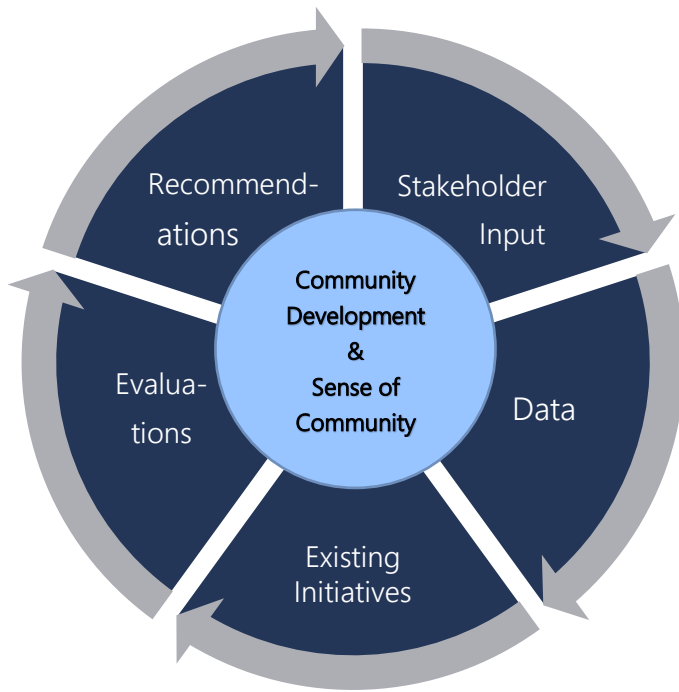
Recommended Actions to Support Community Development

Specific action recommendations address joint initiatives to be undertaken as shared efforts of the two villages, actions for each village individually, and focused recommendations regarding Project Seneca projects. The graphic below demonstrates the chief components needed to achieve community desires of business development, cross collaboration, and enhanced educational opportunities; improved, diversified, and complementary economies; agriculturally connected business development; attraction of new residents to the region; improved housing stock, housing availability, and housing pricing; and augmented connectivity.

The recommended actions are intended to build community capacity, enhance quality of life, meet stakeholder desired outcomes, and achieve sustainable economic development in the region.



Section 1. Background and Process



Section 1 provides necessary background and context of the region in preparation for Section 2 evaluations and recommendations. The information below is compartmentalized in tables to directly convey salient points about each criterion, and to limit narrative about process. For additional details on planning process, goals, objectives, or more detailed findings, see Appendices A-E.

Section 1 addresses the following topics regarding Community Survey Evaluation and Findings:

1. Vision Statement Development
2. Demographic Profile Overview
3. Economic Profile Overview
4. Regional Land Use and Zoning Overview
5. Three Town Comparisons.

The document is organized in this fashion to highlight the place-based emphasis of the RSP, and to emphasize the public participation and input.

These inputs are applied to develop a vision for the

RSP to help guide further evaluations. Finally, “quantitative” data and existing planning documents/policies are reviewed to help inform the planning process, ensure consistency between stakeholder aspirations and policy, and assure a supportive structure to help the communities meet their desired objectives. The study area is depicted in the map on the following page, encompassing the villages of Watkins Glen, Montour Falls and the area bounded by the southern boundary of Watkins Glen, northern boundary of Montour Falls, Route 14 on the east and the Catharine Creek Wildlife Management Area on the west.

Figure 1-1: Study Area Map

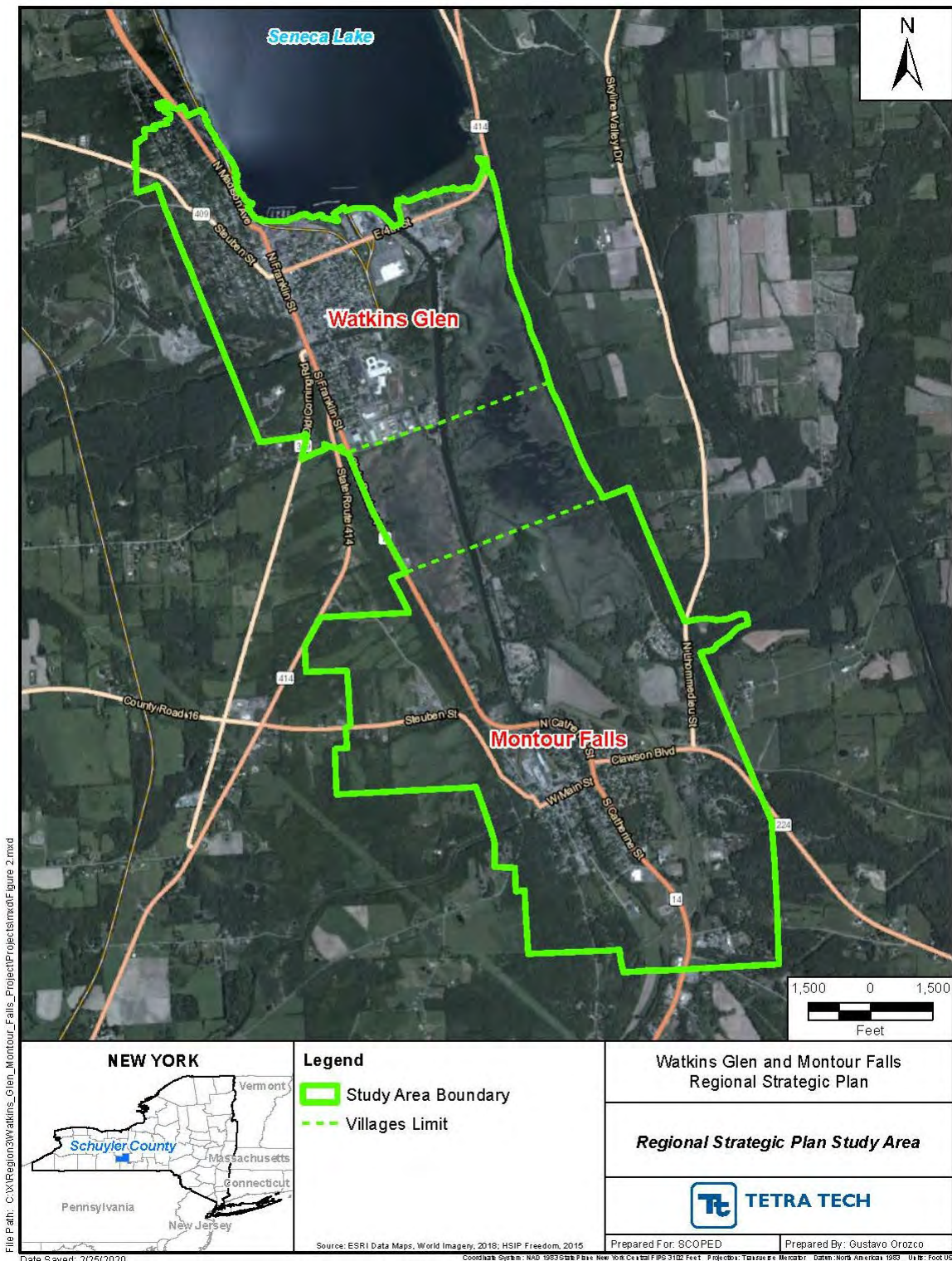
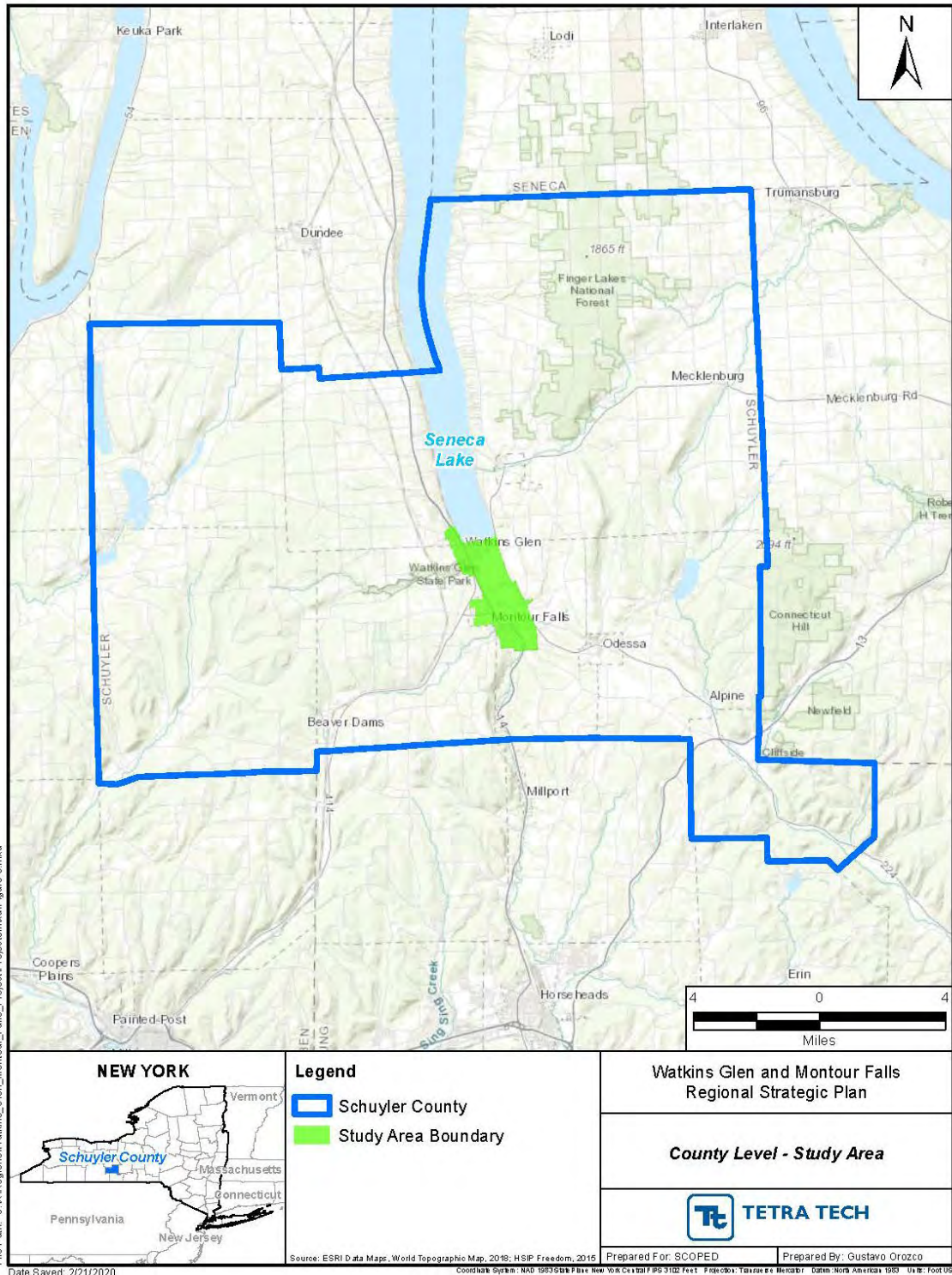


Figure 1-2: Study Area Map – County Level



1.1 Stakeholder Engagement, Evaluation, and Findings



Residents of Montour Falls and Watkins Glen attended a community meeting, the purpose of which was to gather input from members of the community on projects in the villages.

It was also a time for residents to offer ideas for the betterment of the villages and share any comments or concerns about the futures of both Montour Falls and Watkins Glen. The meeting was free and open to the public.

“Looking at the long-range plans, we are working on a comprehensive plan,” said Montour Falls Mayor John King. “We have a lot of ideas and things we are pursuing. Improving housing for one is very important for us.”

King stressed continuing room for improvement despite positive economic and social strides by both Watkins Glen and Montour Falls. He expressed hope for continuation of success in financing housing and rendering downtown more vibrant for the community (increasing numbers of shops and places to dine).

Source: My Twin Tiers News, <https://www.mytwintiers.com/news-cat/local-news/montour-falls-hosts-community-meeting-villages-on-the-rise/>

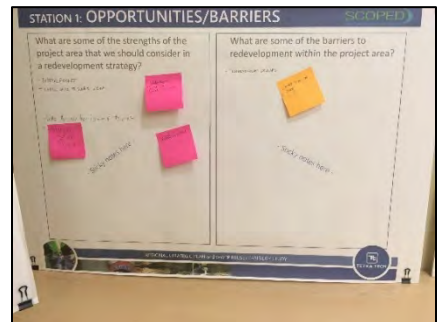
Stakeholder engagement is important not only because it increases transparency and allows evaluations to develop a sense of place, but also because the region is small and numeric data are not always available to answer complex questions. This is the first step in the planning process because it provides direction and substance to subsequent evaluations while ensuring that interest of the community rather than mere data drives the process.

Additionally, because the region offers small statistical sample size, stakeholder engagement augments the region’s economic, retail, and sales data, better enabling development of actions that will achieve desirable economic growth and a sense of community. The goal of engagement is to ensure that planning efforts are place-based, people-driven, and data-informed. Results from the above engagement efforts directly informed development of the vision statement and recommendations in this report. These results appear in table format to indicate where, when, and why a style of engagement occurred, as well as results of that engagement—including challenges faced by the stakeholder group, and proposed solutions to address those challenges or recommended actions for implementation. The tables below further summarize findings of the engagement process. **Table 1-4** outlines the findings from all engagement efforts, followed by more detailed summary tables of each initiative.



Table 1-1: Issues Identified through Engagement Process

Issues Identified	Interest Count	Public	Public	Focus	Focus	Focus	Focus	Focus	Focus	Individual	Individual	Individual
		Meeting One	Meeting Two	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Interview 1	Interview 2	Interview 3
Affordable Housing	3		X				X	X				X
Agricultural Collaboration	2		X						X			
Arts	2					X			X			
Business Community Collaboration	6		X	X	X		X	X			X	
Business Development	8	X		X	X	X	X	X	X		X	
Community Engagement	1							X				
Education and Workforce Development	2	X	X									X
Environmental Asset Capitalization	4	X			X	X			X			
Environmental Awareness and Education	4	X	X			X			X			
Fiscal Stability	1							X				
Health and Wellness	3	X			X	X						
Housing Market Stabilization	3	X	X				X					
Infrastructure	2							X		X		
Quality of Life, Heritage Maintenance & Enhancement	4	X	X	X			X					X
Mobility Connectivity	6		X			X	X	X	X		X	
Technological Investment and Connectivity	1		X									
Vehicular Transportation Impacts	3					X	X		X			
Zoning, Design Standards, Enforcement	4			X	X		X				X	



Boards collecting feedback at public meetings during the planning process.

Table 1-2: Issues Summary

Issues Summary	
Affordable Housing	<ul style="list-style-type: none"> • Increase availability of housing that does not cost-burden a family (families who pay more than 30 percent of their income for housing are considered cost-burdened).
Agricultural Collaboration	<ul style="list-style-type: none"> • Bring agriculture into the downtowns. • Make local foods more easily available to the region. • Increase farm-to-table offerings.
Arts	<ul style="list-style-type: none"> • Develop arts shops, walks, or festivals that can function as economic drivers. • Make these developments part of a branding strategy.
Business Community Collaboration	<ul style="list-style-type: none"> • Establish business forum or local business working group.
Business Development	<ul style="list-style-type: none"> • Capitalize on existing resources in the region. • Implement signage that increases flow of traffic into the downtown.
Community Engagement	<ul style="list-style-type: none"> • Give needs, concerns, and desires expressed by the community due consideration.
Education and Workforce Development	<ul style="list-style-type: none"> • Establish employee and volunteer training for different job sectors (skilled trade, service industry, professional, etc.). • Maintain and increase community population by creating and maintaining professional jobs. • Provide educational opportunities that enhance the community.
Environmental Asset Capitalization	<ul style="list-style-type: none"> • Develop connectivity among the region’s natural resources. • Construct boardwalks—marsh and lakefront.
Environmental Awareness and Education	<ul style="list-style-type: none"> • Implement appropriate, accurate, and easily understood signage that draws attention to region’s natural resources and how to use them.
Fiscal Stability	<ul style="list-style-type: none"> • Develop a Capital Investment Strategy.
Health and Wellness	<ul style="list-style-type: none"> • Use green spaces to encourage and promote healthy living. • Develop Health and Wellness-oriented businesses. • Use zoning/code to create more walkable spaces. • Encourage and implement connectivity.
Housing Market Stabilization	<ul style="list-style-type: none"> • Create more affordable housing market for working-class families. • Create balance between tourism and year-round residents. • Increase diversity of the housing market. • Implement mixed use zoning to allow co-existence of businesses and residences.
Infrastructure	<ul style="list-style-type: none"> • Invest in connectivity improvements in the region. • Increase access to broadband. • Regionalize the potable water system.

Issues Summary	
Maintain and Enhance Quality of Life and Heritage (Safety, Kindness, Openness, Generosity, Inclusiveness)	<ul style="list-style-type: none"> Promote regional historic/cultural attractions using plaques and appropriate signage. Use zoning/code enforcement to help create sense of place. Improve/expand connectivity to foster stronger bonds in the community.
Mobility Connectivity	<ul style="list-style-type: none"> Implement appropriate signage on existing trails that promote connectivity. Create safe and inviting spaces that encourage people to move from one feature or village to the next.
Technological Investment and Connectivity (Broadband)	<ul style="list-style-type: none"> Implement necessary infrastructure to ensure regional access to broadband.
Vehicular Transportation Impacts	<ul style="list-style-type: none"> Conduct a study of Commercial Truck Traffic transportation. Use appropriate signage to route truck traffic away from the downtown.
Zoning, Design Standards, and Enforcement	<ul style="list-style-type: none"> Develop consistent design standards that meet needs of businesses, residents, and communities as a whole. Enforce existing zoning and coding laws.

Table 1-3: Regional Strategic Plan Stakeholder Engagement Overview

Regional Strategic Plan Stakeholder Engagement Overview		
Public Meetings		
Public Meeting 1 – May 30, 2019	<p>Primary desires:</p> <ul style="list-style-type: none"> Promotion of Healthy Living Support for alternative modes of transportation and increased connectivity between core areas 	<ul style="list-style-type: none"> Maintenance of open green spaces in the rural and urban environment Balance of Educational Opportunities and Development with maintenance of professional jobs Stabilization of the housing market
Public Meeting 2 – June 10, 2019	<p>Primary desires:</p> <ul style="list-style-type: none"> Professional Development and educational opportunities Enhanced collaboration in the business community Multimodal connectivity Entrepreneurial Spirit 	<ul style="list-style-type: none"> Awareness of Natural Resources Safety Access to Broadband
Focus Groups		
Group 1 – Business, Watkins Glen (Commercial)	<p>Primary desires:</p> <ul style="list-style-type: none"> Improve building facades and store fronts by engaging building owners and creating an 'infill concept plan' to show opportunities. Engage in a marketing and branding campaign, potentially as part of DRI. 	<ul style="list-style-type: none"> Conduct street sweeping. Institute a Downtown Business Association.
Group 2 – Business (Marinas)	<p>Primary desires:</p> <ul style="list-style-type: none"> Introduce resource/spa space in the region. Increase utilization of community center and Clute Park. 	<ul style="list-style-type: none"> Begin enforcing the codes on the books. Institute a Downtown Business Association.
Group 3 – Community, Montour Falls	<p>Primary desires:</p> <ul style="list-style-type: none"> Convert empty spaces into hospitality spaces Convert empty store fronts into temporary popup stores. Draw health and wellness industry into town. 	<ul style="list-style-type: none"> Create an arts scene. Increase knowledge of and interest in natural resource assets. Establish seasonal festivals. Modify the transportation infrastructure to direct more traffic into the downtown.
Group 4 – Community, Watkins Glen	<p>Primary desires:</p> <ul style="list-style-type: none"> Strike a balance between tourism and year-round residents. Map historic houses and put plaques on the buildings to help define and expand the district. Encourage more young professional families to move into the area. Conduct evaluation of short-term rentals; include this in the zoning update if not already done. 	<ul style="list-style-type: none"> Conduct a commercial truck traffic transportation study to include environmental impacts evaluation, as well as origination and destination. Enforce existing codes. Purchase and implement a street sweeper. Develop and maintain a downtown business district. Increase diversity of the housing market.

Regional Strategic Plan Stakeholder Engagement Overview		
Group 5 – Government Leaders	<p>Primary desires:</p> <ul style="list-style-type: none"> Need for a waterfront development lease holders’ summit, including the County’s help in enhancing collaboration on reuse and redevelopment of the wastewater treatment plant (WWTP) Need for continuity in or development of design guidelines 	<ul style="list-style-type: none"> Critical importance of infrastructure investment in the communities Enhancement of connectivity in the communities (members interviewed indicated that they already knew the needs for connectivity in the community, and that no inventory would be necessary)
Group 6 – Business, Montour Falls	<p>Primary desires:</p> <ul style="list-style-type: none"> Integration of the Mennonite community into the Montour Falls economy Opportunity for food trucks in the community Focus on attracting a grocery store (possibly a co-op) 	<ul style="list-style-type: none"> Building on synergies of arts and crafts, environmentalism, and sustainability Development of programs to attract the birding community Benefit to the community of a “grand” main street entrance
Individual Interviews		
Local developer interview	<p>Primary desires:</p> <ul style="list-style-type: none"> Invest in connectivity improvements in the two communities. Improve zoning ordinances and applications to better attract developers and maintain consistent project vetting in the communities. 	
Local government official interview	<p>Primary desires:</p> <ul style="list-style-type: none"> Regionalize the potable water system in the County. 	
Cargill interview	<p>Primary Desires</p> <ul style="list-style-type: none"> Develop and retain work force. Increase housing security and affordability. Implement compatible development. 	
Watkins Glen High School (WWTP Reuse)		
<p>The purpose of this meeting was to gather input on three design alternatives for redevelopment of the Watkins Glen Wastewater Treatment Plant. Images of the alternatives can be found below under the Watkin Glen High School WWTP Reuse description. Alternative 1 was the most popular choice, followed by Alternative 2, and Alternative 3 was by far least popular.</p>		
Schuyler County Office for the Aging (Facilitated Online Survey)		
<p>This survey provided opportunity for input to those in the community who wanted to participate in the survey but didn’t feel comfortable utilizing the online GIS-based survey tool.</p>		
Online Digital Mapping Survey		
<p>A community survey via Wikimapping.com was conducted to help participants identify issues in the community and specify locations of and their feelings about those issues.</p>		



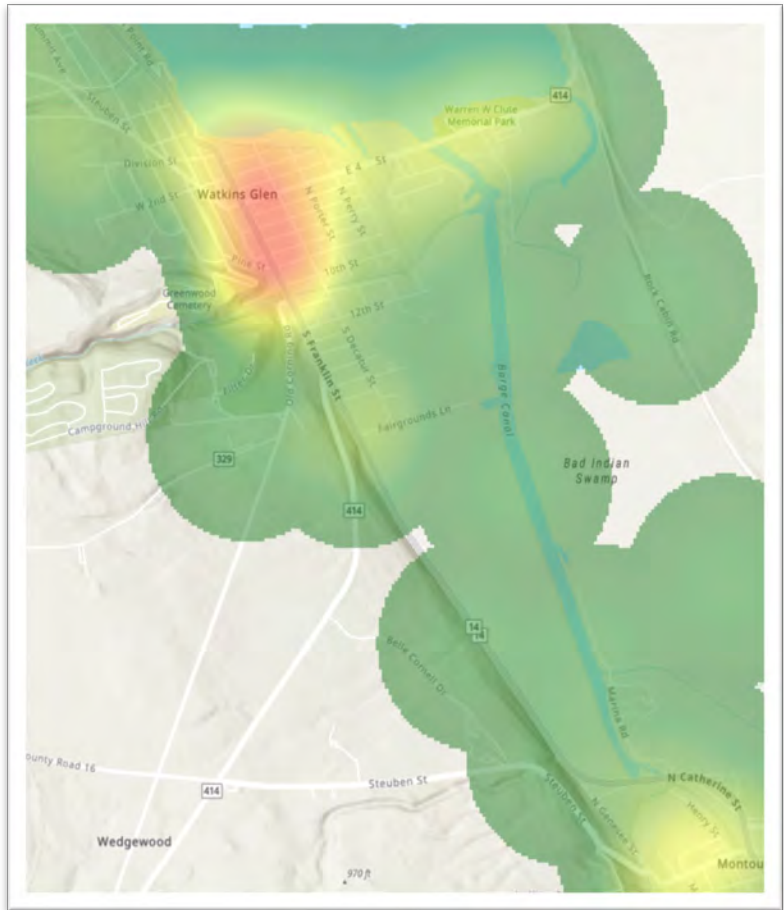
Boards collecting feedback on Watkins Glen WWTP reuse held June 20, 2019.

1.2 Community Survey Evaluation and Findings

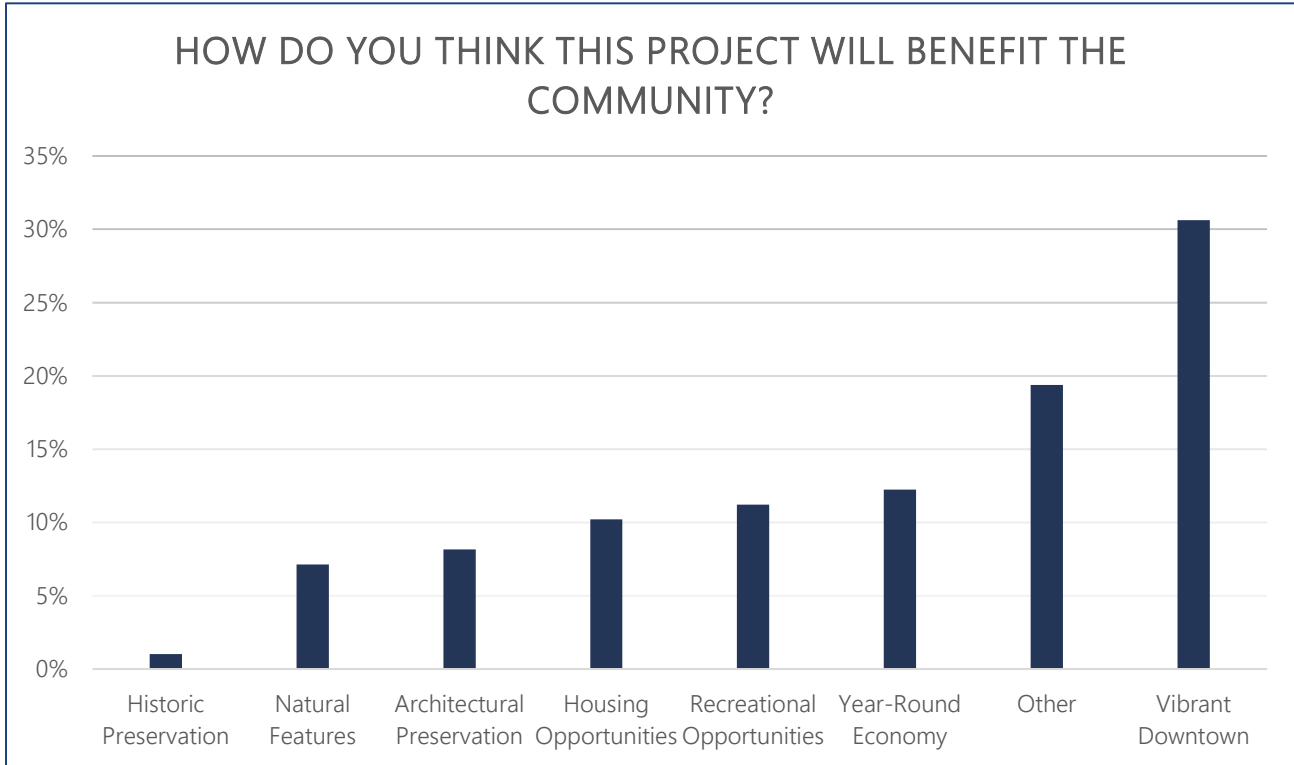
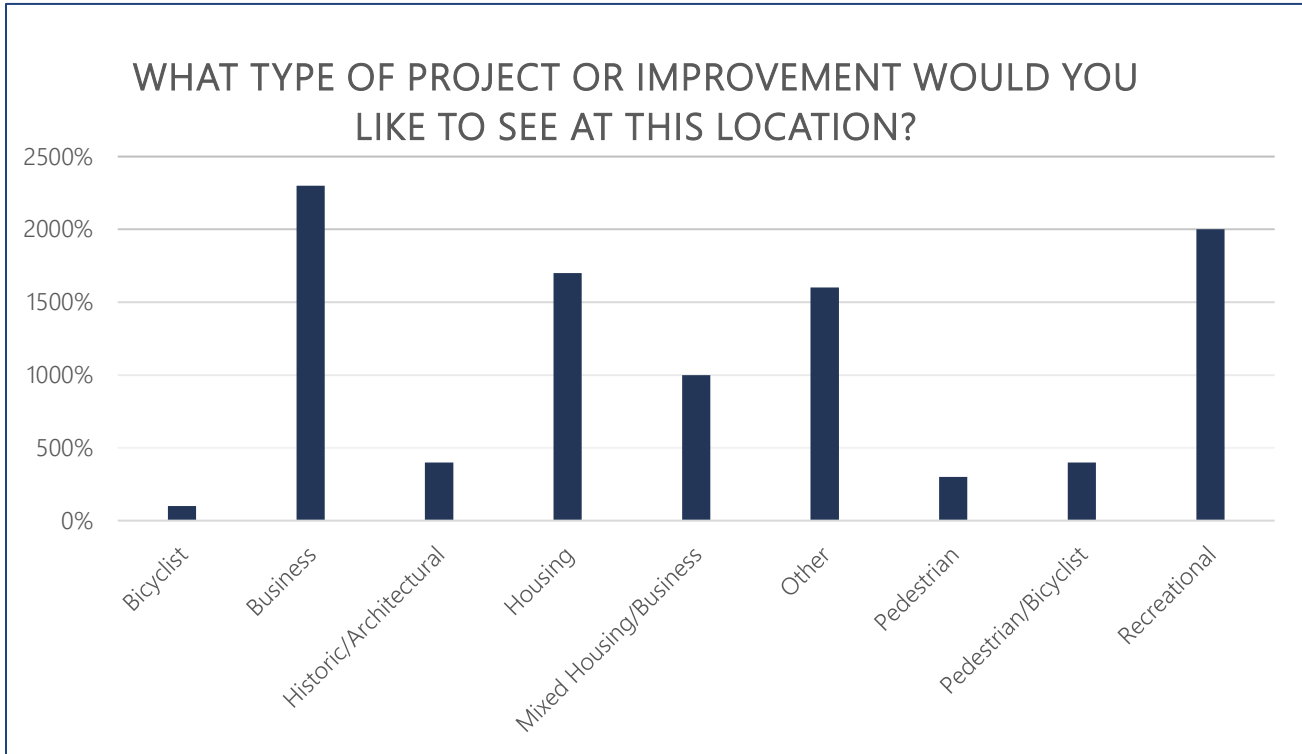
With the use of Wikimapping.com, a community survey was developed to obtain better understanding and to map locations of issues in the community. The survey increased analysts' understanding of participant feelings and concerns in the region. The survey was widely distributed over multiple weeks via online communication and paper/hardcopy and was open to the public during two public meetings on May 30 and June 10, 2019. The survey also was offered via telephone, in person at the SCOPED office, and at the Montour Falls and Watkins Glen libraries.

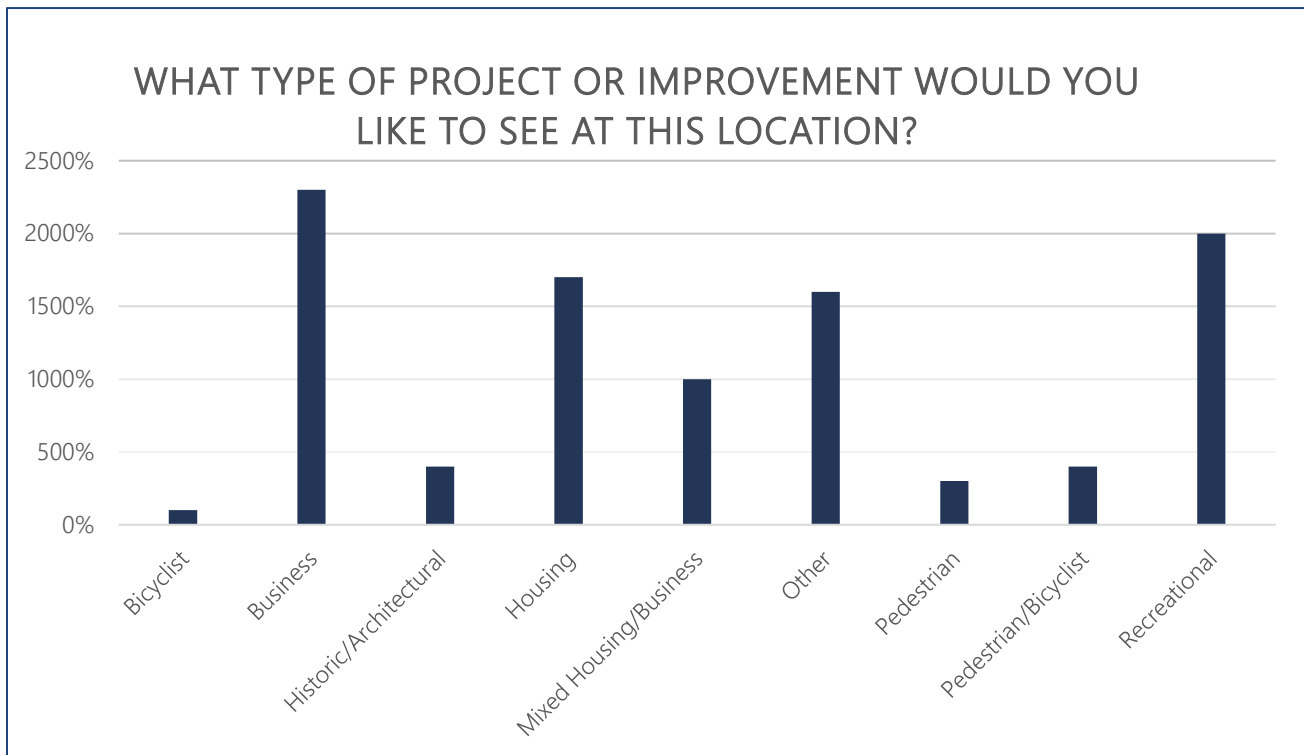
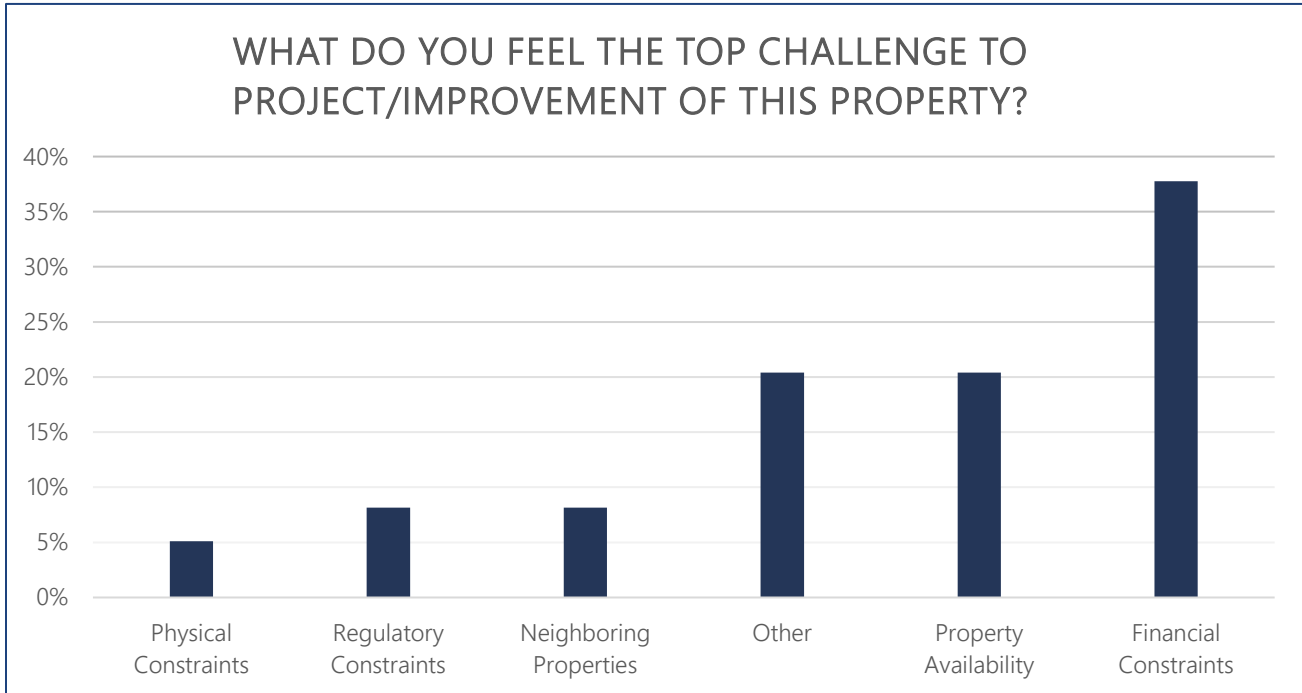
The survey consisted of the participants placing placed points on a map, similar to what is seen on Google Maps. After placing a point, the participant answered a few questions about the location (detailed in the response summaries below).

Ninety-eight participants completed the survey—73.5%—were residents of Watkins Glen. This correlated well to the pattern of received responses, where most identified locations of interest in downtown Watkins Glen. Of the 22 responses in Montour Falls and the surrounding area, nine were by respondents identifying as Montour Falls residents, and nine were identified as Watkins Glen residents. The remainder of the surveys were completed by Schuyler County residents outside of Montour Falls and Watkins Glen. The five charts below depict residential status, property ownership, desired project or improvement, top challenge of project or improvement, and project benefit to the community.



Heat map depicting concentrations of survey response. Red indicates greatest concentration, yellow indicates some, and green no responses.





1.3 Vision Statement Development

Table 1-4: Vision Statement Development

Past planning efforts in the region developed vision and mission statements considering challenges, strengths, and opportunities to help guide the planning process. Below is an overview of strengths, weaknesses, and visions of both communities paraphrased from past planning documents and resulting from stakeholder and community engagement. This table lists factors considered during development of the RSP's vision statement and identification of projects and actions that would help the community accomplish its desires while realizing sustained and balanced economic growth in line with LWRP parameters.

Criteria	Montour Falls	Watkins Glen
Desire	<ul style="list-style-type: none"> Design guidelines <ul style="list-style-type: none"> Guide community development Maintain historic character of the Village Attract diverse businesses Vibrant, walkable and accessible downtown Increased food security 	<ul style="list-style-type: none"> Capitalize on existing assets to create year-round economy Make the most of its natural resources Promote a thriving downtown Provide resources that benefit existing residents and attract new residents
Strengths	<ul style="list-style-type: none"> Comprehensive plan seeks to invest in high-visibility and low-cost projects that will help establish momentum Enhanced zoning and design standards to promote the community's vision 	<ul style="list-style-type: none"> Natural features, historic architecture Auto racing General affordability Local institutions (healthcare and educational)
Challenges	<ul style="list-style-type: none"> Limited funding Lack of citizen participation Property maintenance Communications Need for quality and affordable housing 	<ul style="list-style-type: none"> Year-round economy Investment in key commercial spaces Housing market strain in part due to short term rentals Commercial through-traffic and overall Diversity in resources that draw visitors and the community Need for quality and affordable housing
Summary	<p>Montour Falls seeks to design a community that maintains its cultural, social, and historic feel while continuing to increase economic diversity. It desires to create an accessible community where pedestrian movement is simple and safe, and where visitors can easily enjoy a vibrant downtown.</p>	<p>Watkins Glen seeks to capitalize on past planning processes and DRI State grant funding to establish a sustainable year-round economy that provides a diversity of services to residents and tourists. There is a desire to augment the village's natural, cultural, architectural, and institutional features, creating increased opportunity and economic investment. Additionally, the village looks to stabilize its housing market and increase property investment.</p>
VISION STATEMENT		
<p>The villages of Montour Falls and Watkins Glen are the vibrant hub of Schuyler County and the greater region. The two villages seek to capitalize on their natural beauty and recreational assets to increase investment and expand year-round economic activity, while preserving their characters as small communities with a generous spirit that are safe, comfortable, and welcoming. They wish to highlight active lifestyles and promote conservation of open green spaces and improve mobility, as well as increase access to quality housing and foster balanced economic growth. The communities desire a holistic approach to achieve a robust, sustainable and resilient economy compatible with the cultural and historical attributes that have made the region not just a place, but an experience.</p>		

1.4 Demographic Profile Overview

Demographic Highlights of the Region

Demographic profile is similar to what would be expected in Upstate New York

Increase in diversity 400% over a 10-year period

Stable demographic profile

Upward trend in population

Attracting New Residents

Increase in Median Incomes

A baseline demographic analysis was conducted based on best available U.S. Census, COSTAR, and Esri data. Limitation of the resulting data due to scale and relatively small sample size of the region hindered detailed data analysis.

Because of this, the profile serves to establish generalized background of the community, and may suggest further investigation of extreme outlying data. Results of the analysis, however, were consistent, with no alarming data variations.

The tables below present the salient variables and statistics considered in development of the Demographic profile. Detailed demographic analysis can be found in Appendix B Economic Analysis.

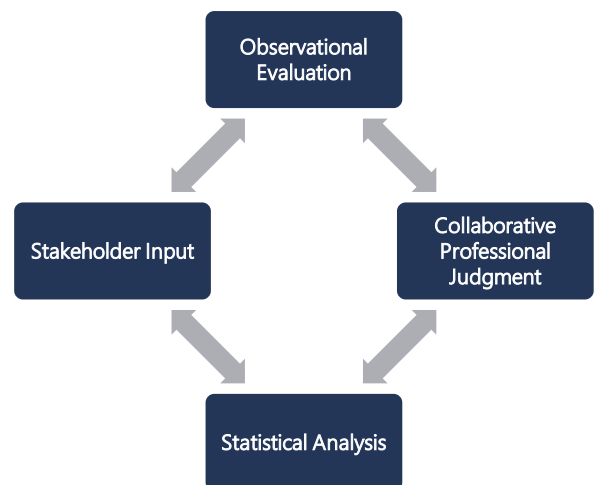


Table 1-6: Age Demographics in the Region

Age		
<p>Summary: Both villages are undergoing an increase in younger generations which will increase the need for housing at an affordable rate, as well as professional development opportunities.</p>		
Criteria	Montour Falls	Watkins Glen
Percentage of Population compared to surrounding area	Greater % aged 65 years or older	Greater number of people between the ages of 25 and 35
Population Trends 2010 - 2017	<p>Increase in both percentage and number of youth ages 0 to 9</p> <p>Increase in people older than 64 years of age</p> <p>Decrease of middle-aged population 35 to 64 years</p>	<p>Decrease of middle-aged people between the ages of 35 and 64</p> <p>Increase in young people ages 0 to 34</p>

Table 1-5: Race Demographics in the Region

Race	
<p>Summary: The areas of Watkins Glen, Montour Falls, and Schuyler County have similar racial demographics. While the region remains predominantly white, diversity has increased in over the past 7 years between 2010 and 2017. The region is not contracting; it is growing somewhat, and this can be further augmented through development of a comprehensive housing strategy and increased opportunity for professional development.</p>	
Criteria	Montour Falls & Watkins Glen
Racial Demographics	Like the surrounding Region, the villages are predominantly white with limited shifts over time, with percentage of white residents reaching into the high 90 th percentile across all three geographies in both 2010 and 2017
Racial Trends	<p>Between 2010 and 2017, the percentage of minorities increased 400%. This leads to potential for:</p> <ul style="list-style-type: none"> • Increased productivity and improved problem solving • Increased understanding of cultural differences and needs • As the world becomes increasingly interconnected, better connections in communities are required for prosperity

Changes in jobs by North American Industry Classification System (NAICS) Industry Sector were analyzed for the geographies of Watkins Glen, Montour Falls, and Schuyler County. Changes in number of jobs, as well as sectors that underwent significant growth or losses, are summarized below. These tables are based on best available data from the region. The coarseness of the data leads to recommendation to consider them inconclusive and as a baseline preliminary evaluation useful to further narrow the focus of the study.

Table 1-8: Watkins Glen Job Gains

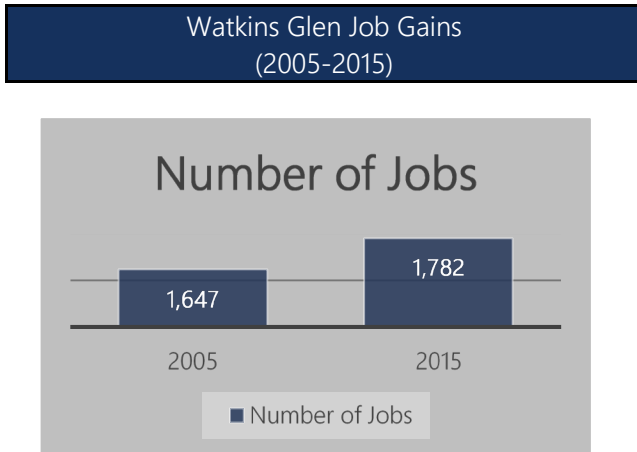


Table 1-7: Schuyler County Job Gains

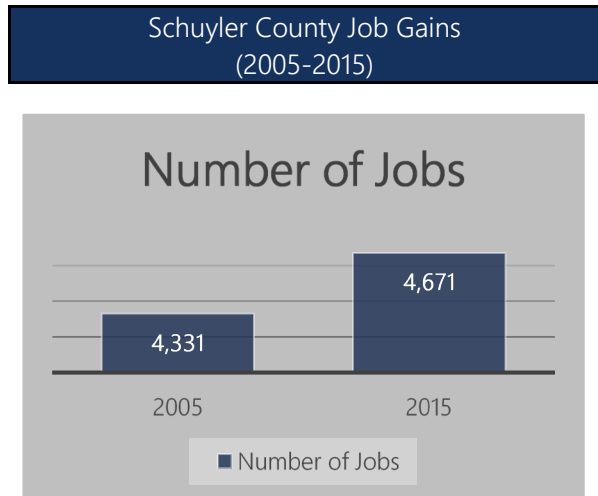


Table 1-9: Montour Falls Job Sector Performance

Montour Falls Job Sector Performance
<p>Summary: Based on best available data, Montour Falls underwent an annual decline in jobs, with increases in job counts occurring in few sectors and “significant job losses” evident in several sectors. However, careful consideration of this is necessary because of the small scale and size of the sample data—the margin of error is so large that the numbers may easily fluctuate into the positive.</p>

The most recent month reported by NYSDOL for unemployment is October 2019 at 3.6%. (Data discrepancies may be due to data collection methods such as sampling and different data definitions for “unemployed”). These rates were higher than the national unemployment rate in 2017, which ACS reports as approximately 4.5%, which decreased between 2010 and 2017 from 9.5%. According to ACS, during the same period, the unemployment rate increased slightly across all geographies studied between 1% to 2%.

Table 1-10: Employment Demographics in the Region

Regional Unemployment Rates
Summary: American Community Survey (ACS) data reports that as of 2017, the unemployment rate in Montour Falls was 9.9%. This is slightly higher than Watkins Glen in the same year, which had an unemployment rate of 8.4%. Both villages had a slightly higher unemployment rate than Schuyler County’s 7.2% unemployment rate. For the same year, the New York Department of Labor (NYSDOL) reports the average annual unemployment rate for Schuyler County at 5.8%, and for 2018 it was 5.1%.

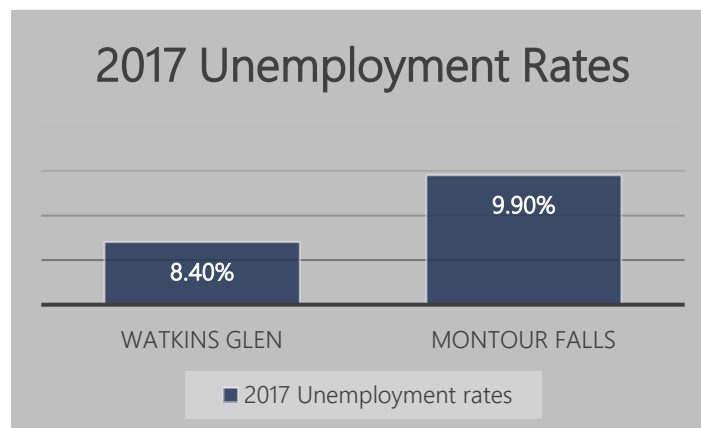
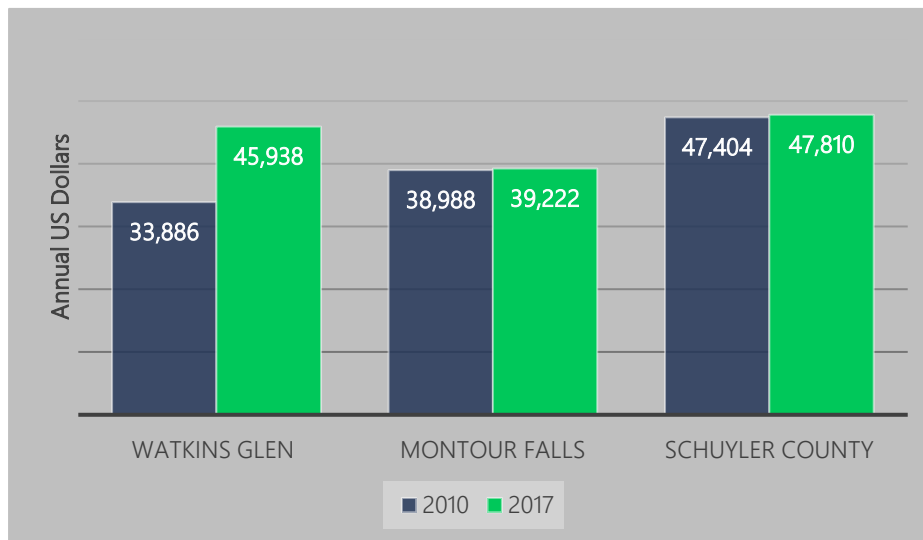


Table 1-11: Regional Household Income Over Time

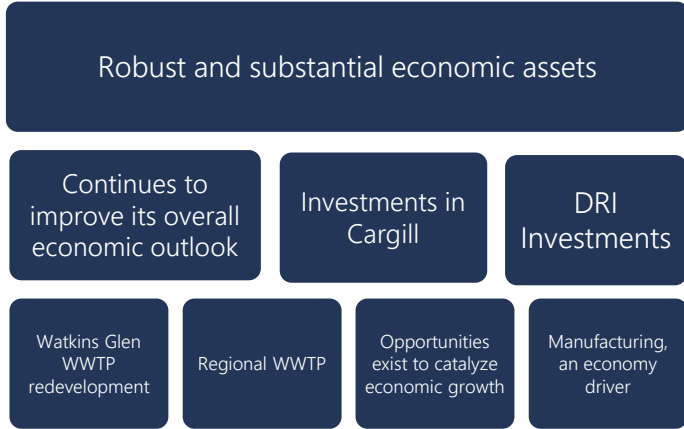
Changes in Median Household Income

Summary: While Watkins Glen outpaced income growth from 2010-2017, the region demonstrated overall growth and stability of income. This is encouraging and signals that the region's economy is improving—increasing the feasibility of economic development activities and housing strategies, as well as professional development.



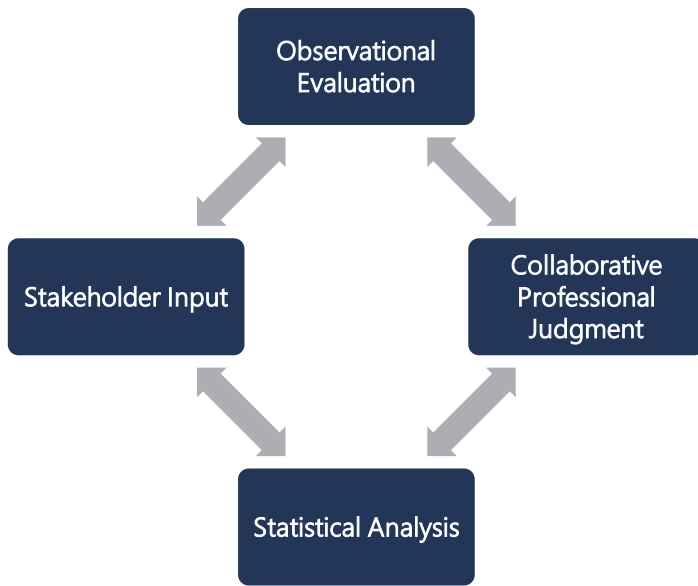
1.5 Economic Profile Overview

Economic Highlights of the Region



In the Watkins Glen, Montour Falls and Schuyler County combined area, analysis further identifies gaps in the business/commercial categories, depicted in a graphic on the following page. The analysis shows that within a 25-mile radius there are additional business/commercial categories with retail surpluses, indicating retail sales leakage to the surrounding 25-mile radius. This suggests potential for business growth in these additional categories; however, in the immediate region, Walmart supplies

many of those goods. Additionally, within reasonable driving distance, as well as within this radius, are the communities of Horseheads, Elmira, and Ithaca that also host large retailers offering many of those goods at competitive prices.



It is not enough, as indicated by stakeholders, for the community to rely on its tourism-focused economy, but also look to the findings of the RSP stakeholder engagement to identify a path forward. The region has several infill and redevelopment opportunities including key sites along the main street in Watkins Glen, as well as the Montour Falls Business Park. Recent trends in population and economic growth at the state, local, and national levels increase the feasibility of this type of development. Additionally, there are significant needs for professional development services, workforce housing, and spa/wellness facilities.

The Village of Watkins Glen was selected as one of the ten communities statewide to receive \$10 million through the Downtown Revitalization Initiative (DRI) in the summer of 2017. This award was the result of a strategic and inclusive proposal process that demonstrated planning, ingenuity, creativeness, and technological savvy. The Watkins Glen LWRP was specifically identified within the proposal to guide the planning process. The winning proposal was data-driven and set on a foundation of four goals; (1) Downtown Living including walkability, housing for all income levels, and commercial mix use redevelopment; (2) Culture/Entertainment

including arts & culture, vibrant nightlife, and activities/events for youth; (3) Economic Development including attracting skilled workers, attracting high paying jobs, attracting significant investment, and creating a year-round economy; and (4) Quality of Life including a vibrant community with a strong sense of place.

The economic impact for the projects included in the proposal was estimated to be over \$56 million. The DRI process was exceptionally transparent and widely and deeply marketed to ensure public access and inclusion. The State of New York announced the selected projects in the fall of 2017. The Local Planning Committee (LPC), identified in the proposal, became the governing body for the process and review of all DRI-related programs.

During the economic evaluation, the retail categories below were identified for consideration in redevelopment projects because they represent gaps across all geographies studied. These are listed and color coded based on regional feasibility.
Blue = More in line with community desires **Grey** = Less in line with community desires

Health & Personal Care Stores	Building Materials, Garden Equipment & Supplies Dealers	Clothing and Accessories	Jewelry, Luggage & Leather Goods Stores
Sporting Goods, Hobby, Book & Music Stores	Electronics & Appliance Stores	Books, Periodical & Music Stores	
Grocery Stores		Specialty Food Stores	
Retail categories in the blue boxes are desired for expansion in the community based on stakeholder inputs. The economic evaluation demonstrated some potential space in the current economic profile to accommodate these additions; however, these likely would be niche markets.		Retail categories in the black boxes are potentially dominated by Walmart, a major supplier in the region that offers goods at highly competitive prices. Observational findings suggest that sales reporting in the region may be limited, and that these gaps are less pronounced than statistics suggest. However, Walmart is not known for selling niche, high-end goods, but rather for affordability. Because of this, space in the region may be available for sales of higher end goods.	
More in line with community desires		Less in line with community	

1.6 Regional Land Use and Zoning Overview

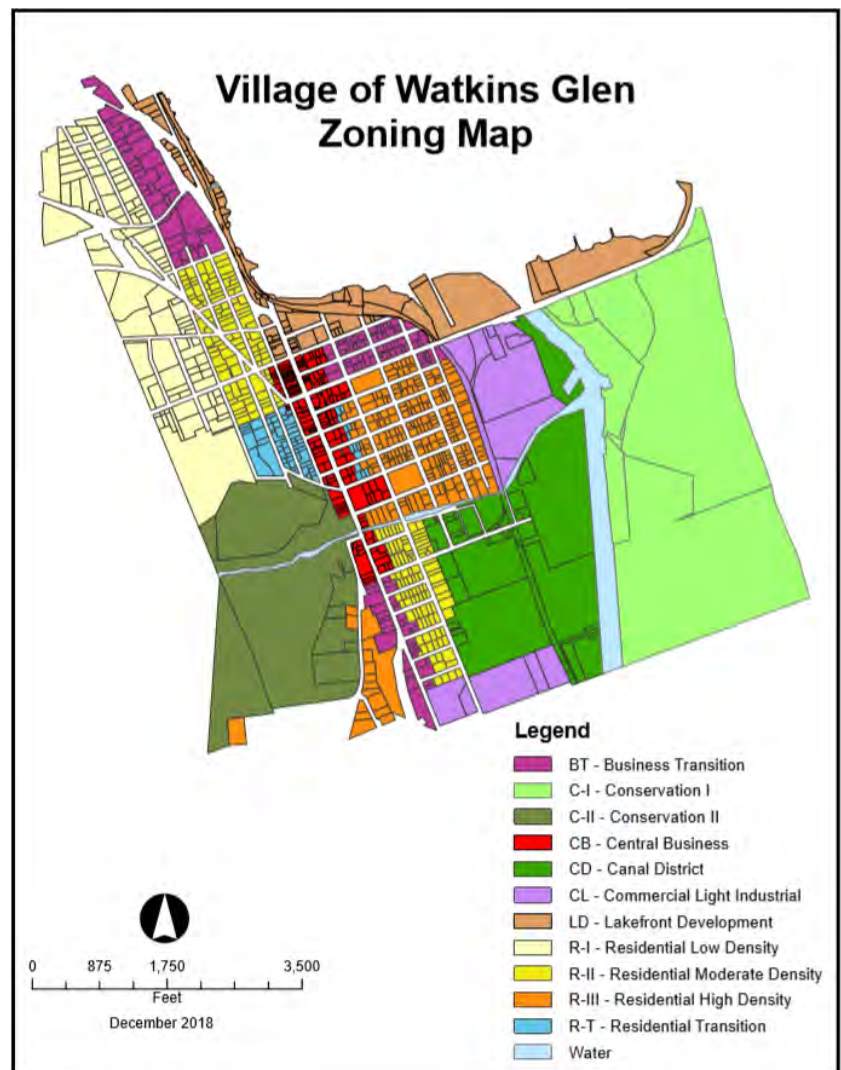
Prior to initiating evaluation of zoning, discussion occurred regarding expected changes to zoning codes in both communities and the usefulness of developing design guidelines. In Watkins Glen, changes to the zoning code are anticipated to be made in the very near future, which are highly likely to require a second evaluation of design guidelines if created as part of the Regional Strategic Plan. Similarly, in Montour Falls, development of design guidelines was determined to not be an efficient use of funding as the community is not yet prepared to impose such requirements. As well, the community has created zoning code amendments that have not yet been enacted, offering an opportunity to inform the draft code. For these reasons, a more useful endeavor was determined to be review of zoning codes in lieu of design guidelines creation.

Zoning in Montour Falls and Watkins Glen is significant to the strategic planning process. A critical component of evaluating project feasibility—and part of the comprehensive planning process—is determination of compatibility with local zoning regulations. Where conflicts in zoning exist, further engagement may be needed to determine if a variance is feasible, or if significant project modification must occur.

Spatial data was used to improve understanding of the region, its constraints, and opportunities. Data cited in this section demonstrate the region's land use patterns, zoning, and connectivity. The two villages combined encompass approximately 2,607 acres and consist of 1,783 parcels of land. An analysis was performed to identify metrics that will be helpful in considering of land uses in the region, based on the best available real-property data provided by various county agencies. Per the County's real property database, the study area includes 100 distinct land uses.

The table titled **Land Use Acreage and Parcel Count Reference** at the end of this

Figure 1-3: Zoning Map – Village of Watkins Glen



section is provided to help the reader understand parcel volume and land use area over the project area. These data are raw and are based on County tax rolls. The overall usage rate and pattern appear to be consistent with uses evident in the two villages. This is not a definitive data set, but it can help frame the conversation around land use, zoning, and policy.

Watkins Glen Zoning Evaluation

Based on zoning data received from the County, the Village of Watkins Glen's land use breakdown highlights the community's intimate relationship with and anticipated reliance on the natural environment. Per Local Law Filing No. 3 of 2018, 50 acres of land in the Village are designated as Business Transition (BT). According to Village of Watkins Glen Zoning Law:

"This District delineates those areas situated along primary streets in the Village that primarily contain business uses with residential uses interspersed. This District is established to protect and preserve the residential character of this area while facilitating the desire of business uses to locate along a primary street. This area is not well suited to low density, single-unit dwelling residential development, but rather may support certain higher density residential use where public water and sewer service can be provided."

Designation of this district indicates the Village's commitment to preserving its small-town feel, historic nature, and culture, while allowing for economic expansion within areas of high demand. This is further exemplified by the 26 acres of land in the Village designated as Central Business. Village of Watkins Glen Zoning Law states:

"This District delineates the area in the Village that comprises the older, central business district. This area has several features that are unique to business development in the Village, including an older urban style of development that is characterized by buildings extending to the street line, with parking and/or services being provided in and along alleys to the rear of the structures. Given the type of development, off-street parking typically cannot be accommodated on individual lots and has been addressed by the development of public parking facilities on side streets as well as on-street parking. In establishing this District, it is the Village's intent to protect and preserve the unique business and architectural character in this area of the Village; to ensure that all new development is consistent with and enhances this important existing character, in part by requiring new development to provide an urban edge similar to what is presently existing and to prohibit, to the greatest extent possible, the demolition of existing structures that would create a 'gap' in the existing urban edge."

While the bulk of the Village is designated for some type of residential development, these business development areas are key to allowing economic expansion in the Village while maintaining the current culture and feel of the community. Watkins Glen’s zoning distribution is common to what one would find in a small historic town, with a centralized business district along a main arterial transportation route. It is not surprising that the Central Business District is flanked by Business Transition areas as these areas are also located along arterial transportation routes with high visibility and access. Given that Watkins Glen is largely built out—and opportunity for business style infill development is limited—transition of these areas is anticipated. Present zoning clarifies this and demonstrates forethought about demand while working to maintain the community.

Table 1-12: Village of Watkins Glen Zoning Evaluation Summary

Village of Watkins Glen Zoning Ordinance Evaluation - October 2019	
<p>The intent of this evaluation is to determine if existing zoning is consistent with the context of desired redevelopment in the reviewed districts. The evaluation seeks to determine if the regulations hinder or adequately guide new development and redevelopment consistent with the vision of the Community Development Strategy, including proposed projects under Project Seneca. The evaluation considers client desires and expectations, stakeholder inputs, and results from community engagement.</p>	
Zoning Districts Evaluated	<ul style="list-style-type: none"> • Central Business (Franklin St.) • Lakefront Development • Business Transition
Observations	<ul style="list-style-type: none"> • Standard Euclidean Zoning Ordinance as opposed to a Form-Based Code or hybrid version • No Special Use Permit process in zoning; which may be desirable, but this could be a good tool to protect adjacent neighborhoods and sensitive environmental areas including the lakefront and wetland systems • Site Plan Review – conducted by Planning Board with standard process <ul style="list-style-type: none"> ○ Concept Plan (optional step) ○ Preliminary Approval Public Hearing • Final Approval • No General Planned Unit Development language which would be good for flexibility for certain projects <ul style="list-style-type: none"> ○ There is a Planned Multiple Residence District specific to this use
Article 4: Use Districts	<p>This Article has District Intents and Use Table.</p> <p><u>District Intents</u></p> <ul style="list-style-type: none"> • Each district has a purpose/intent that very descriptively gives guidance. However, some districts such as the BT, have regulations which generally are not advisable • The District Intents also speak to design intent which provides a general direction, but these conflict with the Design Guidelines • The intent assumes that development in the districts will adhere to a series of contextual aspects of the existing uses which is difficult to enforce • They also reference that development should ‘serve the needs of the community.’ For zoning this can be considered ambiguous and unenforceable <p><u>Use Table</u></p> <ul style="list-style-type: none"> • Very confusing categorization of uses with regard to permitted use, site plan approval, then categories for redevelopment of buildings. • Uses seem logical in that they generally match the district intents; however most uses in the BT, CB, and LD Districts require site plan review
Recommendations	<ul style="list-style-type: none"> ❖ <i>Simplify District Intents, move regulatory language to other location in zoning, and evaluate design statements with Design Guidelines to resolve conflicts.</i> ❖ <i>Simplify the Use Table making it clearer and more straight-forward</i>

Village of Watkins Glen Zoning Ordinance Evaluation - October 2019	
Article 5: Bulk and Density Control Requirements	<ul style="list-style-type: none"> • Contains standard area and bulk requirements table • However, dimensional requirements are by use by district. This is overly complicated and adds to difficulty of determining design of the project • It is hard to tell if these dimensional requirements will allow the project to achieve district intent and will allow proper application of the design guidelines
Recommendation	❖ <i>Define the 'form' of each district and consider replacing this table with form-based code regulations</i>
Article 8: Site Plan Review Approval	<p><u>Standard Site Plan Review process:</u> Given focus on the BT, CB, and LD Districts, consideration should be given to additional/specific review criteria for projects in these districts such as:</p> <p>LD</p> <ul style="list-style-type: none"> • Development needs to be sensitive to the natural environment of the lakefront and value that the lakefront provides to the Village. Therefore, significant weight should be placed on the LWRP which requires a Waterfront Assessment Form (WAF). This covers significant portion the natural environment and needs to limit impact • View Shed analysis based on 3D data (provided as a visualization from each cardinal direction; North, South, East, and West) • Mapping of direct access points to the waterfront (provided as paper map or CAD drawing) • A narrative on how the development will avoid diminishing enjoyment of the waterfront by residents, employees, and/or visitors <p>BT</p> <ul style="list-style-type: none"> • Narrative on how the proposed development will protect and preserve residential character of the district. Calculation of current parcel density adjacent to or adjoining proposed development parcel • Narrative on how development will serve community needs <p>CB</p> <ul style="list-style-type: none"> • Narrative on how development will protect and preserve unique business and architectural character in this area of the Village • Narrative demonstrating how development is consistent with and enhances this important existing character of the district, and provides an urban edge (Note: urban edge needs to be defined)
Recommendations	❖ <i>Incorporate specific requirements for the LD, BT, and CB Districts as noted above</i>
Article 9: Development Requirements	<p>This section has many different considerations including:</p> <ul style="list-style-type: none"> • Lot design • Access • Parking • Accessory structures • Signage • Fences • Steep slopes
Recommendations	<ul style="list-style-type: none"> ❖ <i>Parking</i> <ul style="list-style-type: none"> ▪ <i>Language should be reviewed to determine if it conflicts with the design guidelines</i> ▪ <i>Consider Low Impact Design components for stormwater control</i> ▪ <i>Also, consider parking maximums versus minimums.</i> ❖ <i>Signs - review for consistency with Supreme Court rulings on freedom of speech</i> ❖ <i>Accessory Structures - seems overly complicated, can be simplified with form-based code</i>

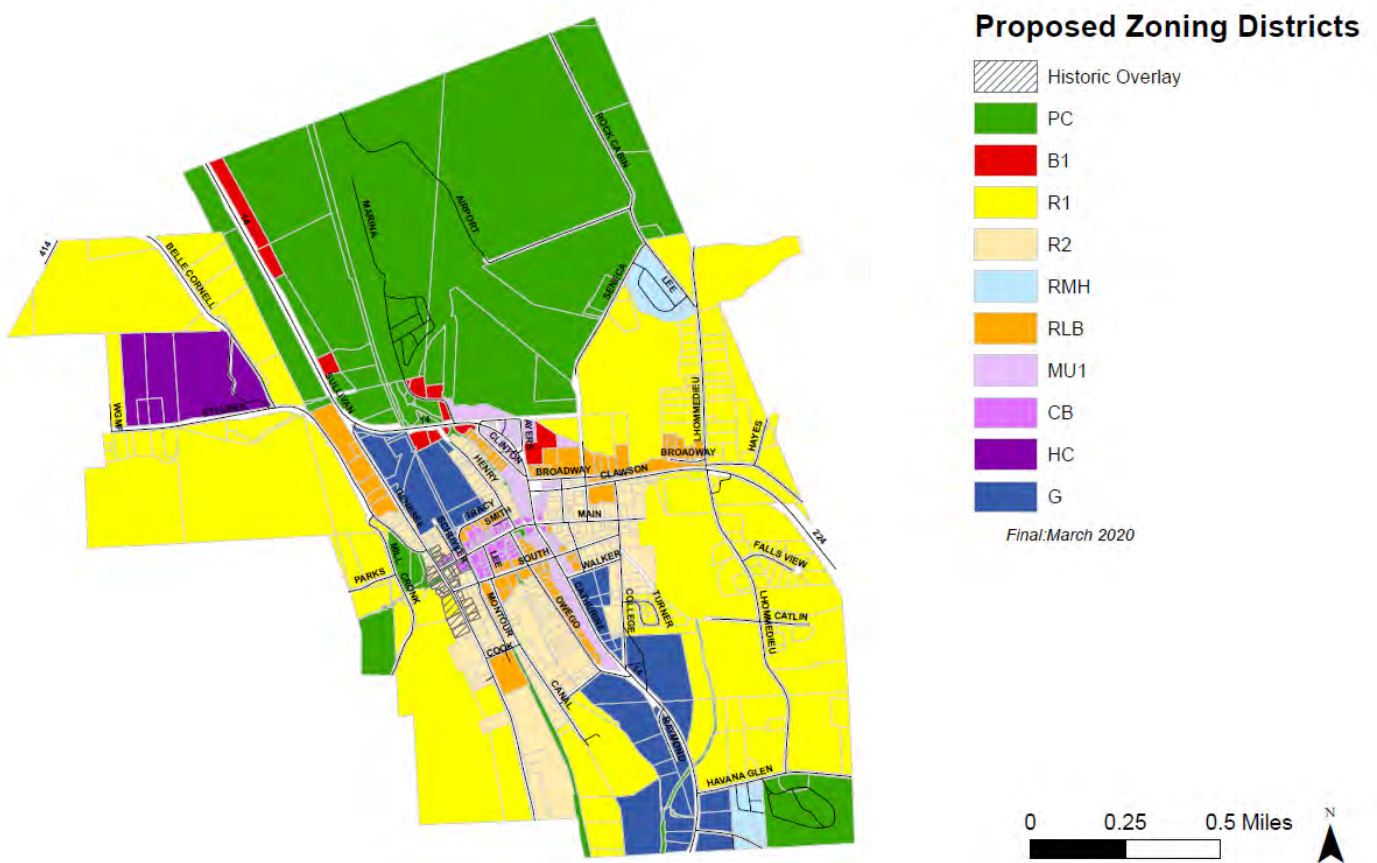
Village of Watkins Glen Zoning Ordinance Evaluation - October 2019
Summary

The Zoning Ordinance could be simplified in a variety of ways to streamline development in the Village:

- Simplify Use Table, consider making more uses 'as of right.'
- Consider replacing Bulk and Density Control Table with Hybrid Form-Based Code Regulations.
- Review Site Plan – Add requirements specific to the LD, CB, and BT Districts.
- Break up Article 9 into different articles for Parking and Signage.
- Review parking requirements against design guidelines to identify conflicts.
- Review sign language in accordance with Supreme Court Rulings on freedom of speech.
- Simplify accessory structures by considering incorporating these in Form-Based Code regulations.

Montour Falls Zoning Evaluation

Figure 1-4: Zoning Map – Village of Montour Falls



Based on zoning data received from the County, the Village of Montour Falls has significant land designated as Public Conservation Area, and like Watkins Glen, significant land area designated for some type of residential use. The balance of commercial land between the two villages is very close, with Montour Falls having slightly more commercial land than Watkins Glen. The differences between the two villages regarding this metric are not surprising, considering that unlike Watkins Glen, the main route in Montour Falls is outside of the downtown area rather than through it. This will play significantly into the overarching theme for future development in Montour Falls.

Watkins Glen has fewer opportunities for infill development than Montour Falls, both in terms of available land area and that land area’s physical configuration. It also has less road frontage on NY Route 14 than Montour Falls. The Village of Montour Falls has followed a traditional zoning pattern with a core downtown business district and a flanking transportation artery beside which business zoned land is available and widely distributed. This presents both an opportunity and a challenge to the community’s future development.

The challenge is that a flanking arterial route can make it difficult to redirect motorists passing through the region into the downtown. This pass-through traffic is a lost opportunity for the downtown, exacerbated by presence of services along NY Route 14 that adequately support needs of motorists—including restaurants, gas stations, and sites providing light consumer goods. This internal competition can result in some downtown area struggling while commercial development along the arterial route flourishes. However, commercial development along NY Route 14 in the Village is limited and geographically widespread. This lack of concentration offers opportunity to capture passersby at the Village’s main intersection through redevelopment and creation of attractive features in the downtown.

Fortunately, Montour Fall’s downtown area poses significant opportunity for infill development, including the Project Seneca Montour Falls Business Park redevelopment area. The site has limited to no access to NY Route 14, though potential is evident to connect a road from NY Route 14 to Main Street. Currently, access to the site is via travel through the downtown—a positive condition due to the ability of traffic in the downtown to increase utilization of downtown resources, increase demand, and spur economic development beyond the redevelopment site.

Table 1-13: Montour Falls Zoning Evaluation Summary

Village of Montour Falls Proposed Zoning Ordinance Evaluation - October 2019	
<p>The intent of this evaluation is to determine if proposed zoning is consistent with the context of desired redevelopment in the reviewed districts. Evaluation seeks to determine if regulations hinder or adequately guide new development and redevelopment consistent with the vision of the Community Development Strategy, including proposed projects under Project Seneca. The evaluation considers client desires and expectations, stakeholder inputs, and results from community engagement. To provide more useful evaluation, <u>proposed</u> Zoning Ordinance language was reviewed. Districts do not match the map above.</p>	
Zoning Districts Evaluated	<ul style="list-style-type: none"> • CB – Central Business • MU-1 – Mixed Use • Gateway • B1 – Business District

Village of Montour Falls Proposed Zoning Ordinance Evaluation - October 2019

Observations

Article 3 – Basic District Regulation

- Basic information regarding uses, lot, and dimensional requirements.
 - Each district is on a single page with uses listed making it easy to see what is allowed where and what the dimensional requirements are.
 - Many uses are allowed by right meaning only a building permit is required saving time and money by not having to go through the site plan review process
- CB:**
- District Intent is consistent with preservation of the village center as a location for retail shops, arts and wellness. “This district is intended to recognize the older historic business section of the Village and provide both for its reservation and revitalization.”
 - List of uses and dimensional requirements are consistent with focus of the RSP
- MU-1:**
- This district is primarily along NYS Rt. 14 in the center of the Village where most traffic passes through. Project Seneca has a gateway project to help improve the look and feel of this area as first impression.
 - Uses and dimensional requirements do not support the gateway project.
 - District Intent is consistent with the desire to build out this portion of the village with a mix of uses. “This district is intended to allow for higher density housing and a mix of walkable businesses.”
 - However, in the list of uses allowed, there are no residential uses. Most uses are very commercial and industrial in nature (Industrial Uses, Transportation Terminals, Warehouse, Wholesale Trade) and the dimensional requirements will result in larger commercial lots with large front yard setbacks (i.e., 30’ to 50’)
- Gateway:**
- This district includes a large former industrial area that is ripe for reuse directly adjacent to the historic village center as well as lands along NYS Rt. 14 at the southern end of the village.
 - The district intent is consistent with the Strategic Plan’s consideration of the redevelopment of the large area adjacent to the historic center: “This district is intended to allow for the expansion of the Village in a walkable mixed use format that creates jobs and housing while following the historic precedent of character, block sizes and building rhythm of the Village.”
 - Uses and dimensional requirements support the reuse of this area as a mix of residential and retail uses including multi story buildings with ground floor retail and upper floor housing and commercial uses.
 - However, because of the lands along NYS Rt. 14 at the southern end of the village, there are a number of auto related and industrial type uses that may not be ultimately compatible with a mix of residential uses near the village center. These include: automobile service stations, motor vehicle sales, transportation terminal, warehouse, wholesale trade business
 - Consideration could be given to splitting these two areas into different districts
- B1:**

Village of Montour Falls Proposed Zoning Ordinance Evaluation - October 2019	
	<ul style="list-style-type: none"> o This district is located at various locations with some areas along NYS Rt. 14. o Uses are varied including a mix of residential, commercial, and retail. o Dimensional requirements are somewhat flexible though could result in a more suburban type of development. o This district might be better suited for the southern gateway.
Article 4 – General Supplemental	<p>Parking:</p> <ul style="list-style-type: none"> • Parking table provides a maximum number of spaces based on general uses (i.e., commercial, industrial, etc.) • There are criteria to determine the final number of parking spaces which provide some flexibility that could result in eliminating large expanses of parking that may never be needed/used. • There are specific requirements for NYS Rt. 14 and 224 that limit curb cuts (if an alternate side road can be used) and spacing requirements. This will help with safety considerations along these major corridors. • There are also requirements for pedestrian infrastructure to establish connections. These are consistent with the Project Seneca gateway project to support a more walkable environment with limited intrusion of parking and curb cuts; <p>Home Business and Occupation Regulations:</p> <ul style="list-style-type: none"> • These are allowed throughout the village which is consistent with the RSP as they allow for arts and wellness type businesses. <p>Glorious T Historic District Overlay:</p> <ul style="list-style-type: none"> • This covers the west end of Main Street and provides for evaluation of design considerations. • This is consistent with the Strategic Plan to preserve the historic character of the village.
Article 5 – Supplementary Regulations for Specific Uses	<p>Signage:</p> <ul style="list-style-type: none"> • Provides for size, location and design. • No consideration for Electronic Messaging Centers; limited regulation of flashing/illuminated signs. • Appendix A has some design guidelines though they are somewhat vague. <p>Planned Commercial Development:</p> <ul style="list-style-type: none"> • Intended to provide some flexibility in design for parcels with 10+ acres. This could be helpful for the redevelopment of large parcels that do not fit with the existing zoning. <p>Route 14 and Route 224 Design Criteria:</p> <ul style="list-style-type: none"> • This section sets the stage for applicants to abide by design guidelines and the purpose and intent directly relate to the Project Seneca gateway project: “The Village of Montour Falls recognizes the area along State Routes 14 and 224 as important gateways through the Village..... The Village finds development of this area in a visually attractive manner and enhancement of traffic and pedestrian safety in this area are important to the general welfare of the community. It then points to Appendix A – Design Standards.

Village of Montour Falls Proposed Zoning Ordinance Evaluation - October 2019	
<p>Article 7 – Site Plan Review</p>	<ul style="list-style-type: none"> • In Article 3 there are uses that require site plan review. However, the article’s purpose states, “Site Plan Review shall be required for all new non-residential uses, non-agricultural changes of use and such other uses as the Village Board may from time to time designate by local law.” This inconsistency should be fixed to eliminate confusion. • Preliminary site plan review is optional however, if the project is below a threshold, the Code Enforcement Officer can approve the project, saving time and money for some projects. • Remainder of site plan process is consistent with state law.
<p>Appendix A – Design Standards</p>	<p>Building Design Guidelines:</p> <ul style="list-style-type: none"> • Note that this appendix is entitled ‘Design Standards’ but many of the regulations are guidelines therefore not mandatory. • Apply to NYS Routes 14 and 224 and West Main Street – all areas considered under the RSP and Project Seneca. • There are a series of guidelines that focus on placement of new buildings in relation to the site and adjacent buildings including respecting the architecture of adjacent building if it is historic in nature. • Language discourages long monotonous walls and encourages visual interest but does not provide specifics. • There is some guidance on landscaping, pavement materials and curbing. • Curbing specifies granite, concrete or Belgium block and no asphalt. • Encourages shared use driveways to limit curb cuts. • Sidewalks are to be installed when building next a property with sidewalks. No mention of installing sidewalks even if the adjacent property does not have sidewalk • Strong landscaping guidelines for parking lots and parking is only allowed at the side or rear of building • Where there is existing parking in front of the building a buffer/hedgerow is required to be installed between the sidewalk and parking • Encourage interconnected parking lots • Lighting encourages no up lighting and light trespass at the edge of the property • Utilities are required to be underground <p>Summary:</p> <ul style="list-style-type: none"> • The guidelines provide some direction to encourage good building form rather than haphazard suburban style development though some are guidelines not mandatory • There are very few images that could help in articulating the desired result of the guidelines
<p>Zoning Map</p>	<ul style="list-style-type: none"> • The zoning map should have the district names; not just the abbreviations. • Consideration of changing the MU-1 district to Gateway at the southern end of the village along NYS Rt 14 would help ensure more of a mix of uses and less of a suburban feel.

Village of Montour Falls Proposed Zoning Ordinance Evaluation - October 2019

Summary

The zoning ordinance is clear and, in most ways, supports the RSP and Project Seneca gateway project. The largest inconsistencies relate to allowed uses and dimensional requirements for the Gateway District and the MU-1 District in the center of the village along NYS Rt. 14.

- Gateway District: The lands along NYS Rt. 14 at the southern end of the village in this district contain a number of auto related and industrial type uses that may not be ultimately compatible with a mix of residential uses near the gateway district adjacent to the village center. These include: automobile service stations, motor vehicle sales, transportation terminal, warehouse, wholesale trade business. Consideration could be given to splitting these two areas into different districts keeping the auto and industrial uses out of the gateway district closest to the village center.
- MU -1 District: In the list of uses allowed, there are no residential uses. Most uses are very commercial and industrial in nature (Industrial Uses, Transportation Terminals, Warehouse, Wholesale Trade) and the dimensional requirements will result in larger commercial lots with large front yard setbacks (i.e., 30' to 50'). Given that this district is in the center of the village along NYS Rt. 14 consideration should be given to either changing the district to B-1 or Gateway (as described above near the village center) or evaluating the uses and dimensional requirements.

The design guidelines are helpful but could use more graphics and/or images to articulate the desired look and feel of the built product. Parking regulations provide some flexibility to eliminate large expanses of asphalt. Includes Planned Commercial Development District for parcels larger than 10 acres providing flexibility for larger projects.

Land Use Acreage and Parcel Count Reference

Table 1-14: Land Use, Acreage and Parcel Count

Property Classification	Parcel Count	Acres	Land Use
>1 Use Small Building	5	1.41	PR
1 Family Residential	924	441.57	PR
1 Use Small Building	14	6.11	PR
2 Family Residential	123	33.4	PR
3 Family Residential	23	6.5	PR
Abandoned Agriculture	3	46.98	PR
Aged – Home	3	6.89	PR
Apartment	39	25.31	PR
Athletic Field	1	2.05	PR – leased to WG
Attached Row Building	45	3.85	PR
Auditorium	1	0.06	PB
Auto Body	6	1.93	PR
Auto Carwash	1	0.28	PR
Auto Dealer	6	2.14	PR
Bank	2	1.49	PR
Bank Complex	1	0.32	PR
Bar	2	0.5	PR
Bowling Alley	1	0.27	PR
Branch Bank	2	0.46	PR
Camping Park	1	2.48	PR – leased to WG
Cemetery	4	39.38	PB
Commercial Vacant w/ Improvements	4	1.36	PR
Connectors	2	0.07	Util
Converted Residential	15	3.55	PR
Culture Building	1	0.37	PR
Detached Row Building	9	0.91	PR
Diner / Lunch	2	2.22	PR
Electric Distribution	1	0.09	Util
Fairground	1	2.13	PB
Fast Food	2	2.02	PR
Field Crops	1	3.98	PR
Flood Control	16	38.64	Util
Forest S532b	3	117.4	PB
Funeral Home	3	0.73	PR
Gas Station	3	0.75	PR
Government Buildings	8	11.75	PB

Property Classification	Parcel Count	Acres	Land Use
Government Parking Lot	12	5.53	PB
Greenhouse	1	2.02	PR
Health Building	2	1.79	PB
Highway Gar	3	39.04	PB
Hotel	1	1.78	PR
Inn / Lodge	1	2.56	PR
Kennel / Vet	3	5.32	PR
Library	3	1.01	PB
Living Accommodations	1	0.17	PR
Lumber Yard / Mill	1	0.29	PR
Malicious Commercial Services	1	1.57	PR
Manufacture	5	34.39	PR
Manufactured Housing Park	2	16.68	PR
Manufactured Housing	12	22.47	PR
Marina	8	25.98	PR/PB
Medium Retail	2	0.19	PR
Mini-Mart	2	0.78	PR
Motel	8	5.92	PR
Motor Vehicle Services	1	0.35	PR
Movie Theater	1	0.11	PR
Multiple Residential	2	0.59	PR
Municipal Park	7	33.05	PB
Non-Ceil. Rr	2	6.83	Util
Office Building	5	0.84	PR
Other Storage	5	3.58	PR
Parking Lot	8	2.28	PR/PB
Picnic Site	2	42.88	PB
Police / Fire	6	45.74	PB
Professional Building	6	1.68	PR
Recreation and Entertainment	1	0.59	PR
Religious	10	3.43	PR
Residential Multiple	7	23.84	PR
Residential w/ Commercial Use	12	10.72	PR
Residential Vacant Land	134	130.4	PR
Restaurant	8	2.71	PR
Rural Residential	3	112.54	PR
Rural Vacant <10	14	43.33	PR
Rural Vacant >10	4	127.78	PR
Salt	1	34.48	PR

Property Classification	Parcel Count	Acres	Land Use
School	3	52.67	PB
Seasonal Residential	3	0.88	PR
Self-Carwash	1	0.34	PR
Sewerage	3	4.5	Util
Shopping Center	1	17.55	PR
Small Retail	2	1.63	PR
Snack Bar	2	0.64	PR
Social Organization	4	2.03	PR
Special School	6	7.22	PB
State Forest	1	0.2	PB
State Park	3	63.07	PB
Supermarket	2	11.15	PR
Underwater Industrial	1	0.07	Util
Unspecified	15	130.93	
Vacant Commercial	67	39.1	PR
Vacant Farmland	2	112.09	PR
Vacant Industrial	7	97.58	PR
Vacant Land	4	6.46	PR
Vacant Rural	4	111.64	PR
Vacant W/Improvements	26	21.35	PR
Warehouse	3	1.11	PR
Water Supply	4	4.69	Util
Water Transmission	1	0.02	Util
Water Transportation	3	52.09	Util
Wetlands	4	224.57	PB
Total =	1,757	2,568.17	

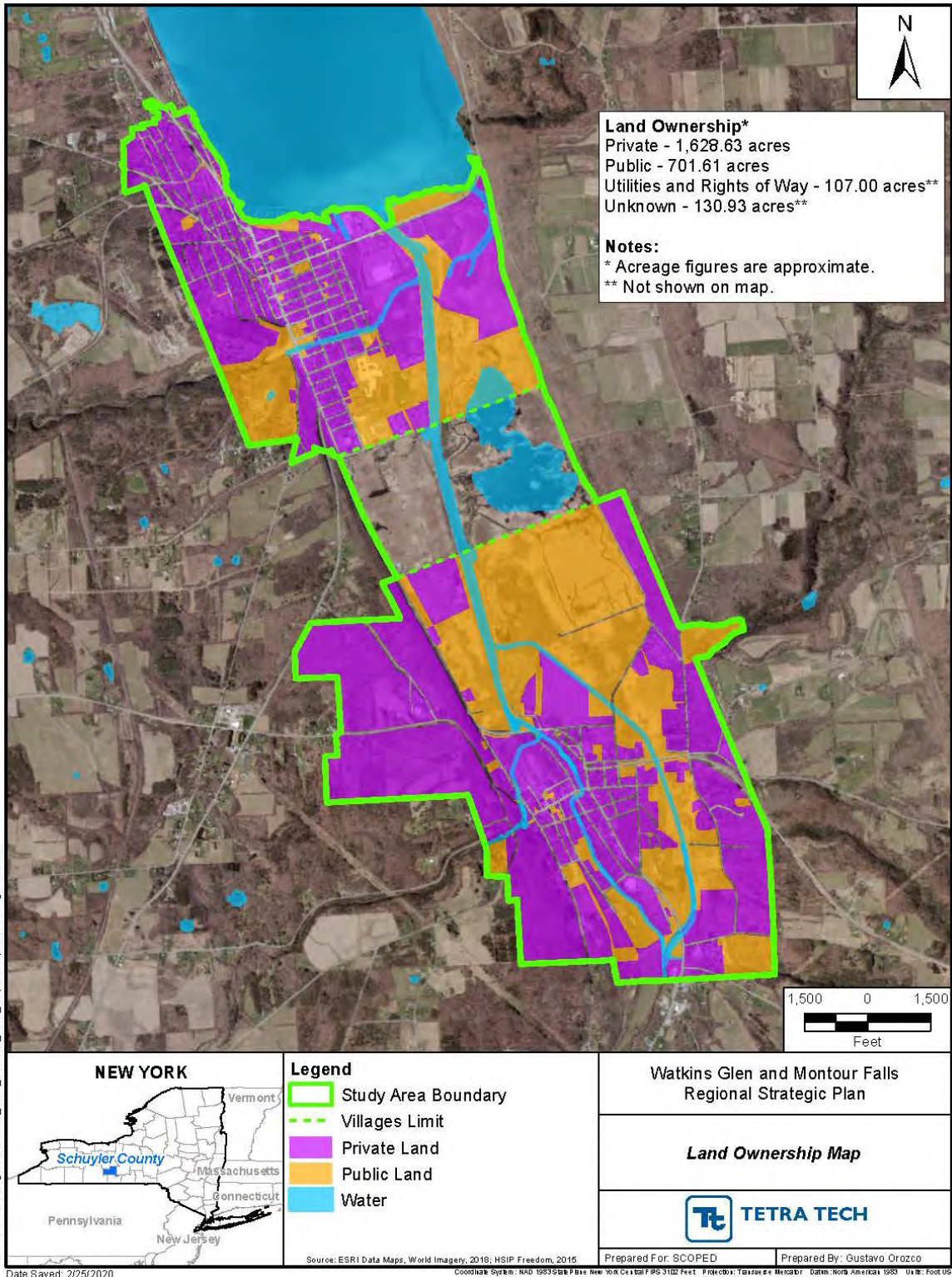
KEY

PR – Private Use

PB – Public Use

Util – Utility including Right of Way

Figure 1-5: Land Ownership Map



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1.7 Other Community Features

Historic and Archeologically Significant Areas

Watkins Glen and Montour Falls are rich with historically significant features including the “Glorious T” which lies at the intersection of Genesee and Main Streets in Montour Falls. Listed on the National Register of Historic Places, it is composed of 24 mid- to late-19th century buildings including the Sheriff’s Office, Schuyler County Clerk’s Office, and the Montour Falls Memorial Library. Other historically significant sites within the Village include the Lee School (built in 1884) and the Brick Tavern Stand, also known as Clawson House. Built in 1828 and currently housing the Schuyler County Historical Society, the Brick Tavern is the oldest building in Montour Falls. The Historical Society contains Native American artifacts, antique farm implements and tools, historic ladies’ fashion, and antique toys. In terms of natural features, Montour Falls is home to Shequaga Falls, a 156 feet high waterfall on the western edge of the village that passes under the Mill Street bridge at the top of the falls, and empties into a plunge pool, feeder creek to Catharine Creek and eventually Seneca Lake.

Also in Montour Falls the historic Chemung Canal which runs between the villages of Montour Falls and Watkins Glen. Visitors to the region can travel between the two villages using the Catharine Valley trail which follows the remnants of the Chemung Canal. The trail continues into Montour Falls, and eventually arrives at the “Glorious T,” the Historical District of the village.

In addition to the Chemung Canal, Watkins Glen also is home to Watkins Glen State Park, the historic Grand Prix Circuit, Erie Canalway National Heritage Corridor, Seneca Lake Scenic Byway, and Watkins Glen Historic District. Both the Erie Canalway and the Chemung Canal had enormous economic impacts on Watkins Glen and Montour Falls. Built in 1833, the Chemung Canal connected the Chemung River to Seneca Lake. Boats using the canal were able to access the Cayuga and Seneca Canal, and from there the Erie Canal, placing Watkins Glen in a prominent position for trade before it closed in 1878. Today, the canal serves as a recreational space, allowing boats access to Seneca Lake.

Watkins Glen is also the site of many unique and historically significant buildings, a number of which can be found within the Watkins Glen Commercial Historic District. The district’s buildings, dated from 1844 to 1939, contain a variety of architectural styles, and natural materials construction.

Watkins Glen is also home to Watkins Glen International, an automobile racetrack that began as a racecourse of public roads before construction of a permanent racecourse in 1956. Many different types of automobile races are held at the track, including Formula 1, Can Am, Trans Am, and Formula 5000 races. The track also hosts the US Vintage Grand Prix. Because the original Grand Prix—held in 1948—took place on public roads in the village, visitors can travel the historic 6.6-mile Grand Prix Circuit.

Moving beyond man-made features, Watkins Glen State Park is one of the defining features of the village. The Park is the most famous of the Finger Lakes State Parks, with its two miles of descending stream creating 19 waterfalls and gorge path which winds over and under waterfalls and through the spray of Cavern Cascade. Established in 1906, the park is a major tourist attraction and offers visitors and residents alike beautiful views of the waterfalls and opportunity for camping, picnicking, fishing, hiking, cross-country skiing, and hunting.

Transportation Systems

Watkins Glen and Montour Falls have several different traffic systems in place. The primary method of transportation in and between the villages is automobile dependent, featuring residential, commercial, and tourist traffic uses.

Within Montour Falls, Route 14 experiences the highest volume of traffic, with counts of over 10,000 vehicles per day according to Watkins Glen and Montour Falls Comprehensive Plans and 2009 traffic study. The route serves as the main artery for both local and through traffic, including truck and seasonal traffic. In Watkins Glen, the Northern Gateway is a major point of entry into the village. This important entrance to the village has recently been improved with signage defining the community boundary and introducing traffic calming measures to encourage drivers to slow their speed as they enter the village’s central business district. Truck traffic is a major concern for residents of both villages and the surrounding region. There is limited bus and train service within the villages; however, the Arc of Schuyler County offers bus transportation between the Villages of Montour Falls, Burdett, Odessa, and Watkins Glen, and coordination of transportation resources through Transportation Link Line. Rail service is available for the area but caters only to industrial uses, primarily serving Cargill and US Salt.

Within Watkins Glen pathways allow users to walk or bike along the waterfront, through the Main Street business district, and through village neighborhoods following the Catharine Valley trail on Decatur Street to the waterfront. Bike Route 14 extends through Montour Falls and Watkins Glen before following the west side of Seneca Lake.

Infrastructure

The public water supply of Montour Falls consists of two wells located in the Village; the public water supply for Watkins Glen is drawn from the surface of Seneca Lake. Electricity and natural gas for Montour Falls are provided by the New York State Electric and Gas Corporation (NYSEG). The company also provides gas service for Watkins Glen, and the village provides its own electricity service. It should be noted that the power supply for Watkins Glen and Montour Falls is at capacity, and this is currently limiting development opportunities within the communities. Both Watkins Glen and Montour Falls have completed or will be completing updates to their infrastructure, summarized in the table below:

Project	Project Location	Project Completion Date
Repave Route 14/New sidewalks	Watkins Glen	2018-2019
New municipal water tank	Watkins Glen	2019
Repave Route 14/New sidewalks	Montour Falls	2020-2021
Regional WWTP	Watkins Glen	2020

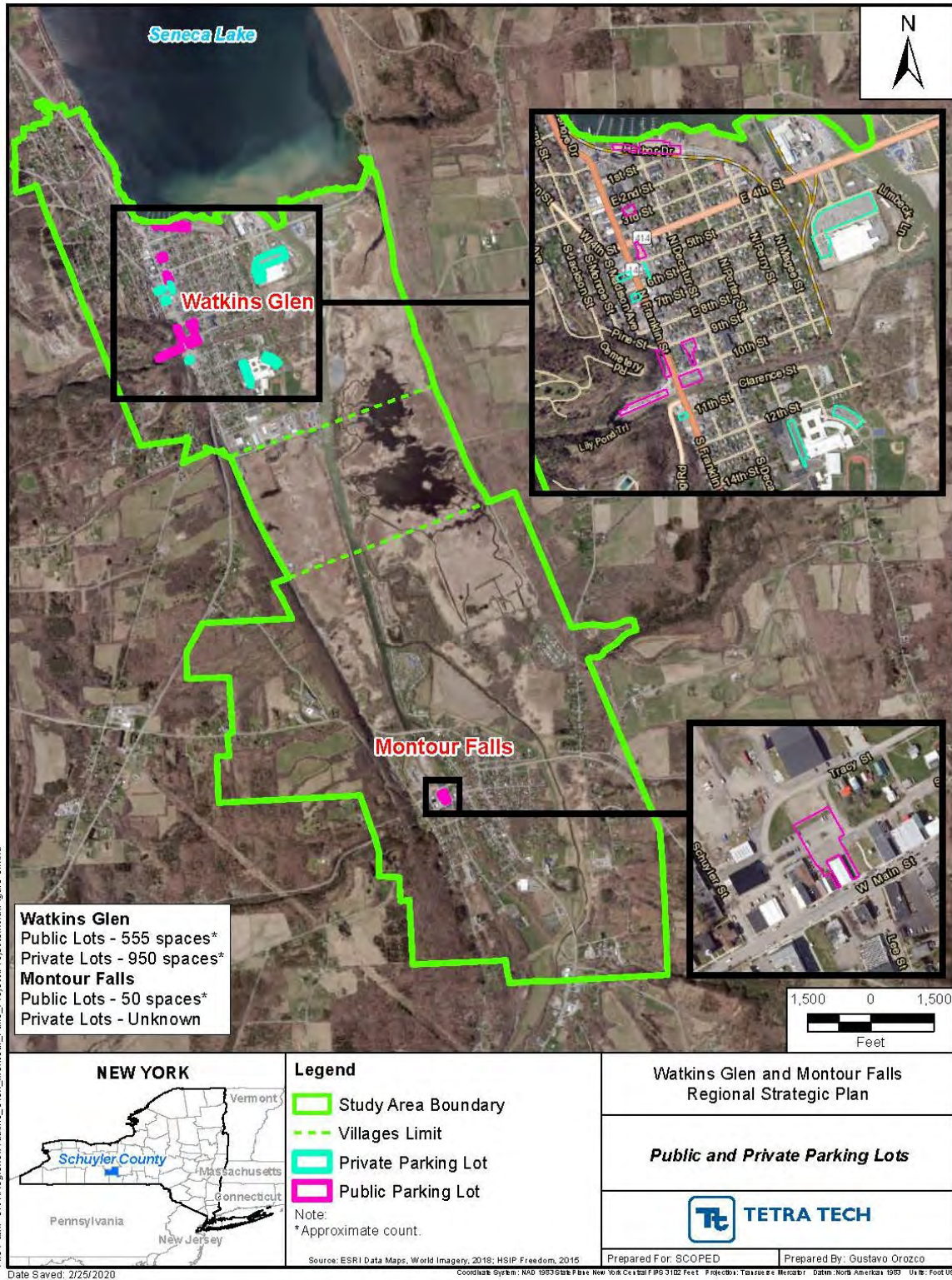
The villages have also received several grants to be used for completion of water and wastewater studies and improvements. Watkins Glen received a grant in 2012 to be used for a wastewater study and received another grant in 2018 to be used for the completion of a water study. Montour Falls has received grants for the following projects: wastewater improvements (received in 2015 and 2018), water improvements (2 received in 2017 and 2019), Complete Streets Planning Grant (received in 2019), and a grant for a Levee Recertification Study (received in 2019).

Parking

There are several lots available for public parking in Watkins Glen and Montour Falls. In Watkins Glen, Schuyler County owns two parking lots along the southern shore of Seneca Lake that contain approximately 180 free parking spots, while the village itself owns two lots that total 60 free parking spaces. Watkins Glen State Park has two parking lots with approximately 250 spaces, though a fee is associated with the use of these lots. Other parking includes the Schuyler County Administration Building (available when the building is closed) of approximately 50 spaces, overflow parking at the Watkins Glen Central School and Walmart, and several private parking lots. Montour Falls has a municipal parking lot with approximately 50 free parking spaces and several private parking lots.

Both villages offer on-street parking during the summer; however, this parking differs between the villages during the winter. In Watkins Glen, on-street winter parking follows Odd/Even Parking, meaning that parking on the odd side of the street is prohibited on odd calendar days, and parking on the even side of the street is prohibited on even calendar days from 12:00 AM to 6:00 PM. In Montour Falls, on street parking is not permitted on Main Street from 12:00 AM to 6:00 AM. The figure below depicts the public and private parking areas in the two villages.

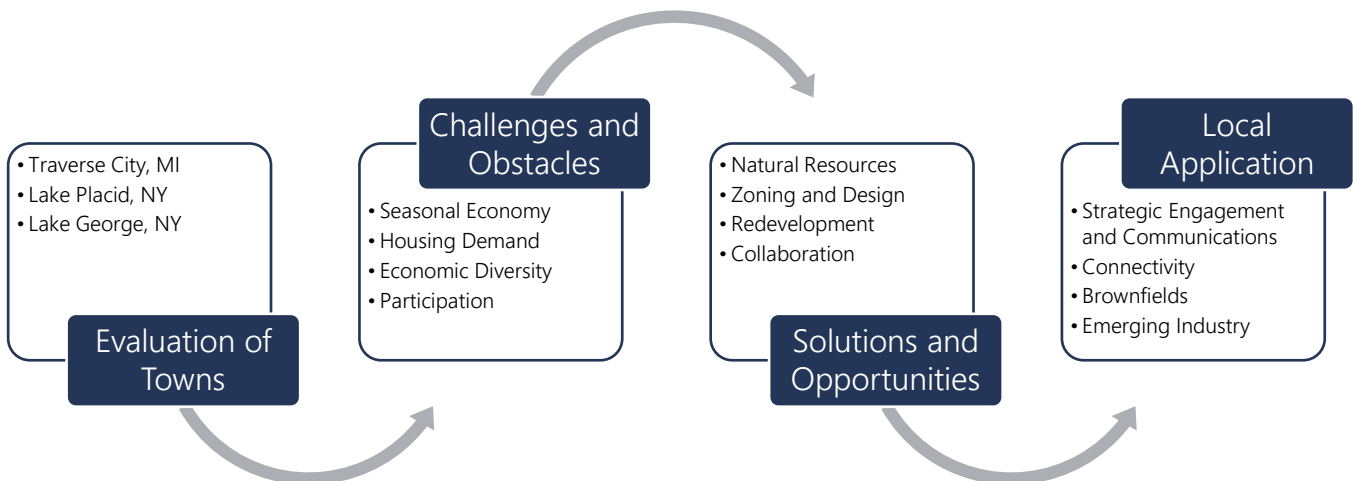
Figure 1-6: Public and Private Parking Map



1.8 Three Town Comparison

Comparisons of three communities—Traverse City, MI; Lake George, NY; and Lake Placid, NY—with assets and challenges similar to those of Montour Falls and Watkins Glen were completed. Research of these communities consisted of compilation and review of applicable comprehensive plans, park plans, and other documents related to this study. Where possible, interviews with decision-making members of the community were conducted.

The objective of these community reviews was to identify key takeaways from each that would be useful as metrics for success in Watkins Glen and Montour Falls. These takeaways could relate to achievement of a four-seasons economy, development of a tourism base, or other successful attribute. These takeaways were then evaluated to determine how they might be incorporated into the RSP. Key takeaways were also applied to evaluation and review of existing projects such as those in Project Seneca, and to induce additional economic development and community support actions.



Tables on the following page for each of the three communities list basic demographic information for reference, as well as summary of their main community assets. Challenges and community responses are listed, as well as a summary of regionally applicable key takeaways.

Table 1-15 Three Town Comparison Summary Table – Traverse City, Michigan

Traverse City, Michigan			
Demographics	<ul style="list-style-type: none"> ❖ Population: 15,550 residents ❖ Median Age: 40.6 ❖ Median Household Income: \$53,237 ❖ Closest Urban Area: Ann Arbor, and Detroit 4 hours north 		
Assets	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Environmental Features ❖ Quality of Life ❖ High Demand Housing ❖ Engaged Community </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Physical Connectivity ❖ Strong Partnerships ❖ High Draw Events </td> </tr> </table>	<ul style="list-style-type: none"> ❖ Environmental Features ❖ Quality of Life ❖ High Demand Housing ❖ Engaged Community 	<ul style="list-style-type: none"> ❖ Physical Connectivity ❖ Strong Partnerships ❖ High Draw Events
<ul style="list-style-type: none"> ❖ Environmental Features ❖ Quality of Life ❖ High Demand Housing ❖ Engaged Community 	<ul style="list-style-type: none"> ❖ Physical Connectivity ❖ Strong Partnerships ❖ High Draw Events 		
Challenges	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Tends to receive intense community feedback ❖ Strong resistance to change ❖ Desire to maintain current community character ❖ Seasonal economy ❖ Harsh winters </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ No rail ❖ No major transportation routes ❖ High Draw Venues creating demand and stress on social and physical infrastructure ❖ Low paying jobs ❖ Insufficient housing (high demand and high cost) </td> </tr> </table>	<ul style="list-style-type: none"> ❖ Tends to receive intense community feedback ❖ Strong resistance to change ❖ Desire to maintain current community character ❖ Seasonal economy ❖ Harsh winters 	<ul style="list-style-type: none"> ❖ No rail ❖ No major transportation routes ❖ High Draw Venues creating demand and stress on social and physical infrastructure ❖ Low paying jobs ❖ Insufficient housing (high demand and high cost)
<ul style="list-style-type: none"> ❖ Tends to receive intense community feedback ❖ Strong resistance to change ❖ Desire to maintain current community character ❖ Seasonal economy ❖ Harsh winters 	<ul style="list-style-type: none"> ❖ No rail ❖ No major transportation routes ❖ High Draw Venues creating demand and stress on social and physical infrastructure ❖ Low paying jobs ❖ Insufficient housing (high demand and high cost) 		
Response	<ul style="list-style-type: none"> ❖ Development of strategies beyond traditional engagement methods ❖ Phased seasonal economic development ❖ Participation in grant programs (Brownfield redevelopment) ❖ Reduction in the number of major events ❖ Development of economy by focusing on community values <ul style="list-style-type: none"> ○ Quality of life ○ Higher education ○ Medical facilities and access ❖ Identification and capitalize on environmental features and connectivity ❖ Cross governmental collaboration ❖ Technological connectivity (broadband) improvement 		
Key Takeaways			
<ul style="list-style-type: none"> ❖ Utilize phased approach to achieve 4-season economy, for example <ul style="list-style-type: none"> ○ Evaluate the region’s most robust economic sectors in each season ○ Consider other seasonal activities not currently present ○ Target two of each of the above and focus on augmenting their marketing and implementation ○ Evaluate impact year over year and either modify approach if needed or, if successful, move to the next season ❖ Develop environmental features and connectivity to drive economic investment <ul style="list-style-type: none"> ○ Inventory regional environmental assets and evaluate applicability beyond basic passive uses, i.e., consider an Iron Man competition that encompasses swimming (lake utilization), running (the CVT and downtown areas), and biking (the region’s scenic routes as well as downtowns). This gets not only competitors but also spectators into the economic development target areas. ❖ Garner support and funds through increased use of non-profits/advocacy groups <ul style="list-style-type: none"> ○ Attraction of people to natural features in a region will often attract non-profits interested in maintenance or preservation due to increased use, exposure, and marketing ❖ Invest in a housing study – develop strategic housing plan <ul style="list-style-type: none"> ○ Increased affordable housing (that which median household incomes can afford) better enables economic development and regional economic stability ❖ Invest in quality of life to yield large economic gains <ul style="list-style-type: none"> ○ Limited but meaningful events ○ Tie nature and community together ○ Use strategic engagement and strong champions to aid the process 			

Traverse City, Michigan	
	<ul style="list-style-type: none"> ○ Connectivity ○ Services ○ Enhanced engagement ○ Redevelopment

Table 1-16: Three Town Comparison Summary Table – Lake George, NY

Lake George, New York	
Demographics	<ul style="list-style-type: none"> ❖ Population: 947 residents ❖ Median Age: 49.5 ❖ Median Household Income: \$49,306 ❖ Closest Urban Area: Albany 50 miles south
Assets	<ul style="list-style-type: none"> ❖ Lake George ❖ Adirondack Park ❖ Tourist destination since the late 1800s ❖ Easily accessible via I-87 ❖ Million Dollar Beach and Shepard Park ❖ Historic/cultural assets including Fort Ticonderoga ❖ Lake George cruises and tour boats ❖ Existing hotel/motels
Challenges	<ul style="list-style-type: none"> ❖ Seasonal economy ❖ Low paying jobs ❖ Harsh winters ❖ Striving to be a four-season tourist destination ❖ Decline of Main Street during 1980s
Response	<ul style="list-style-type: none"> ❖ Developed revitalization strategy to keep up with tourism trends <ul style="list-style-type: none"> ○ Vibrant walkable downtown ○ Visual and physical connection to waterfront ❖ Prepared Local Waterfront Revitalization Program (1986) ❖ Waterfront enhancement improvements (1988 to present) <ul style="list-style-type: none"> ○ Shoreline walkway connecting public beach to central business district ○ Visitor Center ○ Canada Street enhancements ❖ Updated zoning ordinance and design guideline to accommodate growth ❖ Constructed Charles R. Wood Environmental Park to address environmental concerns and increase tourism ❖ Supported and promoted festivals and events, including: <ul style="list-style-type: none"> ○ Americade ○ Adirondack Food & Wine Festival ○ Concerts in Shepard Park ○ Weekly fireworks during summer ○ Octoberfest ○ Winter Carnival ❖ Organized conference to discuss strategies to grow four-season economy

Key Takeaways	
	<ul style="list-style-type: none"> ❖ Focus on regional collaboration and cooperation <ul style="list-style-type: none"> ○ Seek collaboration on large scale events, planning initiatives, as well as conservation efforts. Improving the economic status of the surrounding region, augments the target area ❖ Zoning and design guidelines that drive economic development <ul style="list-style-type: none"> ○ Coordination and collaboration in zoning help create consistency in the region, enable a uniform marketing campaign, ease regulation and enforcement, augment economic development, and create more holistic sense of place ❖ Use of plans and partnerships to solicit NYS Grants <ul style="list-style-type: none"> ○ Past planning and implementation as a sign of good faith and commitment to the region to encourage additional giving

Lake George, New York	
❖	Ensure environmental stability and water quality <ul style="list-style-type: none"> ○ With environmental assets such considerable contributors to the regional profile, focus on their preservation is an important priority
❖	Invest in physical connectivity <ul style="list-style-type: none"> ○ People’s movement throughout the region by means other than vehicles increases exposure to economic improvements
❖	Organized efforts (festivals, conferences, community events) aid economic development <ul style="list-style-type: none"> ○ Done in a limited and strategic manner these events capitalize on and increase exposure of the region’s natural and economic assets

Table 1-17: Three Town Comparison Summary Table – Lake Placid, New York

Lake Placid, New York	
Demographics	<ul style="list-style-type: none"> ❖ Population: 2,606 residents ❖ Median Age: 37.5 ❖ Median Household Income: \$53,487 ❖ Closest Urban Areas: Plattsburgh 50 miles east, Albany 135 miles south
Assets	<ul style="list-style-type: none"> ❖ Mirror Lake ❖ High Peaks of Adirondack Mountains ❖ Olympic Village ❖ Winter recreation - downhill skiing at Whiteface Mountain, Mount Van Hovenberg, luge and bobsled, cross-country skiing, ice skating ❖ Summer recreation - hiking, biking, fishing ❖ Eclectic shops and restaurants along Main Street ❖ Family-oriented dining and lodging
Challenges	<ul style="list-style-type: none"> ❖ Seasonal economy ❖ Low paying jobs ❖ Harsh winters ❖ Striving to be a four-season tourist destination ❖ Parking and circulation
Response	<ul style="list-style-type: none"> ❖ Revised Comprehensive Plan (2014) ❖ Revised zoning with design guidelines ❖ Established Regional Office of Sustainable Tourism (ROOST) / Lake Placid Convention and Visitors Bureau (CVB) ❖ Annually track visitor metrics ❖ Implemented green infrastructure along Main Street ❖ Built new Convention Center ❖ New York State Olympic Regional Development Authority (ORDA)

Key Takeaways

- ❖ Well considered long-range plan
 - Like the RSP, when a living document that continues to be implemented and reevaluated at consistent interval, help to promote continued economic development and improved quality of life
- ❖ Regional cooperation and engaging partners
 - Collaboration brings greater resources to aid regional initiatives
- ❖ Water quality is paramount
 - With environmental assets such considerable contributors to the regional profile, focus on their preservation is an important priority
- ❖ Zoning and design guidelines that drive economic development
 - Coordination and collaboration in zoning help create consistency in the region, enable a uniform marketing campaign, ease regulation and enforcement, augment economic development, and create more holistic sense of place
- ❖ Use of plans and partnerships to solicit NYS Grants
 - Past planning and implementation as a sign of good faith and commitment to the region to encourage additional giving
- ❖ Organized efforts (festivals, conferences, community events)
 - Done in a limited and strategic manner these events capitalize on and increase exposure of the region's natural and economic assets.
- ❖ Invest in physical connectivity
 - People's movement throughout the region by means other than vehicles increases exposure to economic improvements

Section 2. Project Seneca Project Profiles, Evaluations, and Recommendations

Stakeholders and evaluations indicate several targets for increased economic development in the region...

Diversified yet complementary economies

Enhanced educational opportunities

Increased regional population

Improved housing stock, availability, and pricing

Capitilization on region's rich natural resources*

Agriculturally-connected business development

Improved infrastructure

Based on analysis and observations in **Section 1**, **Section 2** presents project evaluations and recommendations geared toward achieving economic and community growth according to the vision and goals of the region's stakeholders.

This section seeks to answer the following questions: What can be done to improve existing Project Seneca Projects? What are priority Project Seneca Projects (new or recommended) that will improve the regional economy? What actions can be taken to complete economic development activities in the region?

2.1 Project Seneca Project Area Profiles

Project Seneca Projects Evaluated

1st - 2nd Street Block Redevelopment	Catharine Valley Trail Bridge Connection	Regional WWTP
Captain Bill's Boat Terminal	Seneca Skyline Development	Ithaca Neighborhood Housing Project
Southern Gateway Improvement Project	Clute Park Redevelopment	VFW Redevelopment
East 4th Street Improvements	Watkins Glen WWTP Reuse	Montour Falls WWTP Reuse
	Montour Falls Business Park	

Project Seneca project profiles provide an overview of current conditions of each Project Seneca project. The profiles can be used as a reference point for future recommendations, changes, or additional projects.

Development of the project profiles started with spatial evaluations and project area research, including use of a location map to highlight a project's position in the region. The analysis resulted in a land ownership pattern map and table—critical to engagement of stakeholders who may be impacted by a proposed project and an aid to determination of feasibility.

The project area profile tables list information regarding the project's physical address, number of buildings on

Section 2.1

- Provides detailed GIS-based evaluations of current project Seneca projects, status, and geographic position in the region. These evaluations include three detailed project tables and a project location map.

Section 2.2

- Provides a table relaying Project Seneca Project findings and recommendations to further their implementability and feasibility.

Section 2.3

- Provides a table that identifies existing or recommended Project Seneca Projects to further encourage or augment economic development in the region.

Section 2.4

- Provides a series of tables of various regional graphics and lists actions that may be taken to further support economic development in the region.

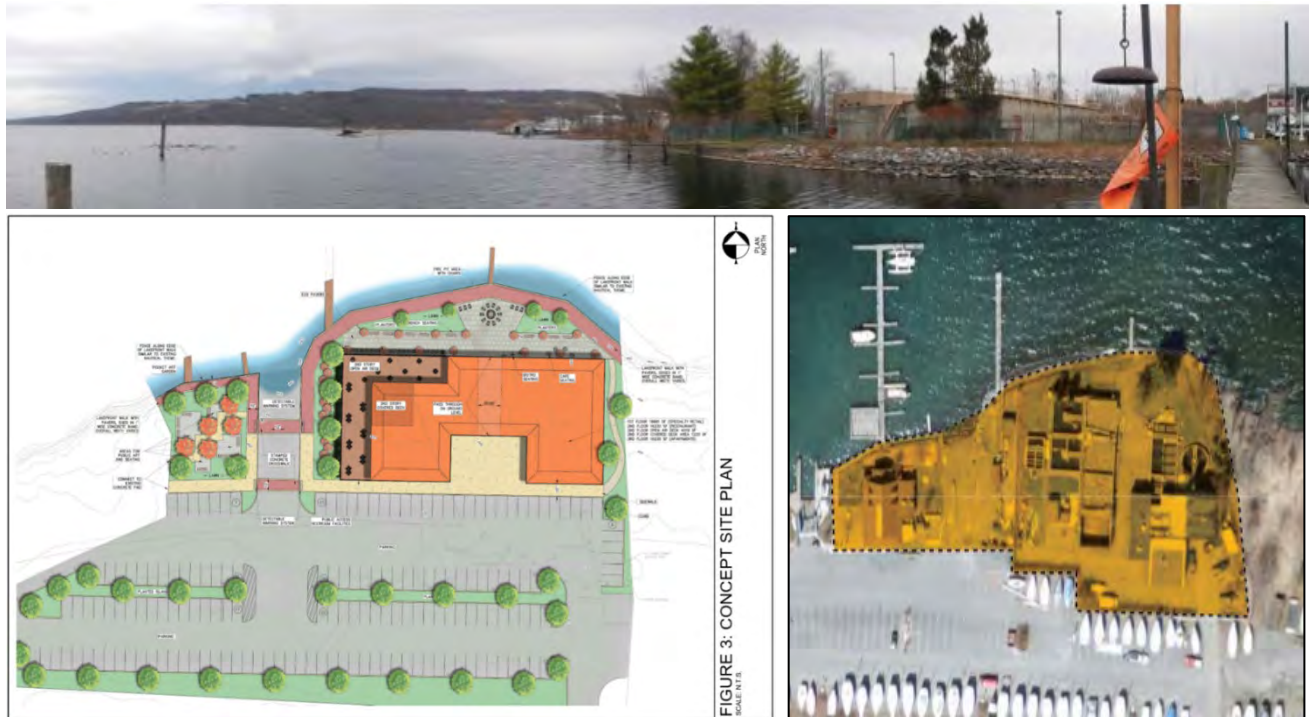
Section 2.5

- Provides tables listing per project actions in order of priority.

the site, parcel size, zoning, and current parcel use. Following this table is second table that summarizes information regarding parcels adjacent to the project, including parcel identification number, number of buildings on the parcel, current use and size, and detailed narrative of the parcel. The final table included contains a general narrative about the parcel on which the project is located, and details parking and natural resources.

Existing zoning is also evaluated, as are surrounding buildings and associated vital attributes. The following are inventoried: historical or archeologically significant areas, sites, districts, or structures; local transportation systems; parking facilities; infrastructure; and natural features and conditions, including upland and waterside features.

Watkins Glen Wastewater Treatment Plant (WWTP) Reuse:



The WWTP Reuse Project site is between the southern shore of Seneca Lake and an active railroad along Harbor Drive in the northern end of Watkins Glen. Adjacent properties are primarily used for parking and boat storage, along with a large marina. The site also has direct contact to/with Seneca Lake. For full discussion of redevelopment options, see Watkins Glen WWTP Reuse Feasibility Study, January 2020.

Additionally, in its current state the WWTP limits views of the lake, and the proposed development will improve the overall visual quality of the waterfront, and Seneca Harbor Park. The proposed project will also include climate resilience measures to limit adverse impacts on the waterfront as a result of flooding. The conversion of this parcel from a public utility to a commercial use will significantly enhance the economic base of the community by providing a long-term revenue stream for the Village of Watkins Glen and Schuyler County as well as the potential for job creation.

The proposed project will advance the goals and objects of the Watkins Glen LWRP by taking advantage of this prime waterfront location and encourage the reuse of an important waterfront parcel. The Village of Watkins Glen was selected as one of the ten communities statewide to receive \$10 million through the Downtown Revitalization Initiative (DRI) in the summer of 2017. This award was the result of a strategic and inclusive proposal process that demonstrated planning, ingenuity, creativeness, and technological savvy. The Watkins Glen LWRP was specifically identified within the proposal to guide the planning process. The winning proposal was data-driven and set on a foundation of four goals; (1) Downtown Living including walkability, housing for all income levels, and commercial mixed use redevelopment; (2) Culture/Entertainment including arts and culture,

vibrant nightlife, and activities/events for youth; (3) Economic Development including attracting skilled workers, attracting high paying jobs, attracting significant investment, and creating a year-round economy; and (4) Quality of Life including a vibrant community with a strong sense of place.

The economic impact for the projects included in the proposal was estimated to be over \$56 million. The DRI process was exceptionally transparent and widely and deeply marketed to ensure public access and inclusion. The State of New York announced the selected projects in the fall of 2017. The Local Planning Committee (LPC), identified in the proposal, became the governing body for the process and review of all DRI-related programs.

Table 2-1: Watkins Glen Wastewater Treatment Plant Reuse – Parcel Attributes

WWTP Reuse				
Number of Buildings on Site		2		
Parcel Size(s)		1.03, 0.25, and 0.44 acres; 1.72 acres total		
Parcel Zoning		Lakefront Development (LD)		
Current Use		Decommissioned lakefront wastewater treatment plant		
Water Dependent Uses		Northern property boundary borders Seneca Lake; marina with pier and two additional piers		
Adjacent Parcels	Parcel 1	Parcel 2	Parcel 3	Parcel 4
PID	65.09-2-38.1	65.09-2-61.21	65.09-2-61.111	65.09-2-39.2
Building Count	No buildings though the site is slated for high-end housing	No buildings	No buildings	1 building (public bathrooms)
Use	Vacant land	Parking lot	Marina	
Size	2.94 acres	2.94 acres	1.64 acres	0.44 acres
Adjacent Parcel Narrative	There are 4 adjacent parcels, all of which are zoned for LD.			
Natural Resources Narrative		Parking Narrative		
This site is along lands that contain wetlands or other waterbodies regulated by a federal, state, or local agency. The site of the proposed action or an adjoining property has been the subject of remediation for hazardous waste.		The site is largely impervious/paved area with approximately 138 designated parking spaces with other paved areas available to accommodate vehicular and boat parking.		

Watkins Glen WWTP Funding Strategies

The list on the following page of funding resources includes descriptive information, eligibility, and uses applicable to the WWTP redevelopment. It is organized into main sections dealing with programs Public Entities, Developers, and Tenants, to reflect the chief beneficiaries of the funding of each funding category. Each identified program includes a brief program description and information including funding amounts, eligibility, form of funding (loan or grant), and application process, along with a recommended use as it pertains to WWTP redevelopment. The list is intended to include all public funding sources that can assist the WWTP reuse project, and addresses all interested parties including the property owner (Watkins Glen), developer, and tenants.

While compiling funding sources for WWTP redevelopment, additional resources were identified that may aid implementation of the RSP. Rather than excluding these because of inapplicability to the Plant, they are included in this document in Appendix D as additional support to the Plan, though the list may not be comprehensive. They are broken out into sections applicable to redevelopment, incentives, and tax credits, and to Montour Falls-specific programs, and are labeled as such.

Table 2-2 Watkins Glen WWTP – Funding Strategies Summary

Watkins Glen WWTP Funding Strategies	
Program Name	Description
Public Sources	
Community Development Block Grant Program	Funding for development of viable communities through affordable housing and expansion of economic opportunities for populations of low or moderate income.
	Amount Potential: Maximum Award: Private Water/Wastewater System Assistance, \$750,000; Public Facilities, \$300,000; Housing, \$500,000; Microenterprise, \$200,000; Planning, \$50,000
Green Innovation Grant Program	Grant provides support to projects that use unique stormwater infrastructure designs and create new and innovative green technologies.
	Amount Potential: Minimum of 40% and maximum of 90% of eligible costs.
Local Waterfront Revitalization Program	Funding source for projects located along New York’s coasts or designated inland waterways. Program focuses on planning, design, and construction projects to revitalize communities and waterfronts.
	Amount Potential: No Minimum Award; Maximum Award: \$2 million
Erie Canalway IMPACT! Grant Program	Grants and event sponsorships for projects that meet one or more of the Erie Canalway National Heritage Corridor goals (below). Priority consideration is given to projects that meet multiple goals.
	Amount Potential: Minimum Award: \$2,500; Maximum Award: \$12,000

Watkins Glen WWTP Funding Strategies	
Program Name	Description
Environmental Protection Fund Grant Program for Parks, Preservation, and Heritage	Grant funding for acquisition, development, and planning of parks and recreational facilities that will achieve preservation, rehabilitation, or restoration of land, water, or structures meant for conservation or recreation.
	Amount Potential: Maximum Award: \$600,000 for projects \$4 million or less; \$1 million for projects over \$4 million
Canalway Grant Program	The Canalway Grant program provides funding for projects that will promote visitation to and recreational use of the Canalway Trail, increase public access to the trail, encourage private investment, improve the services and amenities that are offered for trail users of all types, and increase connectivity between the trail and the surrounding region.
	Amount Potential: Minimum Award: \$25,000; Maximum Award: \$150,000
Appalachian Regional Commission Business Development Revolving Loan Fund	ARC Business Development Revolving Loan Fund supports creation and preservation of private-sector jobs by providing grant funding to eligible entities that make loans to eligible borrowers. Borrower repayments made back to the pool are reinvested in other ventures.
	Amount Potential: Loans are limited to 50% of eligible project costs
New York State Recreational Trails Program	Grant funding to states to help develop and maintain recreational trails and related facilities for motorized or non-motorized uses. State of New York, Office of Parks, Recreation and Historic Preservation administers.
	Amount Potential: Minimum Award: \$25,000; Maximum Award: \$250,000

Watkins Glen WWTP Funding Strategies	
Program Name	Description
Developer	
State of New York (Empire State Development)	Financial assistance to projects that promote economic health of the State of New York through job creation and/or retention, or increased business activity.
EB-5 Immigrant Investor Program	Low-interest, employment-creating loans using capital invested by foreign individuals seeking Green Card(s). Minimum investment amounts are either \$500,000 or \$1 million (different regions have different priorities and requirements). Loan amounts vary.
	Amount Potential: \$500,000 to \$1 million investment potential
Schuyler County Industrial Development Agency (IDA) Incentives	
Mortgage Recording Tax Exemption	Releases company from paying the 1% tax charged at the time the mortgage is recorded.
Sales and Use Tax Exemption	An IDA or its agents are exempt from state (4%) and local (4%) sales and use taxes. Eligible activities for materials and services exemption include acquisition, construction, reconstruction, and equipment. (Exemptions are generally limited to the construction, reconstruction, and installation period; may not be used for general operational costs.)
Interest Rate Savings Via Tax Exempt Financing	Relieves interest burden through use of tax-exempt bond financing
<p><i>Real Property Tax Abatement</i></p> <p><i>* May be viable source, if PILOT is pursued for WWTP redevelopment.</i></p>	<p><i>Reduction or elimination of ad valorem real estate taxes if the property is owned or controlled by an IDA. Generally, the IDA will negotiate a contract between the company and the local tax jurisdictions that will be affected by the abatement. This agreement is a Payment-in-Lieu-of-Tax (PILOT) agreement whereby the company pays the jurisdiction a percentage of what it would have paid in Real Property Tax. Schuyler County IDA limits the length of the abatement to no more than 20 years.</i></p>

Watkins Glen WWTP Funding Strategies	
Program Name	Description
Small Business	
Schuyler County Partnership for Economic Development Loan	Small loan program for applicants unable to secure financing or that need gap financing, focused on creation or retention of jobs.
	Amount Potential: Minimum award: \$5,000; Maximum award: \$20,000
Finger Lakes Gateway Community Development Corporation	Grant funding to improve the economic vitality of Schuyler County and surrounding region by attracting new capital investment, facilitating commercial and residential development, and creating sustainable, living wage employment opportunities.
USDA Rural Economic Development Loan and Grant Program	Grant funding to local utility organizations for creation of Revolving Loan Funds to make loans to local businesses for job creating or retaining projects in rural areas. Rural areas must have population of 50,000 or less.
	Amount Potential: Maximum grant award: \$300,000; Maximum loan request: \$2 million
REDEC/RRC Revolving Loan Program	Loan program designed to assist small businesses.
	Amount Potential: Provides financing for up to 50% of a total project cost, up to \$100,000, whichever is less
Microloan Program	Loan program designed to assist small businesses that varies depending upon potential uses of funds and how much funding the applicant can request.
	Amount Potential: Financing up to 50% of total project costs, up to \$20,000, whichever is less
SBA Microloan Program	Loan program designed to assist small businesses that varies depending upon potential uses of funds and how much funding the applicant can request.
	Amount Potential: Financing up to \$50,000 based on specific project criteria

Watkins Glen WWTP Funding Strategies	
Program Name	Description
Community Revitalization Re-Investment Fund	Gap financing for projects revitalizing downtown and neighborhood commercial centers and creating urban apartments.
	Amount Potential: Maximum award: 50% of project costs up to \$200,000, whichever is less
Regional Revolving Loan Fund	Financing for businesses with preference for reuse of underutilized space, commercial revitalization, and women and minority-owned enterprises.
	Amount Potential: 90% of total project cost, up to \$100,000, whichever is less
Rural Initiative Re-Investment Fund	Low-interest loans to help grow and diversify the regional agricultural industry and increase sustainability of agriculture and forest-based businesses through diversification, new project development, and technology implementation. Examples of projects that are eligible for funding include regional farmers markets.
	Amount Potential: 50% of the total project cost, up to \$250,000
Regional Revolving Loan Fund	Financing for businesses with preference for reuse of underutilized space, commercial revitalization, and women and minority-owned enterprises.
	Amount Potential: 90% of total project cost, up to \$100,000, whichever is less
Rural Initiative Re-Investment Fund	Low-interest loans to help grow and diversify the regional agricultural industry and increase sustainability of agriculture and forest-based businesses through diversification, new project development, and technology implementation. Examples of projects eligible for funding include regional farmers markets.
	Amount Potential: 50% of the total project cost, up to \$250,000

Large Employer/Lodging	
Natural Gas Infrastructure Investment Program	Grant program to improve natural gas equipment owned by either the customer or the company. Improvements can be made for current or prospective customers that are standalone or located in a business or industrial park.
	Amount Potential: \$200,000
Workforce Development Initiative	Support to implement innovative, creative, and regionally-customized workforce projects. Funding supports strategic regional efforts that meet businesses' short-term workforce needs, address long-term industry needs, improve regional talent pipelines, enhance flexibility and adaptability of local workforce entities, and expand workplace learning opportunities.
	Amount Potential: Undefined
On-the-Job Training	On-the-Job Training for new hires and existing employees. The program allows businesses in the tri-county area to offset a portion of the costs and/or wages incurred while training new or employed workers.
	Amount Potential: Reimbursement of a minimum of 200 hours, and a maximum of 1,040 hours, with a maximum reimbursement of \$2,000 per contract.
Group Employed Worker Upgrade Training	This program operates similarly to the On-the-Job Training program but is designed for groups of workers rather than individuals, allowing businesses to reduce costs. The application process is the same as the OJT process.

Montour Falls Business Park Redevelopment Project



The Montour Falls Business Park Redevelopment Project is along the southern end of the Seneca-Cayuga Canal and along the mouth of the Shequaga Creek. The site lies south of downtown Watkins Glen and west of downtown Montour Falls. The area is wedged between N Genesee St. and Henry St. This site includes primarily vacant industrial/commercial lands and is bordered by mixed residential uses. The site has the potential to become a mix-use development project, that will create needed housing and job opportunities within Montour Falls.

The Village of Montour Falls is in the midst of a zoning update. As a result of this effort this parcel will become part of the "Gateway District" which is intended to allow for expansion of the Village in a walkable mixed use format that creates jobs and housing while following the historic precedent of character, block sizes and building rhythm of the Village. This proposed zoning change will allow a diverse mix of uses to occur on the site, and provide the potential for the redevelopment of this site to become a transformative development project that leads the Village's revitalization.

Table 2-2: Montour Falls Business Park Redevelopment Project – Parcel Attributes

Montour Falls Business Park Redevelopment Project	
Primary Address	250 N Genesee St.—parcel lies between N Catharine St. (Rt. 14), Tracy St., Genesee St., Schuyler St., and Henry St
Total Number of Buildings on Site	7
Parcel Size	9.21, 0.53, 2.42, 9.46, and 1.82 acres; 23.44 acres total
Parcel Zoning	Industrial (I-1)
Current Use	Light industrial, Commercial, Vacant Industrial, Vacant Commercial, Vacant
Water Dependent Uses	None
Adjacent Parcel IDs	76.19-2-78, 76.19-2-4.11, 76.19-2-73, 86.07-2-8, 86.07-2-10, 86.07-2-11, 86.07-2-12, 86.07-2-13, 86.07-2-18, 76.19-3-72.2, 86.07-3-66, 86.07-3-2, 76.19-2-71.22, 76.19-2-71.21, 76.19-2-68, 76.19-2-47, 76.19-2-66, 76.19-2-65, 76.19-2-64, 76.19-2-63, 76.19-2-62, 76.19-2-61, 76.19-2-60.1, 76.19-2-60.2, 76.19-2-59, 76.19-2-56, 76.19-2-57
Adjacent Parcel Narrative	There are 27 parcels and 27 buildings adjacent to the site. Parcels that surround the site are a mixture of Moderate Density Residential (R-2), Industrial (I-1), and Residential Limited Business (RLB). Uses vary between Vacant Commercial and 1-3 family residential.
Natural Resources Narrative	Parking Narrative
This site is along lands that contain wetlands or other waterbodies regulated by a federal, state, or local agency. Project site hosts or is substantially contiguous to a building, archaeological site, or district listed on the National or State Register of Historic Places.	The site includes largely impervious/parking surfaces and residential streetscapes. There are vast paved/parking areas with undesignated spaces.

Southern Gateway Improvement Project



The Southern Gateway Improvement Project site is south of Watkins Glen and runs to the east of downtown Montour Falls. The length of the impacted roadway is approximately 1.77 miles. It includes both Route 14 and 224. This is a primary intersection or point into/out of town. The area is a mix of usage and zoning districts.

The Southern Gateway project will redevelop and revitalize the southern entrance to the combined villages. Located in Montour Falls, the project includes NYDOT complete repaving of SR 14 from the village limits at the south end and Marina Drive at the north end. It also includes repaving of SR 224 from SR14 to the Catharine Creek Bridge. Additional NYDOT improvements include new and replaced sidewalks, curbing, on street parking on SR14 and SR 224, new street signage, and decorative intersection paving at SR14 and Main Street. The Village of Montour Falls will install new conduit and lighting throughout the main corridor. New signage at the entrance of Montour Falls to direct traffic down Main Street will also be added.

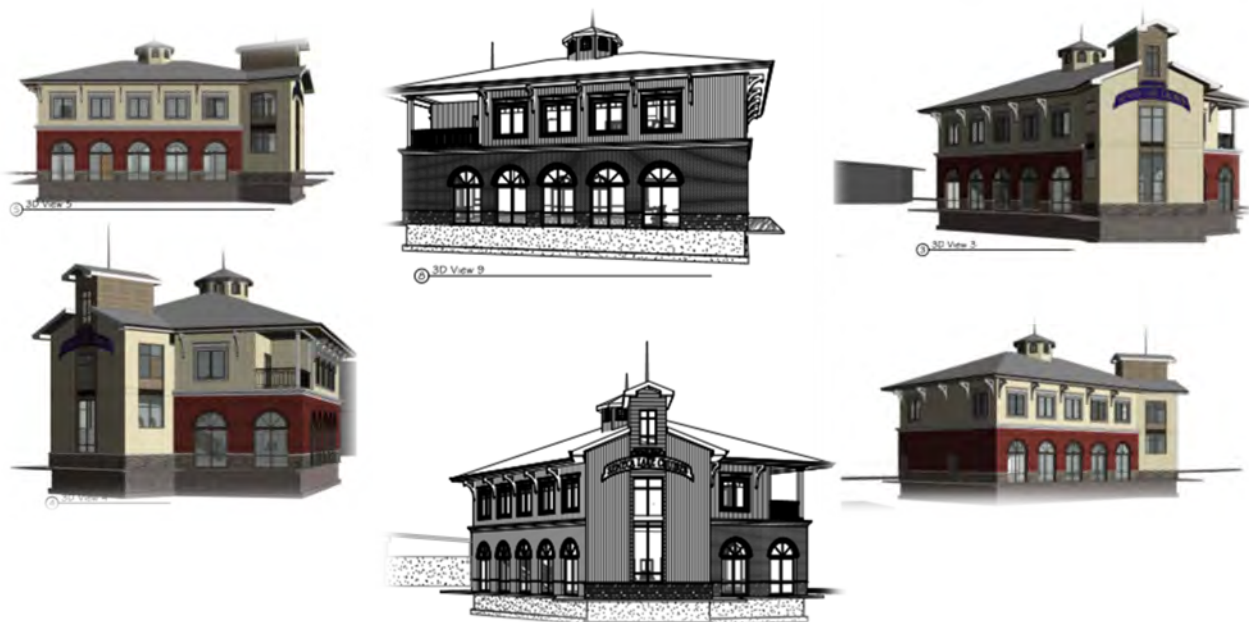
Should Montour Falls pursue LWRP Funding for the development of an LWRP, this project should be included as a critical gateway to the Seneca-Cayuga Canal and the greater Erie Canal Heritage System.

Table 2-3: Southern Gateway Improvement Project – Parcel Attributes

Southern Gateway Improvement Project	
Primary Roadways	Section of N Catherine St. (Route 14) from Barge Canal south to the intersection with Main St. Clawson Boulevard (Route 224) east until the bridge going over L’Hommedieu Creek. S Catherine St. (Route 14) south to the intersection with Raymond St. The section of Owego St. west along Mary Layton Dr. and south to the end of Canal St.
Number of Adjacent Parcels	94
Parcel Sizes	44.67 acres
Parcel Zoning	Mixed zoning; One-family residential (R1), Moderate Density Residential (R-2), Business (B-1), Core Business (CB), and Residential Limited Business (RLB)
Current Use	Mixed uses; Motel, 1-3 family homes, Fire/Police services, Supermarket, Fairgrounds, and other residential, commercial, educational/public services
Water Dependent Uses	Northeast property boundary crosses Barge Canal
Adjacent Parcel Narrative	Mixture of zoning districts and uses. These parcels are all along the main/central street into/out of Montour Falls’ downtown (Route 14 and 224).
Southern Gateway Improvement Project	
Natural Resources Narrative *	Parking Narrative
This site is along lands that host wetlands or other waterbodies regulated by a federal, state, or local agency. The site is in or adjacent to an area designated as a Critical Environment Area—Queen Catharine Wildlife Management Area. The project site includes or is substantially contiguous to a building, archaeological site, or district listed on the National or State Register of Historic Places.	The site includes a mixture largely of residential, commercial, vacant, and public services. Impervious roadway/parking areas accompany many buildings in town, a clear majority of which have designated parking spaces. Additional parking opportunities are along the roadside and driveways.

* Natural resource statements apply generally to the region. Individual site assessments will be necessary to accurately indicate environmental impacts/concerns.

Captain Bills Boat Terminal



The Captain Bills Port of Seneca Lake Cruise Terminal project is located along the southwestern shore of Seneca Lake and lies between an active railroad and Route 14. The parcel is at the northern end of Watkins Glen. The project location borders the Northern Gateway site that is a part of Project Seneca. The site has no direct waterfront access, but is the start of the waterfront pathway, offering access to the waterfront and scenic views of the lake.

Captain Bill's Port of Seneca Lake Cruise Terminal is a new, two-story building that will serve as the gateway to Seneca Lake and an anchor location on the main street. This project will significantly affect the DRI and LWRP area. Captain Bill's prominent location at the Village's northern gateway will improve visibility of Seneca Lake from the downtown. The new building will be shifted to the west opening up views to Seneca Lake, as well as making the connection between the downtown area and waterfront easier to navigate. The new 5,000-square-foot building will include ticketing to Captain Bill's sightseeing and dining cruises, a nautical emporium, a gateway to the Seneca Lake visitor area, multiple offices, storage, a bridal suite for wedding parties, shower and restroom for marina customers, and meeting rooms for staff and clients. This new building will attract people to the waterfront and improve public access to the waterfront pathway what continues to be expanded as part of the implementation of the Watkins Glen LWRP.

Table 2-4: Captain Bill’s Boat Terminal - Parcel Attributes

Captain Bill’s Boat Terminal			
Primary Address	1 N Franklin Street		
Total Number of Buildings on Site	1		
Parcel Size	9.21, 0.53, 2.42, 9.46, and 1.82 acres; 23.44 acres total		
Parcel Zoning	Lakefront Development (LD)		
Current Use	Small retail/commercial (restaurant and lake cruises)		
Water Dependent Uses	Property boundary borders southeast corner of Seneca Lake; marina with two piers		
Project Cost	\$1,000,000		
Adjacent Parcels	Parcel 1	Parcel 2	Parcel 3
PID	65.09-1-16	65.09-1-30	65.09-2-61.114
Building Count	1	1	No buildings
Use	Apartments (vacation rentals)	Other storage	Vacant Commercial
Size	0.43 acres	0.14 acres	0.08 acres
Adjacent Parcel Narrative	Three adjacent parcels are all zoned as LD. These parcels also feature two buildings. The project location lies along an active railway and borders Project Seneca’s Northern Gateway location		
Natural Resources Narrative		Parking Narrative	
This site is along lands that include wetlands or other waterbodies regulated by a federal, state, or local agency. The site of the proposed action or an adjoining property has been the subject of remediation for hazardous waste.		Approximately 30 parking spaces surround Captain Bills, with adjacent dining and other public and private uses providing additional parking within close walking distance.	

Seneca Skyline Development at Harbor Place Drive



The Seneca Skyline Development site is between the southern shore of Seneca Lake along Harbor Drive in the northern end of Watkins Glen. Adjacent properties are primarily used for parking and boat storage, along with a large marina. The site also has direct contact with Seneca Lake. This site has been vacant and overgrown for

nearly 30 years, which has taken away from the overall character of the waterfront especially when views from Seneca Lake.

Seneca Long View, LLC is proposing construction of a total of 15 townhomes and one clubhouse on this site on the eastern side of the WWTP redevelopment site. The proposed townhomes will consist of two stories with approximately 2,500 square feet of living space. The project will be constructed in two phases. The first phase consisting of 8 townhomes and clubhouse is anticipated to begin construction in the fall of 2020. These townhomes will also provide important screening of the existing boat storage area adjacent to the parcel, and will only improve the overall character and views of the waterfront area.

Seneca Skyline Development			
Primary Address	Harbor Place, Watkins Glen, Schuyler County, NY		
Total Number of Buildings on Site	0		
Parcel Size	2.75 acres, and 2.10 acres; 4.85 acres total		
Parcel Zoning	Lakefront Development (LD)		
Current Use	Vacant land		
Water Dependent Uses	Northern property boundary borders Seneca Lake		
Project Cost	\$10,000,000		
Adjacent Parcels	Parcel 1	Parcel 2	Parcel 3
PID	65.09-2-61.121	65.09-2-38-2	65.10-1-2-.1
Building Count	0	1	1
Use	Boat Storage	Village WWTP	Industrial
Size	1.86	1.03	16.18
Adjacent Parcels Narrative	Four adjacent parcels all are zoned LD. Two buildings are adjacent to the site.		
Natural Resources Narrative		Parking Narrative	
This site is along lands that contain wetlands or other waterbodies regulated by a federal, state, or local agency.		Each residence is proposed to have its own parking (2 per home) with an additional proposed 16 parking spaces.	

Glen Lake Apartments



The Glen Lake Apartments site is located just two blocks north of Franklin Street (Route 414), at the northern end of Watkins Glen. The site is composed of largely vacant land between single-family homes. The site is adjacent to a mixture of residential properties and small business.

Glen Lake Apartments—led by Ithaca Neighborhood Housing Services, in partnership with the Watkins Glen Housing Authority and the Arc of Schuyler County—will be constructed on two vacant, contiguous parcels in the Village, and will include 34 mixed income units (26 one-bedroom, eight two-bedroom), with six of the one-bedroom apartments designated for use by the Office for People with Developmental Disabilities clients (Arc of Schuyler), and a Child Care Center operated by MyPlace. The project will result in development of mixed-income workforce housing, childcare opportunities for families, and creation of a community service space where members of the community can learn, volunteer, and socialize. The location of the project is within walking distance of downtown amenities and the Watkins Glen Central School.

Table 2-5: Glen Lake Apartments – Parcel Attributes

Glen Lake Apartments				
Primary Address	201 North Porter Street; Corresponding parcel addresses: 203 E Second St, 201 E Second St, 218 Third St, 216 Third St			
Total Number of Buildings on Site	2			
Parcel Size	0.23, 0.12, 0.11, 0.11, 0.07, 0.07, 0.11, and 0.11 acres; 0.93 acres total			
Parcel Zoning	Business Transition (BT)			
Current Use	Vacant land and single family residential			
Water Dependent Uses	None			
Project Cost	\$11,000,000			
Adjacent Parcels	Parcel 1	Parcel 2	Parcel 3	Parcel 4
PID	65.09-2-13	65.09-2-17	65.09-2-19	65.09-2-19
Building Count	1	1	1	2
Use	Single-family residential	Single-family residential	Single-family residential	Two-family residential
Size	.23	.19	.26	.07
Adjacent Parcels Narrative	Four adjacent parcels all are zoned BT. Five buildings are adjacent to the site			
Natural Resources Narrative			Parking Narrative	
N/A			On-site parking in a designated lot is included along with roadside/street-side parking.	

Clute Park Redevelopment Project



The Clute Park Redevelopment Project site is along the Southern shore of Seneca Lake. The site lies along the northern end of Watkins Glen and is adjacent to Route 414. The area is primarily park space with ample parking accommodations. The site has direct contact to/with Seneca Lake. The project with advance several goals of the Watkins Glen LWRP including, fostering a pattern of development in the waterfront area that enhances

community character, preserves and enhances open space/recreation and takes advantage of the prime waterfront location.

The Clute Park Redevelopment project will result in creation of new facilities and retention of open areas that will make the park a more attractive resource for visitors. These facilities include a new pavilion that will provide amenities possibly including a restaurant, catering kitchen and event space, small café/hot cocoa station, and bathrooms; an ice rink that can be transformed into a splash pad, amphitheater, or open space during summer months; a new bathhouse; improved pedestrian pathways; improved play areas; and active and passive recreation areas featuring an improved waterfront area for swimming, basketball courts, a skate park, a wildlife garden, and pier seating. This project will improve public access and recreational opportunities in waterfront park and attract people to the waterfront by providing new opportunities for the public in enjoy the park.

Table 2-6: Clute Park Redevelopment Project – Parcel Attributes

Clute Park Redevelopment Project	
Primary Address	155 S. Clute Park Drive
Total Number of Buildings on Site	4
Parcel Size	12.04 and 2.34 acres (a portion of parcel 65.12-2-32 is 1.45 acres), 16.19 acres total
Parcel zoning	Lakefront Development; a portion of the leftmost parcel is zoned as both Lakefront District (LD) and Conservation I (CI)
Current Use	Municipal Park and Water Transportation
Water Dependent Uses	Northern property boundary borders Seneca Lake; kayak launch
Project Cost	\$5,500,000
Adjacent Parcel	Parcel 1
PID	65.11-1
Building Count	No Buildings
Use	Municipal Park
Size	1.9 acres
Adjacent Parcels Narrative	One adjacent parcel is zoned LD. No buildings are adjacent to the site. Parcel has direct waterfront access, included in Project Seneca as the kayak launch.
Natural Resources Narrative	Parking Narrative
This site is along lands that contain wetlands or other waterbodies regulated by a federal, state, or local agency.	The site is largely greenspace/park area with some impervious/parking sections including approximately 90 designated parking spaces and other paved areas available to accommodate vehicular parking.

1st – 2nd Street Block Redevelopment Project



The 1st-2nd Block Redevelopment Project site is along the northern end of Watkins Glen and adjacent to Route 14, within the central business district of the downtown area. The area is primarily commercial and abuts the “side-hill” residential area.

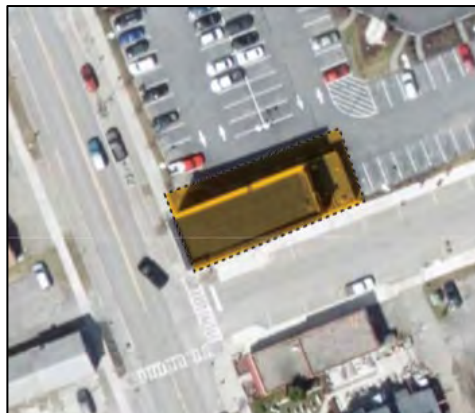
Renovation at the 1st – 2nd Street Redevelopment Project includes facade improvements, landscaping, and interior improvements to attract new tenants and upgrade existing apartments along this block. Potential improvements include development of 11 North Franklin, a key property in the Northern Gateway of the Village. It also includes an important DRI project which will revitalize the building located at 15 North Franklin. Several projects have been proposed for redevelopment of the building located at 109-111 North Franklin. All of the proposed projects along this block will utilize infill development, eliminate derelict and dilapidated conditions and most importantly enhance the economic base of the community.

Table 2-7: 1st – 2nd Street Block Redevelopment Project – Parcel Attributes

1st –2nd Street Block Redevelopment Project	
Primary Address	11-111 N Franklin Street (entire block)
Corresponding Parcel Addresses	111 N Franklin St, 110 Madison Ave, 29 N Franklin St, 25 N Franklin St, 104 S Madison Ave, 15 N Franklin St.
Total Number of Buildings on Site	6
Parcel Sizes	0.40, 0.12, 0.15, 0.10, 0.19, 0.04, 0.44, and 0.20 acres; 1.64 acres total
Parcel Zoning	Lakefront Development (LD)
Current Use	Mixed uses: commercial space (auto dealer), vacant parcels, single-family residential, single-use building, gas station
Water Dependent Uses	None

1st –2nd Street Block Redevelopment Project	
Project Cost	\$10,000,000
Adjacent Parcels IDs	Not Applicable
Adjacent Parcels Narrative	Project boundary is not clearly defined. Narrative unable to be provided.
Natural Resources Narrative	Parking Narrative
N/A	The site is largely commercial. Three small sections of impervious land/parking surface are present, but lack clear designations of parking spaces. Additional roadside parking and driveway spaces are available.

Veterans of Foreign Wars (VFW) Redevelopment Project



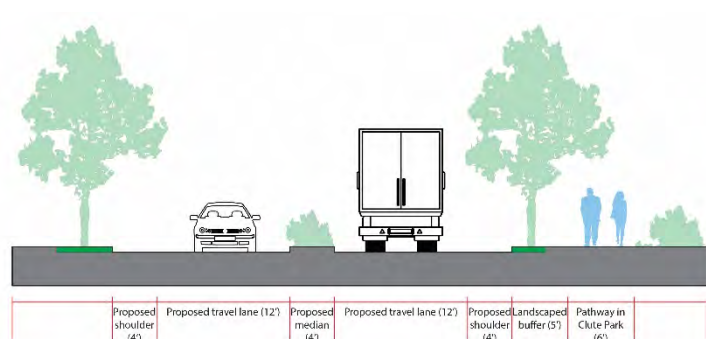
The VFW Redevelopment Project site is along the northern end of Watkins Glen and adjacent to Route 14 within the central business district of the downtown area. The project is located just one block from the waterfront is within both the LWRP Area and DRI Area.

The Veterans of Foreign Wars redevelopment project, which received DRI funding, aims to create a full-service spa, fitness center and potential residential units in the former VFW building that now sits vacant. The current property owner—the Harbor Hotel—has proposed creation of this space in response to desire expressed by guests for such a space and because of the hotel’s popularity as a wedding venue. Addition of a spa will heighten the appeal of the hotel and add a valued service component. The hotel will also relocate its current fitness center to the second floor of the former VFW building, leaving the current location of the fitness center free to be renovated into a hotel suite, creating potential for significant annual room revenue for the hotel.

Table 2-8: Veterans of Foreign Wars Redevelopment Project – Parcel Attributes

VFW Redevelopment Project		
Primary Address	30 N Franklin St.	
Total Number of Buildings on Site	1	
Parcel Sizes	0.07 acres	
Parcel Zoning	Lakefront Development (LD)	
Current Use	Commercial space	
Water Dependent Uses	None	
Adjacent Parcels IDs	Parcel 1	Parcel 2
PIDs	65.09-2-58	65.09-2-56
Building Count	No Buildings	1
Current Uses	Parking Lot	Hotel
Adjacent Parcels Narrative	Two adjacent parcels are zoned as Lakefront Development (LD). One building is on adjacent sites. Across the street from Project Seneca 1st-2nd Street Block redevelopment	
Natural Resources Narrative		Parking Narrative
N/A		The site is largely surrounded by impervious/parking surfaces, with roadside parking available nearby to accommodate additional vehicular activity.

East 4th Street Improvements Project



The East 4th Street Improvement Project lies along 14 at the northern end of the Village, and crosses over the Seneca Cayuga Canal. This is a primary roadway corridor into/out of town from the east side of Seneca Lake. This project will improve an important linkage between Clute Park (the village’s largest waterfront park) and the rest of the community.

The East 4th Street Project is one of four DRI projects being undertaken by the Village of Watkins Glen. It will improve pedestrian and bicycle connections from downtown to Clute Park along East 4th Street. Addition of

design, signage, landscaping, and signals will assist in creation of a more inviting streetscape that encourages both visitors and residents to walk or cycle along the waterfront between downtown and Clute Park. Elements of the improvement project include widening of sidewalks, traffic calming, creation of bike lanes, wayfinding, lighting on the canal bridge, gateway improvements, and a pedestrian-activated signalized crossing. Because the project extends past the current Cargill administrative office, coordination with Cargill regarding widening of sidewalks, landscaping, and public access will be required. The proposed sidewalks widening on the bridge will provide safe viewpoints for pedestrians to take in the sweeping views of Seneca Lake.

Table 2-9: East 4th Street Improvement Project – Parcel Attributes

East 4th Street Improvements Project	
Primary Roadways	Section of E 4th Street (Route 414) from Cargill location eastward up to Clute Park
Total Number of Adjacent Parcels	16
Total Number of Adjacent Buildings	43
Parcel Sizes	0.4, 3.14, 3.0, 1.26, 0.34, 17.63, 16.18, 16.14, 51.1, 2.19, 14.4, 84.24, 1.9, and 2.4 acres; 228.73 acres total
Parcel Zoning	Mix of BT, LD, Commercial Light Industrial (CL), and Conservation I (CI)
Current use	Mixed uses: Manufacturing, Vacant commercial, Single-family residential, Commercial (bank), Marina, Water Transport, Camping Park, and Vacant Industrial
Water Dependent Uses	Northern boundary of property borders Seneca Lake; waterfront access
Project Cost	\$1,074,565
Adjacent Parcel IDs	65.14-1-7, 65.10-1-6, 65.10-1-2.1, 65.10-1-7.1, 65.14-3-6.13, 65.14-3-6.11, 65.10-1-10, 64.14-2-6.3, 65.14-2-32, 65.10-1-8.2, 65.10-1-8.1, 65.10-1-9, 65.10-1-1.1, 65.10-1-2, 65.10-1-1, 65.10-1-3
Adjacent Parcels Narrative	Sixteen adjacent parcels are a mix of zoning among BT, LD, CL, and CI. Forty-three buildings are on the adjacent parcels. Seven parcels have direct waterfront access to Seneca Lake
Natural Resources Narrative	Parking Narrative
This site is along lands that contain wetlands or other waterbodies regulated by a federal, state, or local agency. Site is adjacent to an area designated as a Critical Environment Area, Queen Catharine Wildlife Management Area.	The site includes largely impervious/parking surfaces. Some parking areas with high numbers of designated parking spaces are present. Limited on-street parking is available adjacent to the Walmart Parking lot and Boat Storage. Other paved areas are also available to accommodate vehicular parking and boat storage.

Catharine Valley Regional Reclamation Facility (CVRRF) – Regional WWTP Project



The Regional Wastewater Treatment Plant Project site is along the northern end of Barge Canal. The site lies south of Clute Park across the canal from the Watkins Glen Central School complex. The location is within the LWRP Area and is a critical project in the protection and improvement of the water quality of Seneca Lake.

The Regional Wastewater Treatment Plant (WWTP) Project will create a new, regional wastewater treatment plant to replace the existing plant along the Seneca Lake waterfront. This project is a collaboration between the leadership of the Villages of Montour Falls and Watkins Glen. The new plant, currently under construction as of this writing, is along Barge Canal. Completion and final commissioning is expected in fall 2020. The project will free up several lakefront parcels for redevelopment, creating opportunity for generation of additional tax revenue for both the Village and the County. The new Regional WWTP will serve an important role in the future development of the two villages as well as on a regional scale. It will be important that all development is coordinated with the Regional WWTP Operator and proactive capacity planning occurs, to anticipate need and funding sources for additional capacity as development occurs.

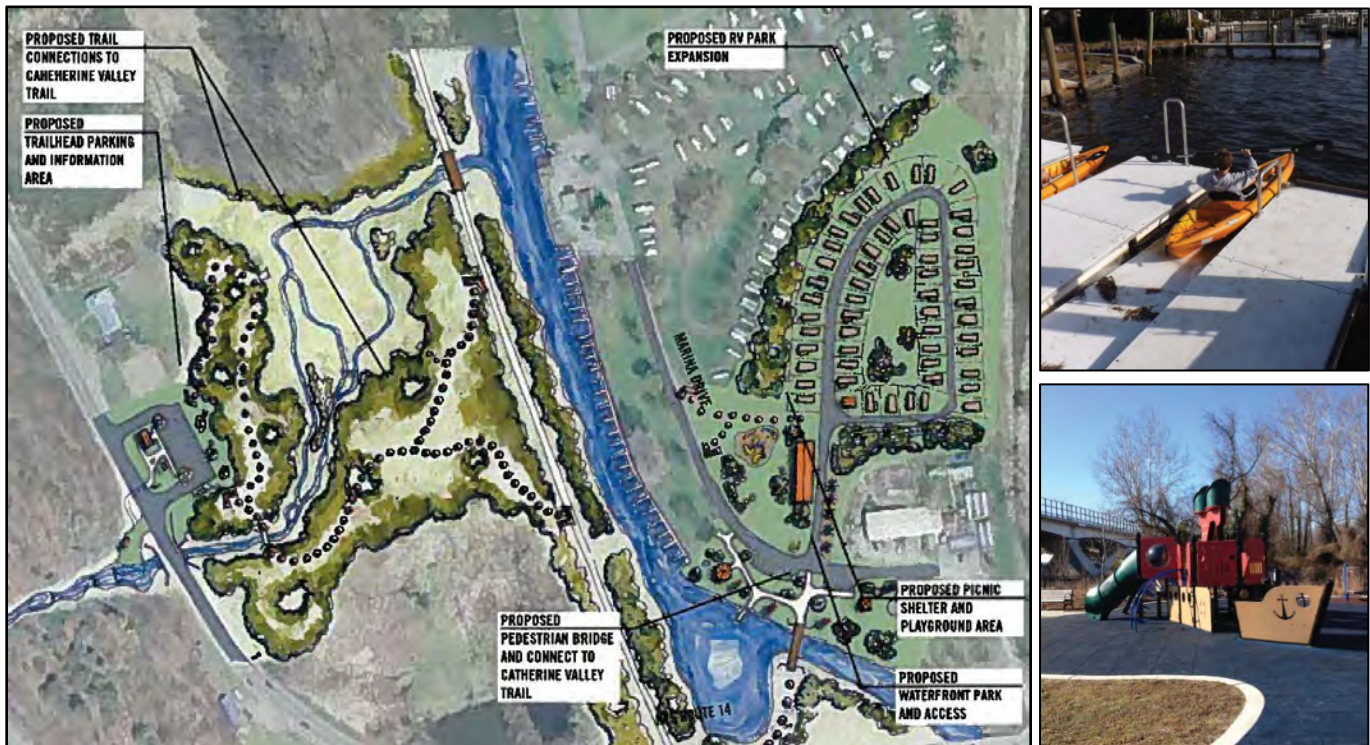
As technology continues to improve and change, the village should continue to utilize and leverage the LWRP initiatives to work with local and state officials to implement additional mechanisms that continue to improve overall water quality. This includes potentially discharging effluent from the plant into adjacent wetlands, that have the ability to act as natural filters.

Table 2-10: Regional WWTP Project – Parcel Attributes

Regional WWTP Project	
Primary Parcel	65.19-1.1
Total Number of Buildings on Site	No buildings
Parcel sizes	100 acres
Parcel zoning	Conservation-I (C-I)
Current use	Vacant land
Water Dependent Uses	Property boundary borders Barge Canal
Project Cost	\$32,000,000

Adjacent Parcels	Parcel 1	Parcel 2	Parcel 3	Parcel 4
PID	76.00-1-42.1	76.00-1-42.2	65.14-2-32	65.15-1-1.1
Building count	No buildings	No buildings	7 (6 directly adjacent to site)	No buildings
Use	Wetland	Wetland	Water transport	Vacant industrial
Size	7.63 acres	38.1 acres	51.1 acres	84.24 acres
Narrative	Four adjacent parcels are zoned as Lakefront Development (LD) and Conservation (CI). Seven buildings are on adjacent parcels. All parcels are along wetlands/marshes. One parcel has direct access to the Barge Canal.			
Natural Resources Narrative			Parking Narrative	
This site is along lands that contain wetlands or other waterbodies regulated by a federal, state, or local agency. Site is in or adjacent to an area designated as a Critical Environment Area, Queen Catharine Wildlife Management Area.			A former dredging site, the site includes largely natural wetlands and vacant parcels. A small impervious section with no designated parking is present. Informal turnaround/pull-off is at the end of Boat Launch Rd.	

Montour Falls WWTP Reuse Project



The Montour Falls WWTP Reuse Project site is along the southern end of the Seneca-Cayuga Canal, which is the culmination and southern most point of the Eric Canal Heritage Corridor. The site lies north of downtown Montour Falls. Should Montour Falls pursue LWRP funding to develop a Local Waterfront Revitalization Plan, this project should be included as the most important waterfront for the Village of Montour Falls.

The proposed redevelopment could include development of a small kayak launch, that would increase water access to the canal, and bird watching within the conservation/wildlife area along the canal. A waterfront restaurant that will add to the economic base of Montour Falls and increase the use of the waterfront throughout the year. Additionally, improvements that could occur as part of the project are a playground area, and pedestrian and lighting improvements along the canal.

Table 2-11: Montour Falls WWTP Reuse Project - Parcel Attributes

Montour Falls WWTP Reuse Project			
Primary Address	Marina Road		
Total Number of Buildings on Site	1		
Parcel Size	2 acres		
Parcel Zoning	Public Conservation (PC)		
Current Use	Public Services/Sewerage		
Water Dependent Uses	Southern property boundary borders Barge Canal		
Project Cost			
Adjacent Parcels	Parcel 1	Parcel 2	Parcel 3
PID	76.19-2-8	76.19-2-6	76.19-2-83
Building Count	No buildings	No buildings	No buildings
Use	Rural Vacant	Sewage	3.6 acres
Size	1 acre	1.5 acres	Public Service/Flood Control
Adjacent Parcels Narrative	Three adjacent parcels are zoned as PC. No buildings are on the adjacent parcels. All parcels are along/have access to the Barge Canal.		
Natural Resources Narrative		Parking Narrative	
This site is along lands that contain wetlands or other waterbodies regulated by a federal, state, or local agency. Site is in or adjacent to an area designated as a Critical Environment Area, Queen Catharine Wildlife Management Area.		The site includes largely natural shoreline and vacant parcels. No notable impervious sections or designated parking spaces are present.	

Catharine Valley Trail Bridge Connection Project



The Catharine Valley Trail Bridge Connection project is located at the end of the Seneca- Cayuga Canal and will provide pedestrian access to the Catharine Valley Trail System from the Montour Falls Marina. The bridge also ties into the Southern Gateway Project. The project includes construction of approximately 600 linear feet of new trail and a 90-foot steel truss foot bridge to allow passage above the adjacent canal. This bridge is also a critical component of a larger connectivity project between Montour Falls and Watkins Glen to create a “loop trail” along the east side of the canal that would provide a full loop of the canal between the two villages.

Table 2-12: Catharine Valley Trail Bridge Connection Project – Parcel Attributes

CVT Bridge Connection Project			
Primary Address	Marina Road		
Total Number of Buildings on Site	1		
Parcel Size	2 acres		
Parcel Zoning	Public Conservation (PC)		
Current Use	Public Services/Sewerage		
Water Dependent Uses	Bridge will cross the Barge Canal		
Project Cost	Public Services/Sewage		
Adjacent Parcels	Parcel 1	Parcel 2	Parcel 3
PID	76.19-2-8	76.19-2-6	76.19-2-83
Building Count	No buildings	No buildings	No buildings
Use	Rural Vacant	Sewage	Public Service/Flood Control
Size	1 acre	1.5 acres	3.6 acres
Adjacent Parcels Narrative	Three adjacent parcels are zoned PC. No buildings are on the adjacent parcels. All parcels are along/have access to the Barge Canal. The project is almost complete, only needing a bridge.		
Natural Resources Narrative		Parking Narrative	
This site is along lands that contain wetlands or other waterbodies regulated by a federal, state, or local agency. Site is in or adjacent to an area designated as a Critical Environment Area, Queen Catharine Wildlife Management Area.		The site includes largely natural shoreline and vacant parcels. No notable impervious sections or designated parking spaces are present.	

2.2 Project Seneca Project Findings and Recommendations

Section 2.2 provides Project Seneca Project findings and recommendations to advance implementation and feasibility of the projects. It identifies each project, specifies its current status, and lists relevant recommendations to increase effectiveness and implementation. **Section 2.3** further identifies either existing or recommended Project Seneca priority projects that will greatly enhance community development in the region. Actions also are identified to support project implementation.

Overview

Project Seneca is well under way with successful implementation of a number of projects, others in process or in planning phases, and two not yet under way. Project Seneca findings were measured against several criteria, including stakeholder engagement inputs, surveys, generalized research, and reviews of past planning efforts. Public input through the stakeholder engagement process was gathered to check whether the projects remain in sync with community desires and vision. Both direct stakeholder engagement in the form of public meetings and indirect engagement in the forms of digital, paper, and facilitated surveys revealed low volume of concern, indicating that *these projects continue to reflect community wishes and are well aligned with community goals and visions*. Generally, Project Seneca projects are felt to build community capacity, , create opportunity, and

increase community resources. Project Seneca projects will improve overall community function, will produce net positive impact on the local economy, and create a more resilient community.

The additional recommendations provided below add to or suggest adjustment to existing Project Seneca projects. These include Watkins Glen WWTP Reuse recommendation and Southern Gateway Improvement project, and a new recommendation is added to continue improving connectivity between the two villages. Further recommendation is to advance the Montour Falls Business Park Redevelopment project because completion of other projects (particularly the Southern Gateway Improvement project) depend on completion of the business park.

Continued Momentum

Recommendations for Project Seneca Projects and the broader Regional Strategic Plan build on the strong foundation laid by DRI funding and initiatives that have sprung from this support, Project Seneca chief among them. Recommendations of the Regional Strategic Plan provide a number of opportunities to continue to leverage DRI funding along with federal, other state and local resources. These include analyses and potentially capital for development funding for Montour Falls WWTP reuse, infrastructure improvement, connectivity analysis, housing study, Montour Falls Fire Academy Reuse, and regional marketing. Other project candidates for future funding include those listed in the chart below for both Montour Falls and Watkins Glen. Two maps follow the chart reflecting listed project sites.

Future Funding Projects	
Montour Falls	Watkins Glen
140 Catharine Street (St. Rt. 14)	11 North Franklin Street
100 Clawson Boulevard (St. Rt. 224)	109-111 North Franklin Street
Firemans Field	3 rd Street Carriage House
208 Main Street	401 3 rd Street
107 Catharine Street (St. Rt. 14)	501 4 th Street
104 St. Rt. 14)	602 Franklin Street
202 Catharine Street (St. Rt. 14)	715 Franklin Street
207 Catharine Street (St. Rt. 14)	801-807 Franklin Street
Raymond Street	209 Clarence Street
	436 Franklin Street
	517 East 4 th Street

Figure 2-2: Future Funding Projects Map – Montour Falls

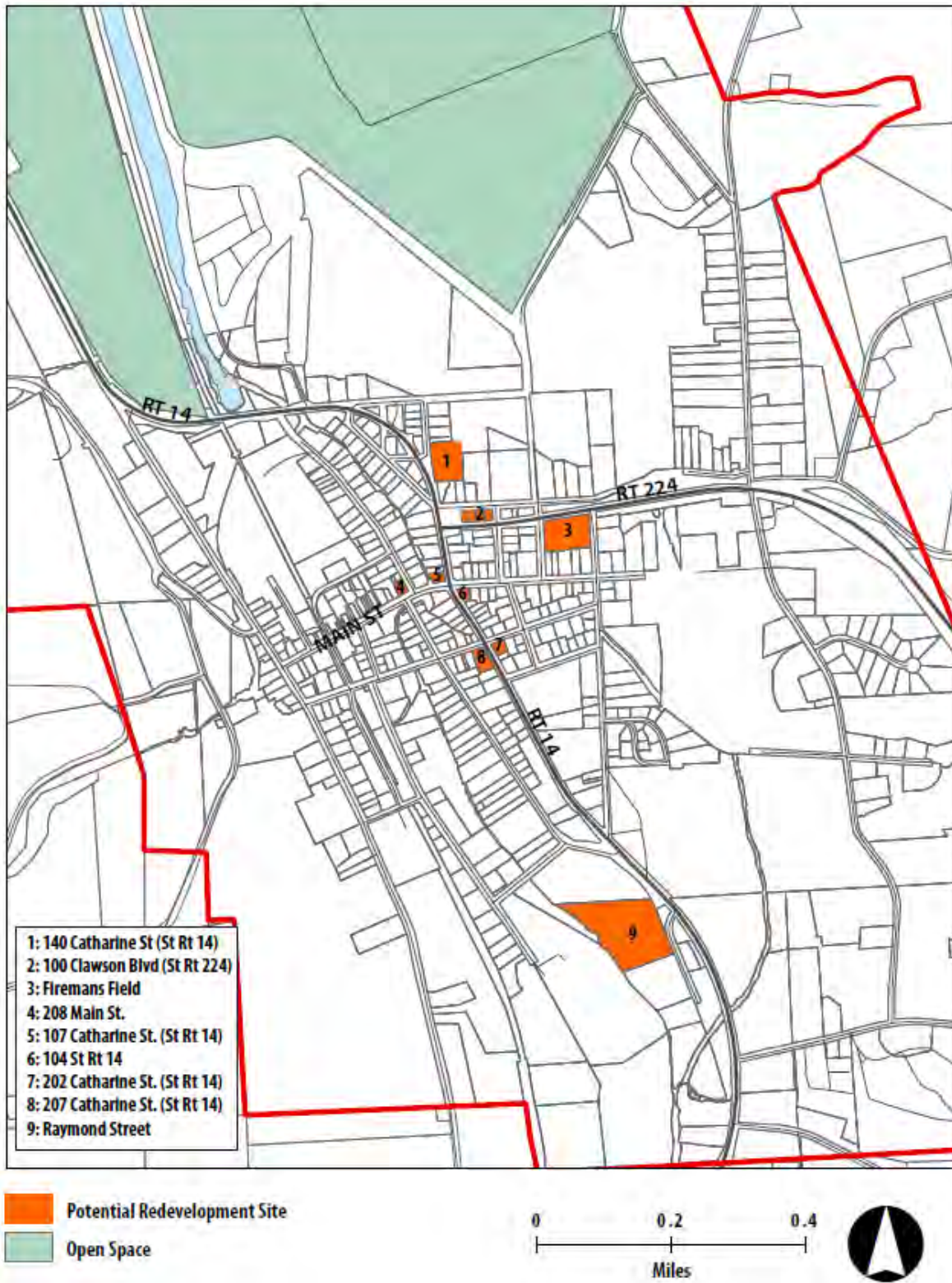
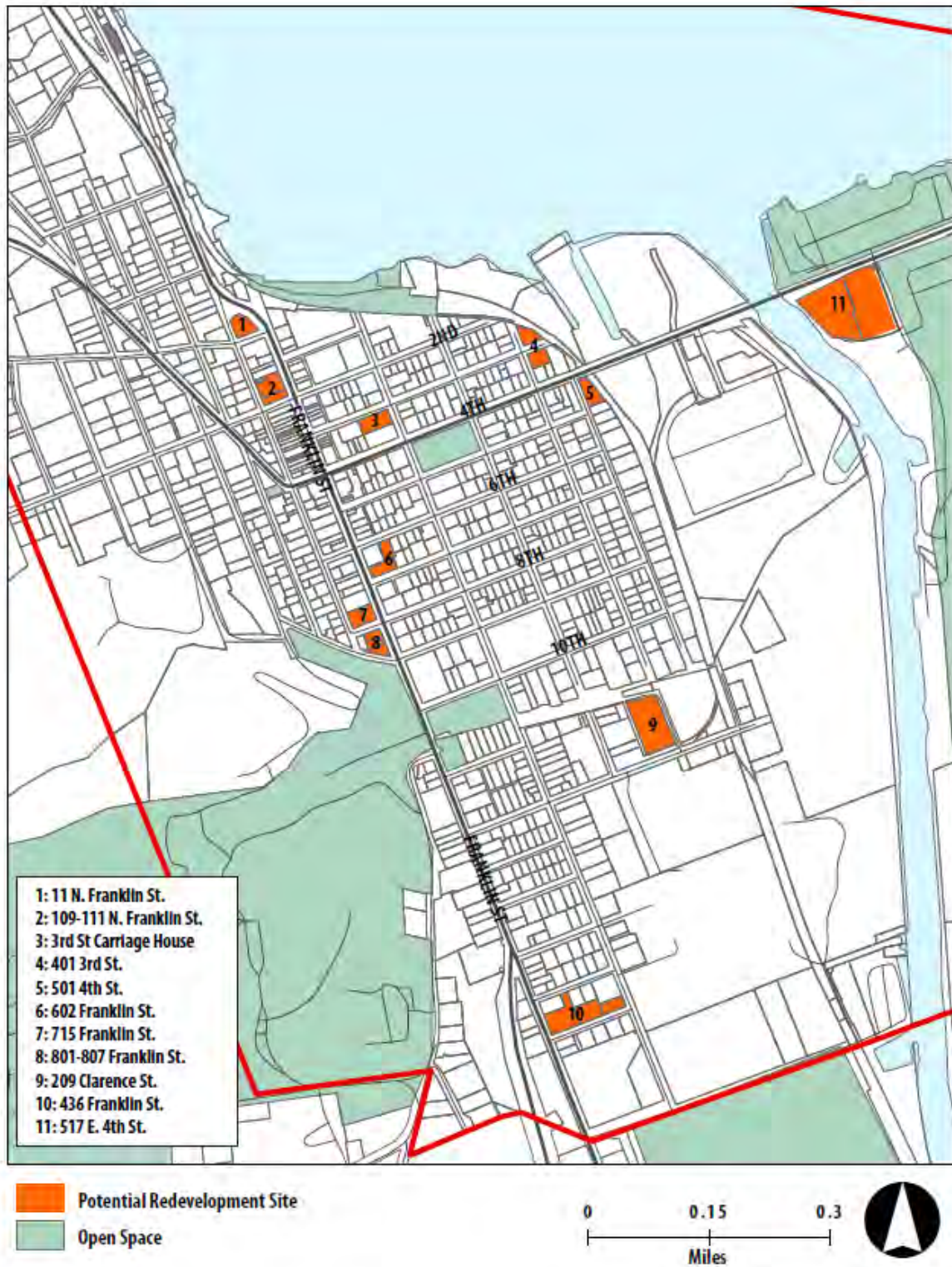


Figure 2-3: Future Funding Projects Map – Watkins Glen



Considerable opportunity exists to leverage additional federal, state and local resources for these projects. A list of these resources is summarized in Section 2.5 Community Development Action Tables By Project, Table 2-18: RSP Summary Funding Tables, and detailed in Appendix E, Table 18: RSP Funding Tables. These provide lending, grant, investment capital and incentives that can be employed to fill funding gaps and move projects forward. Among these are Opportunity Zones, the newest resource to be introduced to the economic and community development tool box. Opportunity Zones offer capital gains tax relief for investment in projects located in these zones to encourage increased employment opportunities in low-income urban and rural communities. Investors in capital projects in Montour Falls can avail themselves of this new resource. This resource also is discussed in the Montour Falls Current Initiatives section of Table 2-16: Community Development Support Recommendations – Montour Falls in Section 2.3, Priority Projects for Community Development.

Table 2-13: Project Seneca Project Findings Summary and Recommendations

Project Seneca Project Findings Summary and Recommendations			
Project Category	Name	Status	Recommendations
In Progress	1st - 2nd Street Block Redevelopment	In Progress	N/A
	Catharine Valley Trail Bridge Connection	Partially Constructed	N/A
	Regional WWTP	Under Construction	N/A
	Captain Bill's Boat Terminal	Under Construction	None
	Seneca Skyline Development	Construction to Start Fall 2020	None
	Glen Lake Apartments	Under Construction	None
Significantly Planned or in Planning	Southern Gateway Improvement Project	Partially Constructed, Planning for further improvements in progress.	Given this project's proximity to the Montour Falls Business Park Redevelopment Site, some negative feedback was received in both the digital survey and during stakeholder engagement. As development occurs on the site, it is recommended that support be provided to encourage vehicle and foot traffic to both downtown Montour Falls and the site that is consistent with the Gateway project.
	Clute Park Redevelopment	Significantly Planned	This site relies heavily on both vehicle traffic and pedestrian access. Additional effort should be placed on improving accessibility of the park for pedestrians and cyclist, to reduce dependency on vehicular traffic. A study of the intersection of the park entrance and Boat Launch Road may also be needed.
	VFW Redevelopment	In Planning	Consider the implications of new design standards.
	East 4th Street Improvements	In Progress	None

Project Seneca Project Findings Summary and Recommendations			
Project Category	Name	Status	Recommendations
On the Horizon	Watkins Glen WWTP Reuse	In Planning Phase	Redevelop this site for improved waterfront access. See the Watkins Glen WWTP Feasibility Study for additional recommendations.
	Montour Falls WWTP Reuse	In Study	Evaluate redevelopment potential of this facility, to determine highest and best uses as well as for uses that improve waterfront access.
	Montour Falls Business Park Redevelopment	In Planning Phase	Work with property owner and potential interested developers to align future development with findings and needs expressed in the RSP.

2.3 Priority Projects for Community Development

Table 2-14: Priority Projects for Community Development

Projects of Significant Community Importance		
Name	Considerations	Priority Level
Watkins Glen WWTP Reuse Project	<ul style="list-style-type: none"> The site is high profile and occupies the lakefront May further spur redevelopment and investment in the region particularly on the eastern adjacent parcel of land Site redevelopment will demonstrate development momentum Has regional influence and could lead to increased interest in the Montour Falls Business Park site Site has strong influence on surrounding undeveloped properties Watkins Glen WWTP Reuse Feasibility Study, January 2020, contains full discussion of redevelopment options. 	High
Montour Falls WWTP Reuse Project	<ul style="list-style-type: none"> Further support Montour Falls economic development by transforming a site near to other Project Seneca projects (Montour Falls Business Park Site and CVT) into a compatible use. Site will soon be decommissioned, and evaluation of its potential reuse will be important <ul style="list-style-type: none"> Reuse evaluations can take some time to complete and should begin prior to the site sitting dormant. The site is of critical importance due to its proximity to other initiatives. Evaluation of the site in collaboration with redevelopment of the Montour Falls Business Park Site would yield a compatible and collaborative use increasing both the site's redevelopment feasibility and its desirability. 	High
Montour Falls Business Park Redevelopment Project	<ul style="list-style-type: none"> Site is high profile, highly visible, and optimally/uniquely positioned to accommodate multiple regional goals. Based on results of the RSP, as well as other planning initiatives, clear community desires and needs can be satisfied with redevelopment of this site. Housing is a critical need in the community. Site has potential to play a critical role in connectivity in the region. The site represents potential for mixed use development that would incorporate aspects of the Village's desire to be a health and wellness destination. 	High

Projects of Significant Community Importance		
Name	Considerations	Priority Level
Montour Falls Health and Wellness Marketing Strategy	<p>There are 3 aspects of Health and Wellness:</p> <ul style="list-style-type: none"> • Medical concentration - development around naturally evolved, existing hospital and medical offices • Spa/Therapy - support of spas, massage, physical therapy, alternative therapies beginning to concentrate now in the area • Healthy lifestyle – natural assets such as trails, lake, canal, falls that residents enjoy <p>Actions</p> <ul style="list-style-type: none"> ○ Overall – incorporate into branding/marketing ○ 3 Aspects <ul style="list-style-type: none"> ○ Medical concentration <ul style="list-style-type: none"> ▪ Support and encourage expanded location of medical services ▪ Create an inventory of potential office space amenable for doctor office use ▪ Promote through chamber and medical periodicals ○ Spa/Therapy <ul style="list-style-type: none"> ▪ Support and encourage expanded location of medically related massage and therapy ▪ Encourage new developments such as the WWTP redevelopment and Montour Falls Business Park to consider attraction of these types of tenants ○ Healthy lifestyle – Promote through branding/marketing of natural assets 	Moderate
Connectivity	<ul style="list-style-type: none"> • Modified connectivity in the region can direct users of trails into newly developed resources, such as the Montour Falls Business Park redevelopment. • Connectivity throughout the region plays a critical role in movement of people in a region with limited parking • Improved connectivity will allow people to navigate from parking areas further removed from main attractions. This may allow increased volume of visitation to business while parking remains limited in the immediate vicinity. • Connectivity and economic development are co-beneficial with foot traffic, increasing visitation and resource utilization. • Improved connectivity will allow residents and visitors to more readily utilize the CVT. This has the added benefit of labeling the region as a trail head destination. 	Moderate

Projects of Significant Community Importance		
Name	Considerations	Priority Level
Montour Falls Fire Academy Reuse Feasibility Evaluation	<ul style="list-style-type: none"> • The NY State fire academy is currently of great importance; however, current use of the site is unlikely to continue in perpetuity. • Site represents a significant opportunity for reuse and redevelopment but will require evaluation and study to determine any preexisting conditions that would need to be addressed, as well as the most feasible use. • A study of this magnitude will take some time and is likely would rely on the type of redevelopment that occurs at the Montour Falls Business Park Site, as well as success of the marketing campaign in the region. • Results of the strategic housing strategy will also significantly affect the region. • Finalization of the fire academy reuse study must await development of these other initiatives until they are well on their way to implementation or completion. • This initiative will help place the community in a proactive versus reactive position and will serve as a pilot project for future large-scale site use changes that can be applied universally. 	Moderate

2.4 Community Development Support Recommendations

Table 2-15: Community Development Support Recommendations – Joint/Both Villages

Joint Village Recommendations Summary	
Summary	
<p>Joint community recommendations balance co-beneficial actions with the desires of the two communities. While Watkins Glen seeks to be an area of higher action, tourism-driven, and a shopping center, Montour Falls desires a more low-key health and wellness focus. Recommendations in this section focus on actions that will satisfy the distinctly different economic development desires of the two communities while furthering mutual success. The table below outlines several new additions to existing project recommendations the villages can undertake to achieve their visions. These recommendations are additional to continued implementation of existing project initiatives.</p>	
Recommendations	
Strategic Communications Strategy	<p>To achieve the many economic development aspirations in the region, <i>a multifaceted Strategic Communication Strategy should be developed internally for community marketing to foster collaboration and externally to support business, tourism, and population growth.</i> This effort will help build consensus in the communities and augment economic development activities by creating a consistent internal and external message when paired with a marketing campaign.</p>
Infrastructure Capital Investment Strategy	<p>Both Villages, like most around the country of their size, are plagued by aging infrastructure that results in costly unplanned improvements, as well as capacity issues. As growth continues to occur in both villages there must be an infrastructure improvement plan that strategically identifies and prioritizes needed projects within the villages. In doing this, the plan will ensure consistent service, efficiency, and cost effectiveness. For example, paving a road and completing streetscape improvements followed by subterranean infrastructure repairs or improvements is not efficient. Climate resilience within infrastructure systems also needs to be addressed to ensure projects are completed to accommodate future conditions. <i>Because of this, an Infrastructure Investment Strategy to repair and replace existing deficient infrastructure should be developed and implemented in tandem with planning and implementation of future economic development projects. This strategy should be addressed individually in both communities of Montour Falls and Watkins Glen, as well as in collaboration to identify areas where resources can be shared when implementing strategies and improvements.</i></p>

Joint Village Recommendations Summary

Comprehensive Housing Strategy

Housing is fundamental to the region’s ability to attract business and development, engage in workforce development, and support a four-season economy. Concerns in the regional housing market requiring deeper investigation were identified through quantitative analysis, and stakeholder and community engagement. These include significant and growing short-term and seasonal rentals, and part-time residency. This is typical of tourism-based economies, but nevertheless creates a challenging environment for locals by reducing long-term housing availability, placing upward pressure on housing prices, and limiting workforce and mid-range housing.

The issue of housing stock quality was also raised during stakeholder engagement. The desires and goals for a better, more seasonally-stable economy hinge, in part, on the region’s ability to attract and retain new residents. Availability, affordability, and quality of housing stock are critically important. *For these reasons, it is recommended that a Comprehensive Housing Strategy covering both communities is developed to: (1) more deeply analyze housing prices, availability, and impacts of tourism-related lodging; and (2) develop a strategy to address market needs.*

GIS Evaluation and Incorporation

Robust use of GIS in planning processes supports economic development and LWRP initiatives by increasing efficiency of development and plan approval in the region. It also aids in RSP implementation, monitoring, and re-evaluation, as well as other planning initiatives. Geospatial technology is an often-overlooked component of the long-term strategic planning process, viewed as a secondary action or amenity that cannot be accommodated. It is an important foundational element to future success in the region because of its unique record keeping and analytical capacities.

GIS is often viewed as an expensive, highly technical commodity with a steep learning curve. However, operating a GIS does not have to be any of these things. It can be as simple or as complex as desired, and its cost is often misunderstood. Typically, Esri GIS products are utilized in governmental organizations and offer access to standard tools, as well as others that include development of simple yet customizable online applications. *For these reasons, it is recommended that additional GIS software, licensure and/or training be pursued by the County or other relationships be explored with partner organizations or educational institutions to increase adoption of this tool.*

Table 2-16: Community Development Support Recommendations – Montour Falls

Montour Falls Recommendations Summary

Summary

To draw on its assets, emerging business development, and growth opportunities while supporting community desires, it is recommended that Montour Falls pursue the initiatives reflected below. These are summarized here to provide in one place all recommendations for the Village. They are further described in the Priority Projects and Joint Village Recommendations preceding this summary and following Action Tables.

- ***Future Development*** – As a theme for future development, it is recommended that Montour Falls focus on health and wellness. This involves encouraging development and business attraction around a naturally-occurring medical concentration related to existing hospital and medical offices; attracting non-traditional treatments beginning to concentrate in the area such as spas, massage, physical therapy, and other alternative therapies; and promoting the community’s and region’s many natural assets including trails, lake, canal, and falls that residents enjoy.
- ***Facades and Arts*** – Beautification of the Village should be continued along with creation of an arts walk, seasonal or annual festivals, and continued grants for façade improvements.
- ***Development Projects*** – Development, redevelopment and reuse projects should focus on the Montour Falls Business Park, Montour Falls WWTP that will be decommissioned once the Regional Plant is operational, and monitoring of the Fire Academy location for redevelopment need. These recommendations are in addition to continued implementation of existing project initiatives. ***Future Planning will entail pursuit of funding for creation of an LWRP for a Waterfront Revitalization Area (WRA) encompassing the entire village.***

Common to both communities and described as well under the Watkins Glen summary below are five items: ***Strategic Communications, Connectivity, Infrastructure Investment Strategy, Housing Analysis, GIS Incorporation.*** These are duplicated below here for completeness.

- ***Strategic Communications*** – A comprehensive marketing and branding strategy should stress the themes of health and wellness, and the arts (referenced in the second bullet below). Creating common messaging for both villages, emphasizing each community’s strengths creates a stronger region and greater potential for growth.
- ***Connectivity*** – Creating a highly-visible connection from NYS Route 14 to the Village will encourage travel to the community and opportunity for foot traffic to local businesses.
- ***Infrastructure Investment Strategy*** – Because infrastructure, utility service and internet connectivity is fundamental to economic development and business success, and resident quality of life alike, it is

Montour Falls Recommendations Summary

recommended that the Village devise and implement an Infrastructure Investment Strategy to repair and replace existing deficient infrastructure.

- **Housing Analysis** – Housing is essential to the region’s economic success, but access to reasonably-priced homes is being hindered by growing short-term and seasonal rentals, and part-time residency that is reducing long-term housing availability as well as placing upward pressure on housing prices. To further understand the housing market in the region, a Comprehensive Housing Strategy is recommended to: (1) more deeply analyze housing prices, availability, and impacts of tourism-related lodging; and (2) develop a strategy to address market needs.
- **GIS Incorporation** – Robust data and analytics are essential supports to economic development, increasing development efficiency, plan approval, monitoring, record-keeping and other planning functions. To support economic development, it is recommended that additional GIS software, licensure and/or training be pursued by the Village in conjunction with the County or other relationships be explored with partner organizations or educational institutions to increase adoption of this useful tool.

Current Initiatives

The Village’s recent Clean Energy and Climate Smart Community (CSC) designations reflect its commitment to building sustainably and providing access to funding for a wide variety of improvements. This funding will not only reduce Montour Falls’ energy footprint, but will also create an environment conducive to development. Furthering development potential is the village’s designation as an Opportunity Zone that offers capital gains tax benefits to development investors. Montour Falls’ forward-thinking, creative approach to improving its future should be commended. These designations and initiatives will serve to further increase desirability for and feasibility of new development and redevelopment in the Village. These will also signal to developers that the Village has a vision, clearly demonstrates its values, and is committed to continued economic growth and support. This is critically important for increasing demand and desire for, and feasibility of, the Montour Falls Business Park redevelopment.

New Recommendations

Future Development

As Montour Falls supports business growth, it is recommended that the community actively pursue health and wellness-related enterprises. This involves encouraging development and business attraction around a naturally-occurring medical concentration related to existing hospital and medical offices; attracting non-traditional treatments beginning to concentrate in the area such as spas, massage, physical therapy, and other alternative therapies; and promoting the community’s and region’s many natural assets including trails, lake, canal, and falls that residents enjoy.

<p>Facades and Arts</p>	<p>Continued improvements to the exterior appearance and appeal of the Village should be pursued. Grants for façade improvements are essential to enhance the community’s visual charm. Other venues such as creation of an arts walk, and seasonal or annual festivals also will increase foot traffic, support local businesses and spur economic activity.</p>
<p>Development Projects</p>	<p>Development, redevelopment and reuse projects should focus on the Montour Falls Business Park, Montour Falls WWTP that will be decommissioned once the Regional Plant is operational, and monitoring of the Fire Academy location for redevelopment need.</p> <p><i>Creation of Local Waterfront Revitalization Plan (LWRP):</i> Montour Falls will pursue funding for the creation of an LWRP through the NY CFA Grant process. The Waterfront Revitalization Area (WRA) will be land adjacent to the Watkins Glen WRA to the north and will consist of the entire village. The LWRP has the potential to positively impact smart development, environmental conservation, and recreational opportunities for all Montour Falls’ residents, visitors, and businesses. The proposed project is to complete a comprehensive waterfront, water usage, and water dependent study focused on the former and current Chemung Canal (part of the Erie Canal System) and creation of an LWRP. The Village will develop the LWRP, including research, mapping, citizen participation, and development of the plan, that meets the NYS DOS LWRP Program requirements and the needs of the Village.</p> <p>Expected outcomes of an LWRP will include: (1) guidance for future development in the Village, (2) an outline of actions to protect water quality, (3) integration with the land use policies in the Village, (4) focused enhancements to the village-owned marina and other water-dependent recreation opportunities, (5) identification of preferred redevelopment of the former waste water treatment plant, and (6) serve as a resource to the Village, residents, developers, and business owners in their efforts to revitalize the Village’s Canal front. The Project is a high-priority project.</p>

Table 2-21: Community Development Support Recommendation – Watkins Glen

<h2 style="text-align: center;">Watkins Glen Recommendations Summary</h2>	
<h3 style="text-align: center;">Summary</h3>	
<p>Similarly, to draw on Watkins Glen’s assets, emerging business development, and growth opportunities while supporting community desires, it is recommended that the initiatives reflected below be pursued. These are summarized here to provide in one place all recommendations for the Village. They are further described in the Priority Projects and Joint Village Recommendations preceding this summary, and following Action Tables.</p>	

- **Watkins Glen WWTP Reuse**– Under separate study, an analysis has been conducted to explore redevelopment options for reuse of the Watkins Glen WWTP located next to Seneca Lake. This study, entitled Watkins Glen WWTP Reuse Feasibility Study, was completed in January 2020 and examined redevelopment potential of the site along with assessment of environmental and natural conditions, utility connection, and other site conditions, and provided demolition cost estimate of the facility. Redevelopment of this site is anticipated to proceed through Request for Expressions of Interest to identify a developer to create a multi-use, multi-story commercial development providing space for lodging and specialty retail stores and second story dining and open-air seating deck.
- **Code Enforcement and Zoning Revisions**– Some obvious code violations occur at key sites in the community that detract from surrounding properties. Enforcing current building codes will improve building appearances and increase appeal of the downtown district.
- **Business Improvement District (BID)**– To further contribute to a branding and marketing strategy and growth of the local economy, a BID should be created for downtown Watkins Glen. A BID can be useful to market small businesses, facilitate networking and advocacy among merchants, and organize events to promote the district. The table below outlines these recommended actions that the Village can take to progress toward attainment of its vision.

Common to both communities and described as well under the Montour Falls summary above are five items: **Strategic Communications, Connectivity, Infrastructure Investment Strategy, Housing Analysis, GIS Incorporation**. These are duplicated below here for completeness.

- **Strategic Communications**– A comprehensive marketing and branding strategy should stress common messaging for both villages, emphasizing each community's strengths creates a stronger region and greater potential for growth.
- **Connectivity**– Creating a highly-visible connection from NYS Route 14 to the Village will encourage travel to the community and opportunity for foot traffic to local businesses.
- **Infrastructure Investment Strategy**– Because infrastructure, utility service and internet connectivity is fundamental to economic development and business success, and resident quality of life alike, it is recommended that the Village devise and implement an Infrastructure Investment Strategy to repair and replace existing deficient infrastructure.
- **Housing Analysis**– Housing is essential to the region's economic success, but access to reasonably-priced homes is being hindered by growing short-term and seasonal rentals, and part-time residency that is reducing long-term housing availability as well as placing upward pressure on housing prices. To further understand the housing market in the region, a Comprehensive Housing Strategy is recommended to: (1) more deeply analyze housing prices, availability, and impacts of tourism-related lodging; and (2) develop a strategy to address market needs.

- **GIS Incorporation** – Robust data and analytics are essential supports to economic development, increasing development efficiency, plan approval, monitoring, record-keeping and other planning functions. To support economic development, it is recommended that additional GIS software, licensure and/or training be pursued by the Village in conjunction with the County or other relationships be explored with partner organizations or educational institutions to increase adoption of this useful tool.

Current Initiatives

Current initiatives for Watkins Glen are based on the successful selection of the Village as a Downtown Revitalization Initiative (DRI) community. The Watkins Glen community was deeply engaged, in 2018, in the nomination and selection of the projects, both public and private, to receive the proceeds of the DRI Fund totaling \$10 million. The public projects are all significant, and include implementation of two very large LWRP projects related to Clute Park, which will provide the community with a four-season recreational amenity. Other public projects include, new lighting along Franklin Street, improvements along 4th Street, including Lafayette Park, new gateway signage at each entrance to the Village, and updating of Zoning and Planning ordinances. Current private initiatives, most under the Project Seneca umbrella, include redevelopment of several key properties along Franklin Street, new mixed-use development including 42 apartments and a childcare center, an incubator kitchen and co-working space, business expansions, and a robust revitalization fund that mirrors the NYS Main Street program.

New Recommendations

<p>Code Enforcement Augmentation</p>	<p>Some <i>obvious code violations that occur at highly visible key sites in the village should be addressed immediately</i>. These include sites prime for infill development along the main street and in the commercial district. To encourage a sense of community, augment redevelopment feasibility, and motivate property owners, enhanced enforcement of the current building codes and regulations needs to occur. This can proceed in tandem with recommended changes to the zoning regulations.</p>
<p>Zoning Augmentation</p>	<p><i>Zoning in the Village should be simplified to further streamline development and better align with community goals, objectives, and outcomes</i>. The zoning review identified several areas where zoning could be augmented to increase the Village’s ability to address desires of the community and implement economic development activities, and private development initiatives. The Village can respond to findings from the zoning review to establish zoning codes that are clear, easy to interpret, easy to use, and will catalyze potential development projects. This recommendation will be fully addressed with the implementation of the Village DRI project to update their zoning code.</p>
<p>Business Improvement District Creation</p>	<p><i>A BID was pursued by the Village of Watkins Glen in 2018 and should be pursued again</i>. The effort focused on the idea that with significant recent improvements, such as DOT</p>

repaving project and DRI funding, the BID could facilitate development of a mechanism to maintain these improvements and foster continued growth in the downtown.

Several significant elements regarding the BID were discussed in the 2018 planning process, from its geographic area to programming. These uncovered some important lessons learned for pre-planning that are incorporated into the Action Table for this subject in Section 2-5.

This effort will hinge on establishing an internal marketing strategy. This is as critical an element as an external strategic communications strategy. Messaging should convey that cost incurred by an individual business should be outweighed by overall augmentation of revenue due to increased visitation and utilization of the downtown by residents and tourists alike.

2.5 Community Development Action Tables By Project

Table 2-17: Community Development Action Tables by Project

MONTOUR FALLS

Montour Falls Business Park Action Table		
Total Cost Estimate - \$0 (done in-house)		
<i>Overview and Community Development Applicability</i>		
While this project will proceed under private development, support can be provided at the local level to encourage incorporation of health and wellness uses, and facilitate approval and redevelopment. As a large tract of land, the project holds great potential for the economic future of the village.		
Implementation Actions	Description	Performance Measure
Action 1: Support redevelopment	Support and facilitate site redevelopment.	Complete or Incomplete
Action 2: Measure economic impact	Once construction is complete, measure project impact as appropriate on employment creation, wages, living wage, indirect and induced employment, tax revenue (or lease income), tourist visitation.	Complete or Incomplete

Montour Falls WWTP Reuse Action Table		
Total Cost Estimate - \$80,000 (initially), Additional Funding May Be Needed		
<i>Overview and Community Development Applicability</i>		
When the Regional WWTP comes on-line expected in October 2020, like Watkins Glen WWTP, the Montour Falls WWTP also will need to be decommissioned. Potential for its redevelopment should be explored. Due to its location along Seneca – Cayuga Canal, it holds promise to support water and natural recreation occurring in the area now with the marina, Montour Falls Marina Camp Ground and Marina Park nearby.		
Implementation Actions	Description	Performance Measure
Action 1: Analyze redevelopment potential	Similar to the Watkins Glen WWTP Reuse Feasibility Study, an analysis should be performed to identify site conditions, estimate demolition costs, and explore reuse of the property for both private and/or public purposes.	Complete or Incomplete
Action 2: Seek funding	Apply for funding for demolition, and based on findings of the reuse analysis and if a public use, also apply for design and improvements funding.	Complete or Incomplete
Action 3: Bidding or public management	Based on analysis decision, issue Request for Expressions of Interest, or Request for Proposals for private redevelopment or design and construction, if public use.	Complete or Incomplete
Action 4: Design and approvals	Developer or contractor creates detailed design and seeks required local and state approvals.	Complete or Incomplete
Action 5: Construction	Developer or contractor builds and seeks local inspections and approvals.	Complete or Incomplete

Montour Falls WWTP Reuse Action Table

Action 6: Measure economic impact	Measure project impact as appropriate on employment creation, wages, living wage, indirect and induced employment, tax revenue (or lease income), tourist visitation.	Complete or Incomplete
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Fire Academy Reuses Pre-Planning Action Table

Total Cost Estimate - \$0 (done in-house) to \$2,000

Overview and Community Development Applicability

As indicated above, the fire academy site poses a significant redevelopment opportunity in a region constrained by limited availability of developable land. While the academy is currently active, and there are now no current signs that this facility will become vacant in the immediate future, indications are that there is potential for the relocation at some time in the future. This poses both a risk and opportunity for the community and region as a whole. The risk is being caught off guard by the move. The opportunity is ability to pre-plan, establish stakeholder contacts, evaluate feasibility, and evaluate impacts of other economic development initiatives. Actions in this table are intended to provide the basic planning steps to begin positioning in a proactive manner.

Implementation Actions	Description	Performance Measure
Action 1: Establish Stakeholders	Work with the current land holders and tenants to identify stakeholders to engage for both gathering intelligence pertaining to the academy's future and anticipated use of the site post-academy.	Complete or Incomplete
Action 2: Establish Resources and Relationship	Work with the stakeholders identified to establish the community's desires and priorities. Help to establish resources for the current land/property holder. An effort should be made to relay findings of the RSP and potential projects that could arise from adoption and implementation of the RSP, as well as how those projects may positively impact feasible reuse of the site.	Complete or Incomplete
Action 3: Evaluate impacts of current Project Seneca projects	The RSP offers several recommendations, including a comprehensive housing strategy and evaluation, the Montour Falls Business Park redevelopment, and the Montour Falls WWTP reuse evaluation. Ideally, these efforts should be well planned if not well implemented at the time the fire academy reuse evaluation occurs so that the findings can be complementary and based on knowledge of what is occurring in the community.	Complete or Incomplete
Action 4: Establish a rapid response action plan	Based on the above efforts, work to establish a rapid response plan that will enable the community and its stakeholders to rally around a common message, convey to property holders a clear community desire, and establish resources on which the property holder can rely for guidance and resources. The plan should include: <ol style="list-style-type: none"> 1. Summary of community desires and evaluations as outlined in the RSP. 2. Summary of potential feasible uses based on evaluations of currently planned activities or those in the process of implementation such as the Montour Falls WWTP Reuse, Montour Falls Business Park, results of the marketing strategy, and results of the Watkins Glen WWTP reuse. 3. Recommended next steps: <ol style="list-style-type: none"> a. List of criteria for determination of feasibility including how the site could align with the economic development initiatives currently underway b. Detailed outline of a stakeholder engagement strategy for further evaluations to ensure feasibility c. Detailed identification of potential resources and funding sources. 	Complete or Incomplete

Fire Academy Reuses Pre-Planning Action Table

Action 5: Monitor and maintain	<ol style="list-style-type: none"> 1. Monitor the status of the fire academy through utilizing state, regional and local contract. 2. Maintain close contact and respond as needed. 	Complete or Incomplete
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Montour Falls Health and Wellness Action Table

Total Cost Estimate - \$0 (done in-house) to \$50,000

Overview and Community Development Applicability

The regional stakeholder engagement efforts identified a desire to develop the Montour Falls area into a haven for health and wellness. There are 3 aspects of Health and Wellness:

- Medical concentration - development around naturally evolved, existing hospital and medical offices
- Spa/Therapy - support of spas, massage, physical therapy, alternative therapies beginning to concentrate now in the area
- Healthy lifestyle – natural assets such as trails, lake, canal, falls that residents enjoy

Implementation Actions	Description	Performance Measure
Action 1: Branding incorporation	Incorporate this theme into branding/marketing strategy.	Complete or Incomplete
Action 2: Medical concentration	<ul style="list-style-type: none"> • Create inventory of office space amenable for health and wellness use • Use inventory to support and encourage expanded location of medical services • Advertise in medical periodicals 	Complete or Incomplete
Action 3: Spa/Therapy	<ul style="list-style-type: none"> • Encourage new developments such as the WWTP redevelopment and Montour Falls Business Park to consider attraction of spa and therapies types of tenants. • Use inventory developed above to support and encourage these types of tenants to locate 	Complete or Incomplete
Action 4: Healthy lifestyle	Promote through branding/marketing.	Complete or Incomplete

WATKINS GLEN

Watkins Glen WWTP Reuse Action Table		
Total Cost Estimate - \$80,000 (expended), Additional Funding May be Needed		
<i>Overview and Community Development Applicability</i>		
<p>The Watkins Glen WWTP Reuse Feasibility Study examined redevelopment potential of the site along with assessment of environmental and natural conditions, utility connection, and other site conditions, and provided demolition cost estimate of the facility. Redevelopment of this site is anticipated to proceed through Request for Expressions of Interest to identify a developer to create a multi-use, multi-story commercial development providing space for lodging and specialty retail stores and second story dining and open-air seating deck.</p>		
Implementation Actions	Description	Performance Measure
Action 1: Request for expressions of interest	Issue REOI to solicit interest and concept designs from developers.	Complete or Incomplete
Action 2: Negotiation	Evaluate and select developer, and enter into negotiation and contract to demolish existing structures and build desired project.	Complete or Incomplete
Action 3: Design and approvals	Developer creates detailed design from approved concept and seeks required local and state approvals.	Complete or Incomplete
Action 4: Construction	Developer builds and seeks local inspections and approvals.	Complete or Incomplete
Action 5: Measure economic impact	Measure project impact on employment creation, wages, living wage, indirect and induced employment, tax revenue (or lease income), tourist visitation.	Complete or Incomplete

Watkins Glen Zoning Action Table		
Total Cost Estimate - \$50,000		
<i>Overview and Community Development Applicability</i>		
<p>Below are listed various actions intended to make the Zoning ordinance more user friendly, streamline the development review process, and remove ambiguities and conflicts. While each action is listed separately, these should be completed in unison as part of the DRI project that is underway to update the zoning code to ensure complementarity of the different articles in the code and to reduce chance for conflict among them. A performance measure is listed for each action. These include either Complete or Incomplete, Reduction in Site Plan approval time, and Increased development activity. Completion of the actions below will increase efficiency, reduce community overhead, and simplify the approval process for developers. This will in turn better position the community for augmented and sustainable economic development efforts.</p>		
Implementation Actions	Description	Performance Measure
Action 1: Create Zoning Ordinance Review Committee	Create a Zoning Ordinance Committee to oversee and provide guidance to Zoning code changes discussed below. This group should be composed of a small group of staff, Zoning Board members and objective stakeholders.	Complete or Incomplete
Action 2: District Intents	Simplify District Intents, move regulatory language to other location in zoning, and evaluate design statements with Design Guidelines to resolve conflicts.	Complete or Incomplete

Watkins Glen Zoning Action Table		
<p>Action 3: Simplified Use Table making more uses 'as of right'</p>	<ul style="list-style-type: none"> • While the use table is a nice consolidated list of allowed uses, it is very confusing. Suggestion is to either allow uses 'as of right' (meaning the applicant just needs a building permit from the village) or require Site Plan Reviews of uses. • Additional/supplemental regulations can be added elsewhere in the ordinance for as of right uses to ensure these are not negatively impacting the community. For example, larger setbacks, larger lot sizes, buffering could be required for selected uses. As long as the applicant meets these regulations, that applicant can obtain a building permit without having to go to the Planning Board. • Remove designation linking to an existing use/building and whether or not it can be continued. 	<p>Complete or Incomplete</p> <p>Reduction in site plan approval time</p>
<p>Action 4: Site Plan Review modifications</p>	<ul style="list-style-type: none"> • Add requirements specific to the LD, CB, and BT Districts. • Develop a series of quantifiable metrics for evaluation to further clarify the review process for both the community and developers: <ul style="list-style-type: none"> ○ Metrics should evaluate desired criteria listed in district intents. ○ Infrastructure capital investment strategies should be incorporated into the site review plan to better orient investment and maintenance issues with future development to avoid conflicts, increase efficiency, and maximize available funding. 	<p>Complete or Incomplete</p>
<p>Action 5: Consider Replacing Bulk and Density Control Table with Hybrid Form-Based Code Regulations</p>	<p>Standardized numeric values based on use in a district are not conducive to the intent of the code where the bulk or density permitted is not similar to or consistent with size, scale, or residential uses in the district. This may be especially true where the measure for the above intent has not been quantified—which is not required in the site planning process.</p> <ul style="list-style-type: none"> • Metrics for bulk and density in the area should be based on a spatial analysis and site visit/visual analysis of adjoining properties to ensure that proposed development is in line with intent listed for the district. • The table should suggest that a given development be in a range of density when compared to the adjacent/adjoining parcels. <ul style="list-style-type: none"> ○ I.e., the proposed development must be within +/- 10% of the evaluated maximum lot coverage when compared to adjacent/adjoining parcels. ○ OR, the intent should be changed to avoid references to non-evaluated metrics and outcomes. ○ The table could be replaced with Form Based images and dimensional requirements based on this analysis, making this section much easier to review and interpret. 	<p>Reduction in site plan approval time</p> <p>Increased development activity</p>
<p>Action 6: Break up Article 9 into different articles for Parking and Signage</p>	<ul style="list-style-type: none"> • The overall length and complexity of Article 9 can inhibit future economic development. • Use of subsections numbering into the 4th digit is not necessary in some cases (i.e., section 9.23.7) 	<p>Reduction in site plan approval time</p> <p>Increased development activity</p>

Watkins Glen Zoning Action Table		
Action 7: Review parking requirements against design guidelines to determine conflicts	Parking – Language should be reviewed to determine if it conflicts with design guidelines. Also, consider parking maximums versus minimums.	Reduction in site plan approval time
Action 8: Review sign language in accordance with Supreme Court Rulings on freedom of speech	Review for consistency with Supreme Court rulings on freedom of speech and language restrictions on sign text - Supreme Court Ruling Gilbert v Reed.	Complete or incomplete
Action 9: Design Guidelines modifications	<ul style="list-style-type: none"> Review against district intents to resolve conflicts. Add more specificity and evaluate against a Hybrid Form-Based Code regulation. 	Reduction in site plan approval time Increased development activity
Action 10: LWRP Incorporation	Incorporate LWRP Area Design Review into the Zoning Law for projects within the LWRP boundary.	Complete or incomplete

Business Improvement District Action Table		
Total Cost Estimate – \$0 (done in-house) to \$ 8,000		
<i>Overview and Community Development Applicability</i>		
<p>Creation of a BID will involve the process outlined in the Action Table below. These steps have no primary success measure except their accomplishments. However, following creation of the BID, a wide variety of statistics can be collected pertaining to performance of the BID based on its final mission and duties. Applicable metrics include aggregate business member sales; foot traffic counts; events organized, attendance, attendee survey results, event sales, and BID member sales during the events; changes in incidents of crime; and improved shopper opinions.</p>		
Implementation Actions	Description	Performance Measure
Action 1: Pre-Planning	<ul style="list-style-type: none"> Implement lessons learned from 2018 planning process: <ul style="list-style-type: none"> Establish clear BID criteria, guidelines, and roles & responsibilities. Establish role of government as an advisory body. Outline process, implementation, and expected improvements. Work to identify a community-based BID champion who will act as voice for the process. Establish need for the BID <ul style="list-style-type: none"> Illustrate Cost and Benefit. Illustrate status quo vs augmentation. Inventory commercial properties that would fund the BID. Determine vacancy rate in the BID area and ensure it is less than 20%. Inventory existing relationships in the BID area. Foster community support for the BID. Incorporate Marketing and Communications strategies established as part of RSP implementation to facilitate initial stages of the BID process. 	Complete or Incomplete
Action 2: Phase 1 – Planning	<p>Establish a steering committee:</p> <ul style="list-style-type: none"> Driven by BID champion and advised by governing body Consisting of property and business owners, residents, and community stakeholders 	Complete or Incomplete

Business Improvement District Action Table		
	<ul style="list-style-type: none"> • Encompassing range of small and large business interests, and variety of business types among members • Meeting to assess needs of the neighborhood: <ul style="list-style-type: none"> ○ Establish clearly defined set of needs. ○ Include aspects of the RSP (connectivity, mobility and infrastructure). • Draft a BID plan based on stakeholder and community inputs that includes: <ul style="list-style-type: none"> ○ BID boundaries ○ Programs and services ○ Yearly budget ○ Charge structure. 	
Action 3: Phase 2 – Outreach	<ul style="list-style-type: none"> • Present plan to the public. • Work to foster community support for the BID: <ul style="list-style-type: none"> ○ Hold public meetings. ○ Send mailings. ○ Coordinate and collect letters of support. 	Complete or Incomplete
Action 4: Phase 3 – Legislative Approval	<p>After review and approval of phases 1 and 2 by Small Businesses Services Agency, legal processes then begin:</p> <ul style="list-style-type: none"> • Review • Public Hearings • Recommendations • Vote by Village Board 	Complete or Incomplete

JOINT COMMUNITIES

Strategic Communications and Engagement Action Table		
Total Cost Estimate - \$75,000		
<i>Overview and Community Development Applicability</i>		
<p>Creation of a Strategic Communication Strategy is outlined in the Action Table below. These steps have no primary success measure except their accomplishment. However, following development of the strategy, a group of metrics associated with each component should be created. Traditional marketing measures such as survey, advertising statistics, satisfaction, event attendance, and the like should be employed with every marketing effort to guide decision making on future marketing expenditure.</p>		
Implementation Actions	Description	Performance Measure
Action 1: Development/facilitation of business collaborative	<p>Cited as a desire among the business community in both villages is joint collaboration whereby businesses work together to further support the regional economy, identify challenges, and work with local governing bodies. This can be facilitated by a number of organizations, but is recommended that the Chamber of Commerce be engaged to lead this effort.</p>	Complete or Incomplete
Action 2: Establish a single unified source for Marketing and Public Information	<p>Establish a single unified source for marketing, public information and liaison between governmental bodies, economic development authority and the business community (as well as community at large) to convey initiatives and happenings in Project Seneca and implementation of the RSP. This source may assist with or lead:</p> <ul style="list-style-type: none"> • Relationship and stakeholder matrix development. • Strategic communications plan development. 	Complete or Incomplete

Strategic Communications and Engagement Action Table

	<ul style="list-style-type: none"> • Joint branding strategy development. • Communicate with interested developers and workers to connect them with regional opportunities. • Establish and facilitate a regional business collaborative. 	
<p>Action 3: Develop Branding/Marketing Strategy and Strategic Communications Plan</p>	<p>Develop a regional (combined two villages) brand that incorporates existing nature, winery, and racing branding with health and wellness and residential growth. This brand should incorporate logo, associated short descriptions for use with online content and print messaging, and style guidance (that specifies fonts, color values, sizing, and use in both electronic and print forms to maintain brand integrity. Brand development should be accompanied by a budget-sensitive marketing strategy (identified outlets, delivery channels, timeline, associated market penetration anticipated, metrics to gauge success, recommendations for next steps).</p> <p>Consideration should be given to establish a strategic communications plan, similar to that implemented by Traverse City, MI, which approaches engagement from a non-traditional perspective. This plan should utilize unique engagement strategies like interactive web-based mapping, social media, and non-traditional meeting formats. The plan should include and evaluate past initiatives (what worked and what didn't) and aspire to move residents out of village-specific comfort zones.</p> <p>Funding may need to be secured to engage consulting expertise to develop a regional brand and marketing strategy.</p>	<p>Complete or Incomplete</p>
<p>Action 4: Develop a joint economic development marketing strategy</p>	<p>Stakeholder and community engagement during the planning process has clearly outlined collective and individual community visions. Now understanding the communities' expectations and desired futures, these must be put to action with niche regional economic entities to support tourism and new resident recruitment. These activities include:</p> <ol style="list-style-type: none"> 1. Identify desirable target businesses and services. 2. Identify why the region is uniquely positioned to provide these goods and services. 3. Market internally to establish buy-in, encourage collaboration, and win consensus on external marketing message. 4. Market to developers and businesses to establish industry and economic base: <ol style="list-style-type: none"> a. Establish baseline needs for future development. b. Document response to marketing effort. Adjust as needed. 5. Market to consumers for the industry of interest. Work to not only establish the region as a place to visit and consume goods, but as an area in which to reside. 	<p>Complete or Incomplete</p>
<p>Action 5: Continued evaluation and monitoring of Community Values</p>	<p>Continue to re-evaluate Community Values on a regular basis. This survey can occur as part of any annual effort and requires very little overhead. This is important because it offers a mechanism to ensure that economic development initiatives support current social context.</p>	<p>Complete or Incomplete – while not measurable, evaluation of Community Values should limit conflict and delay in planning processes</p>

Comprehensive Connectivity Evaluation Action Table

Total Cost Estimate – \$10,000

Overview and Community Development Applicability

The following Action Table describes steps for conducting a recommended Comprehensive Connectivity Evaluation. Identification of performance measures for this section depend on how the project is implemented. The village could work on improving general connectivity as a passive improvement project or focus on a dedicated improvement effort. If the village engages in the latter, the bulleted items immediately below provide performance measures that should be incorporated to gage success:

- Usage Statistics – comparing usage of a facility against base line numbers
- Spatial Evaluation – comparing data (Strava or other sources) to determine past and present usage
- Store Visitation Numbers – comparing number of store visitations in a connectivity improvement area pre- and post-improvement.

Economic measures such as taxable revenue may also be utilized to evaluate activity in areas of new connectivity, comparing baseline revenue against new revenue. However, given the volume of economic development occurring in the region, correlation and causation will be difficult to verify. For this reason, usage or visitation is a preferable metric. Various formulas exist to evaluate economic impacts of visitation, as found in Appendix F in an excerpt from the Stynes, D.J. and E.M. White article “Reflections on Measuring Recreation and Travel Spending” issued in 2006. This article is authoritative and has been cited by the United States Forest Service and various other scholarly articles addressing the same topic.

Implementation Actions	Description	Performance Measure
Action 1: Inventory connectivity facilities	<p>Cores – main attraction areas</p> <ul style="list-style-type: none"> • Identify Use, Need, and Benefit <p>Nodes – areas located adjacent to cores along a corridor that draws visitors</p> <ul style="list-style-type: none"> • Identify Use, Need, and Benefit <p>Corridors – segments, trails, streets, or other heavily used pathways that people frequently use to access cores or nodes</p> <ul style="list-style-type: none"> • Identify Use, Need, and Benefit <p>Completing this evaluation does not require in-depth or additional study utilizing GIS and Strava data.</p>	<p>Complete or Incomplete</p> <p>Utilize IMPLAN formulas to calculate visitor impacts</p>
Action 2: Prioritize connectivity improvement projects	<p>After identifying and reviewing nodes, cores, and corridors, features to be improved should be prioritized based on volume of usage or on where the community would like to direct economic development.</p> <p>For example:</p> <ol style="list-style-type: none"> 1. Improving people’s ability to find and navigate to CVT trail heads because it is heavily used and is a potential corridor through the Montour Falls Business Park site. 2. Improving people’s ability to navigate from CVT trail heads to downtown Montour Falls (through the Montour Falls Business Park Site) or Watkins Glen (via a potential “loop trail” along the east side of the Canal). 	<p>Complete or Incomplete</p>

Comprehensive Connectivity Evaluation Action Table

Total Cost Estimate – \$10,000

Action 3: Develop Public – Private Partnerships (P3)	Work with community members and organizations to develop partnerships for completion of prioritized projects. Project prioritization may change as new partners are identified, so flexibility in Action 3 is important. Existing partners include the FLX Gateway CDC and Friends of the Catharine Valley Trail.	Complete or Incomplete
Action 4: Identify and acquire funding	Identifying and acquiring funding is further discussed in Funding Tables following this section. P3s developed in Action 3 also could yield potential funding sources, as well as possible maintenance agreements that may limit demand on the communities.	Complete or Incomplete

Infrastructure Capital Investment Strategy Action Table

Total Cost Estimate - \$250,000

Overview and Community Development Applicability

An Infrastructure Investment Strategy for both villages to repair and replace existing deficient infrastructure should be developed and implemented in tandem with planning and implementation of future economic development projects.

Implementation Actions	Description	Performance Measure
Action 1: Inventory	Identify those infrastructure assets in the communities that provide critical services, enable economic development, or otherwise support basic community functions. These may include: <ul style="list-style-type: none"> • Waste Water Infrastructure • Water Infrastructure • Electric Infrastructure • Broadband • Transportation Infrastructure <ul style="list-style-type: none"> ○ Bicycle and Pedestrian Connectivity (<i>See Comprehensive Connectivity Evaluation</i>) ○ Vehicular and Freight ○ Parking 	Complete or Incomplete
Action 2: Evaluate	Identify those areas of weakest infrastructure to prioritize their replacement. Special consideration should be given to areas where economic development projects are occurring. Infrastructure should be evaluated to determine if replacement is needed prior to project construction to avoid conflicts (e.g., paving a road and then digging up water mains). Evaluations should consider impacts on economic development initiatives including broadband. The evaluation product should include: <ul style="list-style-type: none"> • Spatial inventory of data stored in GIS • Status and condition attribute assigned to the GIS data • Prioritized schedule for repair and replacement <ul style="list-style-type: none"> ○ This should incorporate Project Seneca projects. 	Complete or Incomplete
Action 3: Integration into Project Seneca	Coordination between the economic development authority and infrastructure investment strategy is critical.	<ul style="list-style-type: none"> • With successful integration of GIS, a

Infrastructure Capital Investment Strategy Action Table

		<p>measurable reduction in lead time for repairs can be noted.</p> <ul style="list-style-type: none"> • Cost and time associated with maintenance of records should be reduced. • No or limited demolition of newly developed projects should occur in the study area. • Return on investment should be measured on by project-by-project cost reduction.
Action 4: Maintain	<p>Maintain infrastructure in accordance with the strategy set forth by the governing body:</p> <ul style="list-style-type: none"> • Infrastructure capital investment strategies should be incorporated into the site review plan to better orient investment and maintenance issues with future development to avoid conflicts, increase efficiency, and maximize available funding. • GIS should be used to support this effort to further increase efficiency. • Well maintained and modern infrastructure supports green initiatives and furthers developer interest in and feasibility of large-scale development. 	<p>Complete or Incomplete – With inclusion of a simple spatial analysis, the overall site review process, while although requiring more steps, should identify potential infrastructure maintenance conflicts or challenges prior to new development.</p>

Comprehensive Housing Strategy Action Table

Total Cost Estimate - \$50,000

Overview and Community Development Applicability

Implementation Actions	Description	Performance Measure
Action 1: Establish baseline metrics for demand	<p>Determine current housing need/demand and establish regional housing market baseline:</p> <ul style="list-style-type: none"> • Determine current community need across income levels. • Based on a project growth metric, determine potential demand in the region across income levels. 	Complete or Incomplete
Action 2: Establish baseline capacity metrics	<p>These actions can be facilitated by use of a comprehensive GIS data base. A series of spatial evaluations could be completed within a short period of time at limited expense, provided the data are viable, to determine the following in the region:</p> <ul style="list-style-type: none"> • Land volume available for new residential development • Land volume for infill residential development. 	Complete or Incomplete
Action 3: Establish baseline usage metrics	Determine amounts of fulltime residential, seasonal residential, and short-term/seasonal rentals.	Complete or Incomplete
Action 4: Determine Impacts	<ul style="list-style-type: none"> • Determine impacts on housing demand of recent and potential future economic development in the region. 	Complete or Incomplete

Comprehensive Housing Strategy Action Table		
	<ul style="list-style-type: none"> Determine impacts of recent and potential future economic development on availability of infill and new residential development areas. Determine impacts of residential status on housing markets. Determine impacts on region's housing market of short-term/seasonal rental market. 	
Action 5: Establish Goals	Based on findings from Actions 1-4, formulate a group of feasible goals or actions to head off or further encourage trends identified in the evaluations.	Complete or Incomplete
Action 6: Implement	<p>Based on established goals or actions, work to support the actions through:</p> <ul style="list-style-type: none"> Incentivization Funding targeting and acquisition Policy Coordination between economic development initiatives and housing market augmentation. 	<ul style="list-style-type: none"> Utilize base line data to evaluate housing starts and sales figures to establish vacancy rates, time on market, and property usage. Evaluate US census data to determine worker origination and commute variables.

GIS Evaluation and Incorporation Action Table	
Total Cost Estimate - \$50,000	
<i>Overview and Community Development Applicability</i>	
<p>Further incorporation and use of GIS capabilities is recommended to augment and expand data gathering, storage, analysis and decision-making. However, a few constraining factors hinder consideration of broader implementation of GIS in the region. First, is necessity to educate on GIS usefulness and benefit to economic development, build interest, and demonstrate simplicity. Second, are limited funds to support widespread implementation in the region. Third, the County requires augmented capacity to aid communities in both their planning and GIS capacities in order to integrate the two. Currently, the County has only one dedicated staff member with both experience in planning and GIS. This limits the region's ability to utilize GIS to further augment economic development. No GIS-specific funding sources were identified in the research leading up to this evaluation; however, GIS should be considered a significant component of economic development efforts. Recommendation is to include GIS in economic development grant proposals, where possible, demonstrating the importance of spatial analysis, statistical analysis, and various other benefits and tools GIS provides for economic development.</p> <p>The table below does not focus on the highly technical factors that go into development of a comprehensive GIS implementation across multiple governmental entities. Rather, it is based on building interest, establishing basic need, and working toward basic data gathering for planning purposes. More comprehensive analysis and data management can be considered after successful completion of these foundational actions.</p> <p>Once GIS is further established, the following may be considered for performance measures:</p> <ul style="list-style-type: none"> Usage Statistics – comparing usage of a facility against base line numbers 	

GIS Evaluation and Incorporation Action Table

- Spatial Evaluation – comparing data (Strava or other sources) to determine past and present usage
- Store Visitation Numbers – comparing number of store visitations in a connectivity improvement area pre- and post-improvement.

Economic measures may also be utilized to evaluate activity in areas of new connectivity, comparing baseline data against new data. Evaluation of overall economic input in terms of taxable revenues could also be evaluated against baseline figures; however, given the volume of economic development occurring in the region, correlation and causation will be difficult to verify. For this reason, volume of usage or visitation is a preferable metric. Various formulas exist to evaluate impacts of visitation, as found in Appendix F in an excerpt from the Stynes, D. J. & E.M. White article “Reflections on Measuring Recreation and Travel Spending” issued in 2006. This article is authoritative, and has been cited by the United States Forest Service and various other scholarly articles written on the same topic.

Implementation Actions	Description	Performance Measure
Action 1: Work to acquire additional software	Work to acquire additional software and additional ArcGIS Online licenses.	Complete or Incomplete
Action 2: Getting GIS in the hands of those that could best use it	<p>Work with the regional entities to demonstrate how GIS can be used to augment their community capacity.</p> <ul style="list-style-type: none"> • Brown bag lunches are effective venues for this demonstration. • Work to demonstrate how ArcGIS Collector can be used for field data collection on mobile devices. • Demonstrate ArcGIS Survey123 and its usefulness in public survey and data gathering. • Cite case studies from the community indicating how GIS data would have increased efficiency. • Identify where, in the communities’ planning and economic development processes, GIS could increase efficiency: <ul style="list-style-type: none"> ○ Site Plan Approval ○ Maintenance and construction. • Clearly outline costs and benefits to the community. 	Complete or Incomplete
Action 3: Demonstrate GIS usefulness	<p>Develop a pilot project for deployment of online-based GIS data collection and editing using ArcGIS Online Webapp builder and ArcGIS Collector. The connectivity project would be an opportunity to demonstrate how this technology can be used to augment a project/planning process.</p> <p>Such an effort would require access by one named user who would log into the online account. Permissions for that user can be modified to limit access beyond the application and associated data. Multiple online users would be able to log into the account (every individual wishing to log into the data would not require a new user name). This project could demonstrate how data can be collected, viewed, edited, and analyzed within an online environment. This would demonstrate limited need for expensive training and infrastructure (typically believed required for use of GIS).</p>	Complete or Incomplete
Action 4: Increase regional capacity	<p>Augmentation of the County’s GIS capacity is needed. Ideally, a GIS analyst with a background in planning would be sought to aid the County in its support of economic development utilizing GIS. The hire would ideally have the following credentials:</p> <ul style="list-style-type: none"> • 3 years GIS experience with 1+ years planning exposure • Demonstrated experience and expertise in use of ArcGIS Online, ArcGIS Web Application builder, and ArcGIS Collector 	Complete or Incomplete

GIS Evaluation and Incorporation Action Table		
	<ul style="list-style-type: none"> • Demonstrated data management skills and use of file geodatabases for data storage. • Demonstrated ability to upload, manage, and create data within the ArcGIS cloud environment. 	
<p>Action 5: Develop a process or policy for gathering data</p>	<p>Work with communities to establish process and policy as part of project approval and implementation to gather GIS data for future use:</p> <ul style="list-style-type: none"> • Incorporate data deliverable format and attribute requirements as a component of project permitting processes. • Create various layer templates for consistency/standardization of data collection. • Establish collection of GIS data for all infrastructure projects. • Establish a process for evaluation, approval, and upload of GIS data upon collection of those data. • Incorporate these requirements into future RFPs produced by the villages and include county inputs. <p>Establishing these data guidelines will facilitate more efficient collection and management of data. Recommendation prior to full implementation is to identify a pilot project as a test case for collection and management of data to ensure that the County has the appropriate capacities in place.</p>	<p>Complete or Incomplete</p>
<p>Action 6: Engage third party to facilitate implementation of GIS at a regional scale</p>	<p>The County should consider engagement of the Southern Tier Regional Planning and Development Board to facilitate implementation of GIS at a regional scale. Tasks should include:</p> <ul style="list-style-type: none"> • Training of regional staff in use of basic GIS for collecting, editing, and analyzing data • Further GIS demonstrations • Customization and support of ArcGIS online accounts • Work with Esri to facilitate implementation • Provision of on call GIS services during initial GIS standup • Other services as needed. 	<p>Complete or Incomplete</p>
<p>Action 7: Utilize data in planning</p>	<p>Utilize the data acquired to:</p> <ul style="list-style-type: none"> • Further evaluate regional projects to identify conflicts or limitation of infrastructure. • Identify connectivity projects based on economic development priority and usage/demand. • Develop web-based mapping applications to facilitate stakeholder meetings and decision making. • Develop web-based mapping applications to facilitate public meetings. • Develop basic 3D models in ArcGIS Pro to evaluate view sheds. • Better inform future RFPs. • Engage in updates to RSP and other planning documents. • Develop survey and user count applications to determine facility usage. <p>Develop a basic interactive webmapping application to display project data and status for public consumption on the SCOPED and County websites.</p>	<p>Complete or Incomplete</p>

Regional Strategic Plan Funding Tables

In addition to funding programs listed in the WWTP Funding Sources section, the following additional resources may aid implementation of the RSP. These are broken out into sections applicable to redevelopment, incentives and tax credits, and Montour Falls-specific programs—and are labeled as such. These resources were identified during the process of compiling funding programs for the WWTP redevelopment. Rather than excluding them because of inapplicability to the Plant, they are included here as additional supports for the Plan, though the list may not be comprehensive.

Table 2-18: RSP Summary Funding Tables

Regional Strategic Plan Funding Table	
Redevelopment Assistance	
Community Development Block Grant Program	Funding for development of viable communities through affordable housing and expansion of economic opportunities for populations with low or moderate income.
	Amount Potential: Maximum Award: Private Water/Wastewater System Assistance, \$750,000; Public Facilities, \$300,000; Housing, \$500,000; Microenterprise, \$200,000; Planning, \$50,000
Public Works Investment Program	Funding to support communities in building, designing, or engineering infrastructure and facilities that will assist in regional development strategies promoting regional prosperity.
	Amount Potential: Average award: \$1.4 million; awards range from \$600,000 to \$3 million
Economic Adjustment Assistance Program	Funding to support economic development, facilitate job creation, and help attract private investment to economically distressed areas in the United States.
	Amount Potential: Average award: \$650,000; awards range from \$150,000 to \$1 million
City Ventures Fund	Provides grants, low-interest loans, and support to nonprofit organizations trying to preserve period details of non-landmark but architecturally significant structures by converting these structures to affordable housing and other uses that ultimately benefit lower income communities.
	Amount Potential: \$5,000 to \$30,000

Regional Strategic Plan Funding Table	
Excelsior Jobs Program	Tax credits are provided to firms in targeted industries to attract businesses to New York or to encourage existing businesses to expand in the state.
	<p>Amount Potential: Four fully refundable tax credits:</p> <ul style="list-style-type: none"> • Excelsior Jobs Tax Credit: 6.8% of wages per new job • Excelsior Investment Tax Credit: Valued at 2% of qualified investments • Excelsior Research and Development Tax Credit: Credit of 50% of the Federal Research and Development credit up to 3% of research expenditures in New York State • Excelsior Real Property Tax Credit: Firms locating in certain distressed areas and firms in targeted industries that meet higher employment and investment thresholds can claim this credit (Schuyler County is in an Investment Zone)
Employee Training Incentive Program	Refundable tax credits to employers in New York State that provide employees with skills training which upgrades, retrains, or improves their productivity—certain internship programs are also covered.
	<p>Amount Potential:</p> <ul style="list-style-type: none"> • Employee Training Incentive Program: Credit for 50% of eligible training costs, up to \$10,000 per employee receiving eligible training • Internship Program: Credit of 50% of the stipend paid to the intern, up to \$3,000 per intern
Workers with Disabilities Tax Credit Program	Tax credits to for-profit businesses and organizations that employ developmentally disabled individuals.
	Amount Potential: Maximum credit: \$5,000 for full-time employees; \$2,500 for part-time employees
Workers (with Disabilities) Employment Tax Credit	Tax credit for hiring workers with disabilities.
	Amount Potential: Maximum credit: 35% of the first \$6,000 in wages paid during second year of employment, up to \$2,100

Regional Strategic Plan Funding Table	
Work Opportunity Tax Credit	Credit for hiring individuals who qualify as members of a target group or individuals with barriers to employment.
	Amount Potential: Partial credit: \$1,500; Full credit: \$2,400
Programs Specific to Montour Falls	
Clean Energy Communities Grant Program	Grant funding, tools, resources, and technical assistance to assist communities to become more sustainable
	Amount Potential: \$5,000 to \$250,000
Climate Smart Communities Grant Program	Grant funding for climate change adaptation and mitigation projects; also provides support to communities seeking Climate Smart Community Certification.
	Amount Potential: Maximum of \$2,000,000 for implementation projects (adaptation or non-power mitigation); Maximum of \$100,000 for planning activities and assessments that will aid a community in achieving Climate Smart Certification
Opportunity Zone Program	Capital gains tax relief for investment in projects located in Opportunity Zones to increase employment opportunities in low-income urban and rural communities. Montour Falls has been identified as an Opportunity Zone.
Water and Waste Disposal Loan and Grant Program	Long-term, low-interest loans—with potential for a grant, funding permitting—to rural areas and towns with populations of 10,000 or less.

Appendix A: Definitions

ArcGIS Online	ArcGIS Online is a cloud-based mapping and analysis solution used to make maps, analyze data, and collaborate. It allows creation of mapping applications and spatial data. It also supplies tools for field data collection and community survey. Data placed in ArcGIS Online is stored in a secure and private framework that can be configured to meet agency standards or needs.
ArcGIS Survey 123	ArcGIS Survey123 is a survey tool that can be used on a smartphone or tablet. It is based on forms and allows for field data gathering. It is a solution that makes creating, sharing, and analyzing spatial surveys possible, enabling decision makers to make collaborative and informed decisions.
Attributes	Attributes are information stored in tables associated with shapefiles. Attribute data provides characteristics about the shapefile (e.g., GIS-based parcel data may contain attributes like owner name, address, property, and building values). Attributes are configured to meet user needs and can be modified at any time to include more or less information.
Datasets	A collection of shapefiles for use in GIS.
Esri	Esri, formerly known as ESRI or Environmental Systems Research Institute, is a world leader in GIS, and statistical, economic and demographic information. The organization produces software that is both cloud and desktop based for a wide variety of mapping and data analysis applications. For more information, visit https://www.esri.com/en-us/about/about-esri/overview .
GIS	Geographic Information System (GIS) is a framework for gathering, managing, and analyzing data. Rooted in the science of geography, GIS integrates many types of data. It analyzes spatial location and organizes layers of information into visualizations using maps and 3D scenes. With this unique capability, GIS reveals deeper insights into data, such as patterns, relationships, and situations—helping users make smarter decisions (Esri 2019).
Metadata	Metadata are often referred to as data about data. For GIS, this refers to supporting information about spatial data. At a minimum, metadata indicate the author, source, creation date, and use restrictions for spatial data. Of the various standards for metadata in the United States, Federal Geographic Data Committee (FGDC) is the most well-known. Metadata are important

	for maintenance of GIS data. For more information, visit https://www.fgdc.gov/metadata .
Shapefile	Shapefiles are the format of data used in GIS. At its simplest, a shapefile can display points, lines, or polygons. These contain attributes and metadata to help inform the user and allow for statistical and spatial analysis, as well as basic mapping and interactive web mapping.
Spatial Data	This is another term referring to either datasets or shapefiles.
Web Mapping Application	A mapping application that uses shapefiles in an online format to enable users to interact with spatial data without need for special software or to download data to their individual device. These applications can be set up to display, collect, modify, link to, or disseminate a variety of information. The data can include popup windows with a variety of information. These can link to documents, other websites, or photos. Web mapping applications can be open to the general public or secured requiring a user name and password for access. These are highly flexible and work well to relay context to varied groups or individuals. Web mapping applications can be used on a tablet, smartphone, or desktop computer.

Appendix B: Stakeholder Engagement

Appendix Table 1: Public Meeting 1 Summary

Where: 111 Lee Street, Montour Falls, NY 14865	
When: May 30, 2019	
<p>Why: The first public meeting was held on May 30, 2019 and was attended by 29 residents from around the region. The crowd was participatory and interactive, and the meeting was considered successful in its mission to disseminate and gather public information. Given the size of the group—and the way they interacted with the facilitators and one another—separation of participants into groups was not necessary. Instead, they were engaged as one unit. This worked well, creating an electric dynamic and very productive conversation. Also in attendance were two media outlets and the Mayor and Deputy Mayor of Montour Falls.</p> <p>Both public meetings were held in the same manner, covering the same topics with the same agenda. This was done to maintain consistency through the meetings and to ensure that the same context, background, and preliminary information were conveyed to community members in all meetings, allowing all participants opportunity to voice their opinions equally.</p> <p>The agenda included three main components: (1) background of the project and its status, (2) review and participatory exercise about community values, and (3) review and participatory exercise about the current vision statement. The exercises were by far the two most interactive aspects of the meeting, while the background and status of the project generated few if any questions from participants. Key takeaways were that community values—identified from previous plans—were not inclusive enough, and refinement of the vision statement was needed.</p>	
Community Value Additions	<ul style="list-style-type: none"> ❖ Promote Healthy Living <ul style="list-style-type: none"> ○ Promote healthy living opportunities <ul style="list-style-type: none"> ▪ Support for alternative modes of transportation ▪ Increased connectivity between core areas (town centers) and node areas (the various natural features in the region) ○ Maintain open green spaces in the rural and urban environment <ul style="list-style-type: none"> ▪ Incorporate green space in future development ▪ Incorporate green spaces in promotion of healthy living ❖ Balance Educational Opportunities <ul style="list-style-type: none"> ○ Development and maintenance of professional jobs ○ There is a desire to maintain/bring back residents in the community by offering jobs that are not simply service industry ❖ Enhance educational opportunities – offer educational opportunities that will enhance the community and its ability to offer professional jobs, i.e., research or incubator ❖ Stabilize the housing market ❖ Maintain owner-occupied housing
Suggested Project Considerations	<ul style="list-style-type: none"> ❖ Community “Maker” spaces <ul style="list-style-type: none"> ○ Collaborative working spaces ○ Community kitchens ❖ Green grocery options that take food stamps ❖ Mini-Mooners ❖ Keeping the Watkins Glen WWTP as open space <ul style="list-style-type: none"> ○ Equitable lake access ❖ Boardwalk into the marsh ❖ Expand the attraction to racing ❖ Environmental intelligence

Appendix Table 2: Public Meeting 2 Summary

Where: Boat Launch Road, Watkins Glen, NY 14891	
When: June 10, 2019	
<p>Why: The second meeting (on June 10, 2019) followed the same format as the previous meeting on May 30th. It was attended by 16 participants, and a similarly intense discussion occurred about both community values and the vision statement. The crowd was participatory and interactive, and the meeting was considered successful in its mission of conveying and disseminating information to the public. Given the size of the group and the way in which they interacted with the facilitators and one another, separation of participants into groups was not necessary. Instead, they were engaged as one unit. Twelve additions to community values were identified, analyzed, and reviewed; votes were taken and considered before refinement of the results into their core components and combinations as deemed necessary.</p> <p>The agenda included three main components: (1) background of the project and its status, (2) review and participatory exercise about community values, and (3) review and participatory exercise about the current vision statement. The exercises were by far the two most interactive aspects of the meeting, while background and status of the project generated few if any questions from the crowd. Key takeaways from the meetings were that community values—identified from previous plans—were not inclusive enough, and refinement of the vision statement was needed.</p>	
Community Value Additions	<ul style="list-style-type: none"> ❖ Professional development and educational opportunities ❖ Enhanced collaboration in the business community ❖ Multimodal connectivity ❖ Entrepreneurial Spirit ❖ Awareness of Natural Resources ❖ Safety ❖ Access to Broadband

Appendix Table 3: Schuyler County Office for the Aging (Facilitated Online Survey) Summary

Where: Silver Spoon Café in Montour Falls
When: Thursday May 30, 2019
<p>Why: On Thursday May 30, 2019, a special meeting was held at the Silver Spoon Café in Montour Falls to provided opportunity to those who wanted to participate in the survey but did not feel comfortable using the online GIS-based survey tool. The meeting was well attended and yielded 16 survey results.</p>
Results
<p>While existing Project Seneca projects did not appear to be a large concern, some participants complained about the Southern Gateway project—largely centered around its inadequate attraction of attention to the downtown and access issues for some homeowners resulting from installation of the island. Other concerns of participants noted in the survey were conditions of local streets and lack of a local grocery store.</p>

Appendix Table 4: Focus Group 1 – Business, Watkins Glen (Commercial) Interview Summary

Where: 910 S Decatur St, Watkins Glen, NY 14891	
When: The stakeholder and focus group interviews were conducted on June 10th and June 11th	
Why: Goals of these interviews were to narrow focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid in organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.	
Message	<ul style="list-style-type: none"> ❖ Interest in making Watkins Glen the regional clothing destination
Problem	<ul style="list-style-type: none"> ❖ Unclean and unkempt store fronts ❖ Unclean streets ❖ Unmotivated building owners ❖ Lack of an organized group of business owners
Suggestions	<ul style="list-style-type: none"> ❖ Improve building facades and store fronts by engaging building owners and creating an 'infill concept plan' to show opportunities ❖ Engage in a marketing and branding campaign, potentially as part of DRI ❖ Street Sweeping ❖ Institute a Downtown Business Association
Implementation Suggestions	<ul style="list-style-type: none"> ❖ Start small, 4 – 6 businesses ❖ Monthly Meetings Employee and volunteer training (Area Chamber of Commerce and volunteers)
Summary	
<p>Participants of the focus group expressed interest in making Watkins Glen the regional clothing destination, identifying the following issues as inhibitors to achievement of this vision: unclean and unkempt store fronts, unclean streets, unmotivated building owners, lack of an organized group of business owners, and a poorly functioning Planning Board. To overcome these challenges, the group wanted a focus on improving building facades and store fronts by engaging building owners and creating an 'infill concept plan' to show opportunities. Participants expressed feelings that Watkins Glen is a 'brand,' and racing, Watkins Glen State Park, and the winery can be used as part of a marketing and branding campaign, potentially as part of DRI. They also wanted a focus on storefront cleanliness, windows, and flowers, regardless of whether the business owner is the building owner. Participants felt that the streets are very dirty because garbage trucks come from New York State (NYS) to the Waterloo/Seneca Falls dump, and because Watkins Glen does not clean them; however, the County is considering purchase of a street sweeper. The group also stated a desire for establishment of a downtown business association as existed approximately 20 years ago, given that 60 to 70 percent of the Watkins Glen Area Chamber of Commerce operates outside of the Village.</p> <p>Participants felt it best to start small when implementing these changes, beginning with four to six businesses committed to improving the area and organizing monthly meetings to decide how to start—perhaps beginning with a schedule and agenda that could be provided through this plan. They also believed that employee and volunteer training would be beneficial—including training of employees and Area Chamber of Commerce volunteers with aid of a local map, helping them learn what restaurants and other attractions are available in the area.</p>	

Appendix Table 5: Focus Group 2 – Business (Marinas) Interview Summary

Where: 910 S Decatur Street, Watkins Glen, NY 14891	
When: The stakeholder and focus group interviews were conducted on June 10th and 11th	
Why: Goals of these interviews were to narrow the focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.	
Message	<ul style="list-style-type: none"> Enhanced economic stability through the value of natural resources and year-round services
Problem	<ul style="list-style-type: none"> Infill development areas in disrepair Lack of year-round economic drivers Lack or inadequate code enforcement
Suggestions	<ul style="list-style-type: none"> Introduce resource/spa space in the region Enhance utilization of community center and Clute Park Begin enforcing the codes that are on the books Institute a Downtown Business Association
Implementation Suggestions	<ul style="list-style-type: none"> None identified
Summary	
Participants of the focus group expressed an overall value of natural resources, believing that these exert great economic impact throughout the communities. They wanted to see the waterfront developed in a manner that is year-round and offers expanded services, and also wanted to see more recreational opportunities such as greater lake utilization, a climbing wall, greater utilization of the community center, cross-country skiing opportunities, and Clute Park as a year-round facility. The interviewees expressed an interest in resort space development in the region to include a luxury spa. An interest was expressed in seeing greater connectivity, with enhanced trail signage for the Catharine Valley Trail (CVT) that demonstrates how the CVT runs through the towns. Housing issues were also discussed, with participants expressing that short-term rentals offer opportunity and easy access to larger groups. Participants felt that code enforcement is an issue, because building codes are not adequately enforced.	

Appendix Table 6: Focus Group 3 – Montour Falls Community Interview Summary

Where: 910 S Decatur Street, Watkins Glen, NY 14891	
When: The stakeholder and focus group, interviews were conducted on June 10th and 11th	
Why: Goals of these interviews were to narrow the focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.	
Message	<ul style="list-style-type: none"> ❖ Create a destination that recognizes arts and wellness
Problem	<ul style="list-style-type: none"> ❖ Empty store fronts ❖ Lack of overnight accommodations ❖ Lack of traffic in the downtown

Where: 910 S Decatur Street, Watkins Glen, NY 14891	
Suggestions	<ul style="list-style-type: none"> ❖ Convert empty spaces into hospitality spaces ❖ Empty store fronts converted into temporary popup stores ❖ Draw health and wellness industry into town ❖ Create an arts scene ❖ Increase knowledge of and interest in natural resource assets ❖ Seasonal festivals ❖ Modify transportation infrastructure to direct more traffic into the downtown
Implementation Suggestions	❖ None identified
Summary	
<p>The focus group participants identified several problems in Montour Falls and potential solutions to these issues. Problems include empty store fronts, lack of overnight accommodations, traffic bypassing the downtown area by travelling along the Rt. 14 corridor, and competition among building owners.</p> <p>Participants proposed a variety of solutions to the above issues, including ideas focused on retail, recreational, and health and wellness. They wanted to create a destination by converting ‘empty places’ into places for people to stay and increasing the number and variety of offerings. Empty storefronts can be filled with pop-up shops (temporary retail spaces that offer a variety of goods and services) and more permanent installations, with a heavy focus on art and wellness. Ideas for downtown included finding ways to improve and expand the arts community, recognize and promote healthy living, increase knowledge of and interest in natural features (the canal, the marsh), and modifying the infrastructure (Route 14 and Main Street) so that visitors are brought into downtown.</p> <p>Participants also suggested creation of festivals—one for each season—consistent with the desire to create a four-seasons economy. The group expressed belief that Watkins Glen is the active hub of the region, while Montour Falls is more for ‘mini-mooners’ (a localized vacation following a wedding), and as such is more of a contemplative space. An interpretive trail (like the Amazing Race, with clues and challenges accessed through phone apps) and fun infographics would help draw people between the two villages.</p>	

Appendix Table 7: Focus Group 4 – Watkins Glen Community Interview Summary

Where: 910 S Decatur Street, Watkins Glen, NY 14891	
When: The stakeholder and focus group interviews were conducted on June 10th and 11th	
Why: Goals of these interviews were to narrow the focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.	
Message	<ul style="list-style-type: none"> ❖ The region’s natural beauty and resources as well as food, agriculture, beer, distilled spirits, and wine are a strength of the community; however, they need to be better connected and capitalized upon. Even still, the village is a beautiful place, rich with natural resources and untapped economic opportunity.
Problem	<ul style="list-style-type: none"> ❖ Catharine Valley Trail (CVT) walkability and connectivity ❖ Improvements/Training need for Planning and ZBA Board members ❖ There is a need for workforce and affordable housing ❖ Short-term rentals are potentially inflating the cost of housing and taking away homeownership in neighborhoods

Where: 910 S Decatur Street, Watkins Glen, NY 14891

<p>Suggestions</p>	<ul style="list-style-type: none"> ❖ Strike a balance between tourism and year-round residents ❖ Map historic houses and put plaques on the buildings to help define and expand the district ❖ Encourage more young professional families to move into the area ❖ Conduct and evaluation of short-term rentals; include this in the zoning update if it has not already been done ❖ Conduct a commercial truck traffic transportation study to include environmental impacts evaluation, as well as origination and destination ❖ Enforce existing codes ❖ Purchase and implement the use of a street sweeper ❖ Develop and implement a downtown business district ❖ Increase the diversity of the housing market
<p>Implementation Suggestions</p>	<ul style="list-style-type: none"> ❖ Additional training and a more consistent decision-making process for the Planning Board and ZBA members ❖ Potentially use the Watkins Glen Housing authority to enforce housing issues ❖ Hire a full-time village administrator and/or professional planner (perhaps shared between Watkins Glen and Montour Falls)

Summary

Participants felt that the village has many positive attributes, though there are areas the village could be improved. Participants identified the region’s natural beauty and resources as one of its biggest strengths. These resources include lakes, waterfalls, gorges, swamps, and the marsh. They indicated that these features—in addition to the old canal system, and the CVT,—help render the town more walkable, which in turn would lead to improved neighborhood relationships in the community. Participants also felt that food, agriculture, beer, distilled spirits, and wine are strengths, but that these markets must be better exploited —particularly wine in the downtown area. The focus group participants expressed a sense of pride in their Italian ethnicity.

Despite the large number of strengths identified in the community, participants felt need for improvement in some areas. Though the CVT is a positive asset, participants opined that walkability between natural resources is weak and that improvements to the CVT would help resolve this issue. Like the Montour Falls focus group participants, Watkins Glen participants expressed dissatisfaction with the way the Watkins Glen Planning Board and Zoning Board Authority members operate. They expressed belief that additional training and a more consistent decision-making process would improve the situation.

Participants also raised concerns about housing and tourism. Members of the community would like to strike a balance between tourism and year-round residents. In keeping with their desire to expand the Watkins Glen Historic District, participants wanted to map historic houses and put plaques on the buildings to help define and expand the district. They would like to see more young, professional families move into the area. They also recommended a housing study, with the aim of encouraging diversity and engaging the community to understand the need for ‘workforce’ housing in addition to ‘affordable’ housing. Participants wondered whether the Watkins Glen Housing Authority could be used to enforce this in some way. They felt that short-term rentals are inflating the cost of housing and taking away homeownership in neighborhoods and recommended an evaluation of short-term rentals in the zoning update if not already done.

Community members questioned whether truck traffic (heavy at night and using Jake Brakes) is an environmental issue, citing a plan created by the New York State Department of Transportation in the early 1980s. They recommended a truck study to determine percentages of traffic that is local and is pass-through.

Participants believed that hiring a full-time village administrator and/or professional planner (perhaps shared between Watkins Glen and Montour Falls), increasing diversity of the housing market, and implementing basic people infrastructure (code

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enforcement, street cleaner, and a downtown business association) would help improve their community. Overall, those who took part in the focus group felt that Watkins Glen needs to be more professional in the way that it does business, but that the village is a beautiful place, rich with natural resources and untapped economic opportunity.

Appendix Table 8: Focus Group 5 – Government Leaders Interview Summary

Where: 910 S Decatur St, Watkins Glen, NY 14891

When: The stakeholder and focus group interviews were conducted on June 10th and 11th

Why: Goals of these interviews were to narrow the focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.

Message	<ul style="list-style-type: none"> ❖ The communities’ economic strengths are the hospital, campgrounds, marinas, parks, and Cargill
Problem	<ul style="list-style-type: none"> ❖ Lack of funding resources ❖ Business development ❖ Housing for the working class and service industry workers ❖ Avoidance of change is a challenge
Suggestions	<ul style="list-style-type: none"> ❖ Waterfront development lease holders’ summit, including the County to enhance collaboration on the WWTP reuse and redevelopment ❖ Continuity in or development of design guidelines ❖ Infrastructure investment is critically important ❖ Connectivity enhancement (interview members indicated that they knew the connectivity needs in the community already and that no inventory was needed)
Implementation Suggestions	<ul style="list-style-type: none"> ❖ Invest in and implement a capital investment strategy

Summary

Government leaders felt that communities’ economic strengths are the hospital, campgrounds, marinas, parks, and Cargill. They indicated that the challenges facing the community are lack of funding resources, business development, and housing for the working class and service industry workers. Participants also highlighted avoidance of change as a challenge. They expressed need for a waterfront lease holders’ summit, to include the County. This summit would enhance the collaborative effort of WWTP reuse and redevelopment. Participants identified necessity for continuity in or development of design guidelines and discussed investment in infrastructure at length. Government leaders from both communities called for a capital investment strategy. The leaders agreed on need to inventory connectivity, as well as parking around the area of the CVT. They also expressed interest in increased connectivity, though they felt they already knew locations of needs, including a loop around both communities.

Appendix Table 9: Focus Group 6 – Business, Montour Falls Interview Summary

Where: 910 S Decatur Street, Watkins Glen, NY 14891	
When: The stakeholder and focus group interviews were conducted on June 10th and June 11th	
Why: Goals of these interviews were to narrow the focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.	
Message	<ul style="list-style-type: none"> ❖ The draw for living in Montour Falls is the area’s lakes, waterfalls, and regional agriculture. But the community needs to capitalize on these resources while focusing on sustainable economic development
Problem	<ul style="list-style-type: none"> ❖ Lack of food storage or local grocery store ❖ Catharine Valley Rail Trailheads are hard to discern and there is a need for better signage, lighting, and engineering to ensure safety for all users ❖ Traffic doesn’t travel into downtown Montour Falls
Suggestions	<ul style="list-style-type: none"> ❖ Integrating the Mennonite community into the Montour Falls economy ❖ Opportunity for food trucks in the community ❖ Focus on attracting a grocery store (possibly a co-op) ❖ Build on the synergies of arts and crafts, environmentalism, and sustainability ❖ Develop programs to attract the birding community ❖ The community could benefit from a “grand” main street entrance
Implementation Suggestions	<ul style="list-style-type: none"> ❖ Implement better signage to increase/modify the flow of traffic into the downtown
Summary	
<p>The Montour Falls business focus group indicated that reasons they live in Montour Falls include the area’s lakes, waterfalls, and regional agriculture. They desire the community to capitalize on these resources while focusing on continued investment in restaurants, sustainability, and inducements to bring people into the area. Participants identified a variety of places where community members go to buy groceries, but no store mentioned is in Montour Falls. People typically travel to Walmart in Watkins Glen, Aldi in Penn Yan, Greenstar in Ithaca, and Wegmans in Ithaca or Corning. Consumers also purchase fruits and vegetables from many different Mennonite fruit stands, and among existing opportunities identified was integration of the Mennonite community into the Montour Falls economy. They also pointed to opportunities in the area for food trucks, specialty food stores, and grocers (establishment of an Aldi particularly). They expressed belief that focus should be on attracting a grocery store—potentially co-op style—and building on the synergies of arts and crafts, environmentalism, and sustainability.</p> <p>Because the Queen Catharine Wildlife Management Area is a Critical Environmental Area [CEA] it draws birders from well outside the region, they foresaw development of programs that would attract the birding community into the downtown. Participants also felt that the CVT is a great resource and connection between Montour Falls and Watkins Glen, but needs better signage and lighting. The CVT is a great feature of the region that many people utilize, but the trailheads in both Watkins Glen and Montour Falls are confusing. Participants suggested lighting the trail at night for safety and creating spots for birders to stop that do not conflict with bikes. Travelers along Rt. 14 often stop at Aunt Sarah’s Falls, mistaking them for Montour Falls. Though a sign there points visitors to Montour Falls, community members feel it is poor. They wanted better signage and to change the flow of Route 14 south so that it moves more easily into Montour Falls. When asked what they felt could spark Montour Falls, participants identified two separate factors: grocery and food (such as a regional co-op) and creation of a grand Main Street entrance, like historic places in Virginia. Overall, business focus group participants wanted most attention paid to attraction of a grocery store, development of programs that highlight the natural attractions of the Village, and attraction and development of an artisan community.</p>	

Appendix Table 10: Individual Interview 1 – Government Official Interview Summary

When: The stakeholder and focus group interviews were conducted on June 10th and 11th	
Where: 910 S Decatur St, Watkins Glen, NY 14891	
Why: Goals of these interviews were to narrow the focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.	
Message	<ul style="list-style-type: none"> ❖ There have been successes and failures throughout the history of the region. As of late a major success has been collaboration between municipalities for development of the new regional WWTP
Problem	<ul style="list-style-type: none"> ❖ The State’s timetable is a complicating factor for implementation of the DRI initiative in Watkin Glen – this caused loss of public support ❖ Issues with the region’s potable water facilities
Suggestions	<ul style="list-style-type: none"> ❖ Regionalize the potable water system in the County
Implementation Suggestions	<ul style="list-style-type: none"> ❖ None Identified
Summary	
A government official felt that collaboration among multiple jurisdictions regarding the WWTP had been successful, although some jurisdictions perhaps might do a bit more. Montour Falls is a champion of the regional system for wastewater. The interviewee identified the state timetable on issues like the DRI as a complicating factor and felt that slow development of this process could decrease public support. The official indicated need for a regional or countywide water system—evident during the 2018 flooding when inundation of the Watkins Glen water supply had rendered it unusable.	

Appendix Table 11: Individual Interview 2 – Regional Developer

Where: 910 S Decatur St, Watkins Glen, NY 14891	
When: The stakeholder and focus group interviews were conducted on June 10th and 11th	
Why: Goals of these interviews were to narrow the focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.	
Message	<ul style="list-style-type: none"> ❖ There is great potential in the communities
Problem	<ul style="list-style-type: none"> ❖ Poor connectivity ❖ Zoning and design guidelines/lack of clarity make it difficult to attract interested developers
Suggestions	<ul style="list-style-type: none"> ❖ Invest in connectivity improvements in the two communities ❖ Improve zoning ordinances and applications to better attract developers and maintain consistent project vetting
Implementation Suggestions	<ul style="list-style-type: none"> ❖ None Identified
Summary	
The regional developer felt that connectivity is important to Montour Falls, including connectivity to the CVT. This person cited several attempts to bring new business to Montour Falls, including a branch campus of Corning Community College and a hotel; however, both options had fallen through. The regional developer also noted need for wellness options in the community, and opportunity for a medical office building.	

Appendix Table 12: Individual Interview 3 – Cargill

Where: 910 S Decatur St, Watkins Glen, NY 14891	
When: The stakeholder and focus group interviews were conducted on June 10th and 11th	
Why: Goals of these interviews were to narrow the focus of the study and better understand needs of the distinct community members, including elected officials, major businesses, industry segments, and major developers in the region. The interviews focused on several core questions meant to aid organic development of conversation surrounding the Project Seneca projects, economic development, and community values derived from past planning initiatives and those revealed in the community meetings. Nine meetings were held with six focus groups and three individual interviews.	
Message	<p>Affordable housing is a key need</p> <p>Workforce and Resources</p> <p>Great Quality of Life</p>
Problem	<p>Affordable housing is a key need – continue to struggle to find housing for engineering interns (or co-ops)</p> <ul style="list-style-type: none"> o Less than \$2,000/month + o Very few furnished housing options o From 3-9 months then go back to school o After graduation – come back and can’t find housing 1-2 bedroom apartments – end up in Elmira. A couple of engineers found housing in MF o People take the job but end up living farther away - not a show stopper but it was a problem finding housing in Schuyler County <p>Work Force</p> <ul style="list-style-type: none"> o Struggle to fill production – mechanical aptitude, forklift operators, basic life skills (showing up to work on time and staying on a schedule) <ul style="list-style-type: none"> ▪ Rural mentality – manufacturing isn’t really prevalent ▪ Easier for people to do odd jobs and barter to meet their needs so having secure 40 hr/week job isn’t really valued ▪ Can’t find employees – moving the banner 2-3 times over last 4 months still short ▪ Avg age is 40 o Competitors – US Salt up west side of the lake, Elmira manufacturers, Corning Inc o Connections to schools: <ul style="list-style-type: none"> ▪ Have met with superintendents locally (I86 Workforce to act regionally) ▪ ARC for food manufacturing ▪ BOCES – have had some interaction with but not a lot ▪ CCC – often provide a certificate. Cargill doesn’t really need people with certificates o Quality of Life <ul style="list-style-type: none"> ▪ Natural beauty ▪ Prospective employees are surprised by it all ▪ Like the year-round aspect that WG has worked on but hard to find a place for 15+ people in January <p>Montour Falls – bedroom community to WG</p> <p>WWTP</p> <ul style="list-style-type: none"> o Biggest fear is condos – manufacturing is right next door (intercom, truck traffic) o Want to be a good neighbor but need to be cognizant that they are there o Maybe public access with some public purpose – band shell, event center
Suggestions	N/A
Implementation Suggestions	None

Summary

Despite great quality of life in the region, issues of recruitment and retention of a workforce seem evident. A rural mentality exists in this region where manufacturing is not prevalent. Because people find it easier to do odd jobs and barter to meet their needs, they do not value a secure 40 hour/week job. Consequently, employers struggle to find employees and employees struggle to find affordable housing. Additionally, employers must contend with competition nearby. They are worried about reuse of the Watkins Glen WWTP and possible incompatibility of this with the heavy industry in which they engage. They value the region's quality of life and natural beauty, and work to be good community stewards.

Appendix Table 13: Watkins Glen High School (WWTP Reuse)

Where: Watkins Glen High School

When: The High School feedback sessions were held on September 16th and 17th

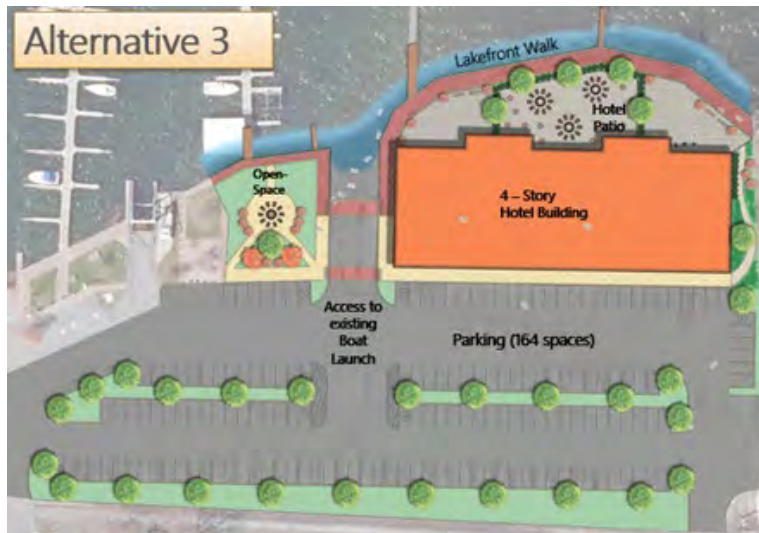
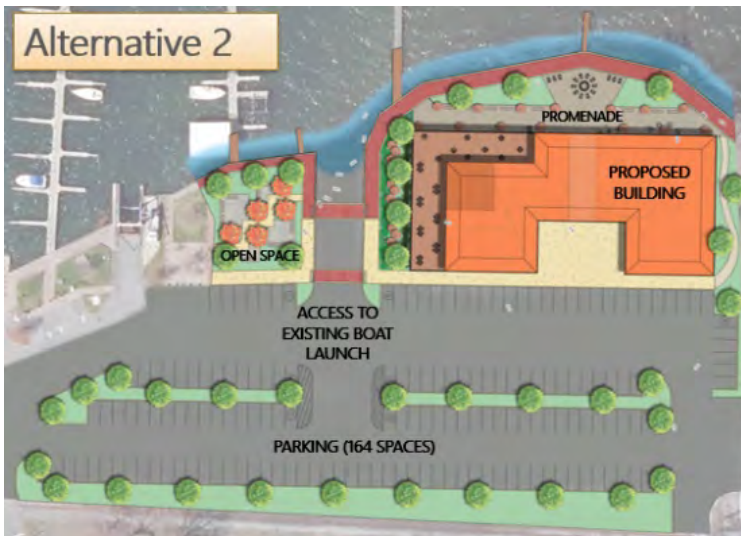
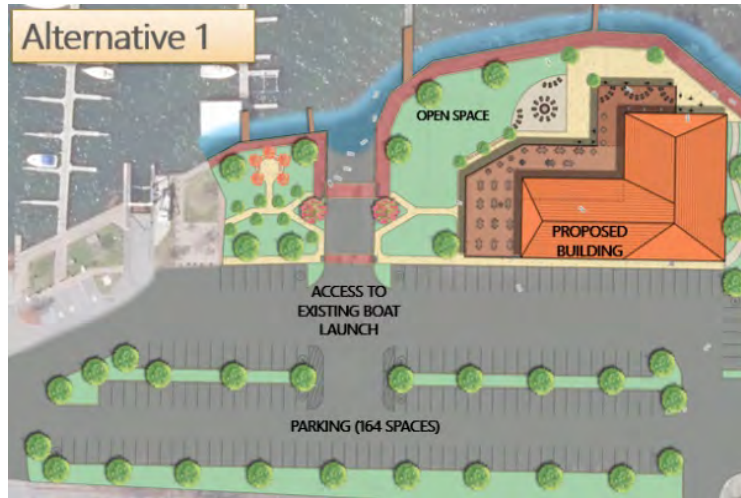
Why: Outreach to Watkins Glen High School was conducted to gather youth opinions of the three development alternatives for WWTP reuse. Participants were provided with an overview of the current state of the WWTP before being shown the location of the plant via use of Google Earth to ensure that students were fully aware that plant and adjacent property were focal points of the engagement exercise. Students were then instructed to consider three different design alternatives, but to hold all comments until each of the alternative development options had been explained. A full description of each alternative—including public uses, private uses, and size—was provided. Boards for each design alternative were then placed around the room, and students were instructed to stand in front of their preferred alternative. Each group was then provided with a sheet of paper on which they were to write pros, cons, and suggestions relating to their preferred alternative.

Feedback	Alternative 1	Alternative 2	Alternative 3
Positive	<ul style="list-style-type: none"> Design is community-friendly Building was a good size - leaving room in the lot for a grassy park area that everyone can make use of Design allows creation of jobs more suited to young adults and students Design based more on needs of the community than tourist needs 	<ul style="list-style-type: none"> Public art space can be used for flea markets or as a public marketplace for local creators Fire pit with a lake view Fire pit (if it is profitable) Large size and outdoor nature of the space Job creation Covered and open-air decks facing the lake Design expands use of entire lot Integration of shopping, restaurants, and living space 	<ul style="list-style-type: none"> Hotel would provide a lot of jobs Tourists would have more hotel space. Two fire pits in the east and the single fire pit in the west

Feedback	Alternative 1	Alternative 2	Alternative 3
Negative	<ul style="list-style-type: none"> Poor design choice to have only one fire pit Design needs more trees and garden space 	<ul style="list-style-type: none"> Area does not need more apartments Price and presence of apartments Placement of seating in the yellow parking lot Inadequate fire pit area Presence of tourists 	<ul style="list-style-type: none"> Competition between Harbor Hotel and proposed hotel would bring a lot of money in, but Harbor Hotel is next to proposed new hotel location and design uses a lot of space Town is relatively small and does not require more hotels Proposed hotel would be very close to an existing hotel Jobs created by the hotel would not be easy for students to work Might be difficult to regulate the public fire pits
Suggestions	<ul style="list-style-type: none"> Wine shop Music and art shop Affordable clothing boutique Mooney's Fresh produce market Panera-style restaurant Café or community area Add second public fire pit to west side of lot Two-story restaurant Use grassy area next to restaurant for lawn games Add an amphitheater, fountain, or pergola to grassy area 	<ul style="list-style-type: none"> Switch lawn and boat launch Flip seating in the yellow parking lot so that it faces the lake Place a fire pit in west lot where park seating is Add a public art sculpture in front of the building Rotate building 180 degrees so that "U" faces the lake rather than away from it 	<ul style="list-style-type: none"> Inclusion of charter bus parking

Results

The students expressed enthusiasm for this form of engagement, prompting immediate discussion. Following creation of the pros and cons list, students were encouraged to share, discuss, and debate points any individual student wished to raise. This afforded some students opportunity to move to different boards if their opinion changed following discussion with another student. Many of the comments centered around age-appropriate jobs for students and community use. The teacher felt several students appeared discouraged by the third design alternative because of belief that people would have to pay before being allowed to use the building and fire pits. Other students felt the village needs more lodging opportunities. Many students favored stores on the ground level and offered intriguing suggestions for possible store uses. Following discussion, each student was given three different colored stickers and asked to place these depending on that student's preference for each design alternative: green stickers for a student's first choice, orange for the second choice, and pink for the least preferred choice. Alternative 1 was the most popular choice, followed by Alternative 2. Alternative 3 was by far the least popular choice of the class.



Appendix C: Three Town Comparison Demographics

Traverse City Michigan

Traverse City, Michigan—located along the shores of the East Grand Traverse Bay and the West Grand Traverse Bay, both of which flow into Lake Michigan—boasts a burgeoning four-seasons economy. The city caters to both residents and tourists, offering a variety of year-round recreational activities, culinary experiences, a thriving wine and beer market, and a variety of lodging options that range from motels to bed and breakfasts.



Traverse City provides residents and visitors opportunity to enjoy the outdoors no matter the season. While many activities offered in the region are centered around water—including kayaking (both on the bay, through the city itself, and other bodies of water), boat charters for fishing on the East Grand Traverse Bay, and swimming. The region also has several different natural areas that can be explored during all seasons for hiking, biking, fishing, or riding horseback, as well as waterfront parks that offer opportunities for swimming and picnicking in the warmer months. Wintertime activities include skiing, tubing, snowshoeing, and snow biking.

Demographic Profile

Traverse City, Michigan is accessible from two major state routes—M22 and M37—and one major US Highway, US31. It is approximately four hours north of Lansing, Ann Arbor, and Detroit, though the city is significantly closer (in a 30-minute drive) to smaller, less populous areas. These areas include Bingham, Williamsburg, Lake Ann, Suttons Bay, and Elk Rapids, among others.

Race

Appendix Table 14: Traverse City, MI - ACS Demographic and Housing Estimates
2013-2017 American Community Survey 5-Year Estimates

Subject	Traverse City, Michigan			
	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE ALONE OR IN COMBINATION WITH ONE OR MORE OTHER RACES				
Total population	15,550	+/-365	15,550	(X)
White	14,951	+/-403	96.1%	+/-1.3
Black or African American	451	+/-181	2.9%	+/-1.2
American Indian and Alaska Native	317	+/-141	2.0%	+/-0.9
Asian	193	+/-100	1.2%	+/-0.6
Native Hawaiian and Other Pacific Islander	16	+/-29	0.1%	+/-0.2
Some other race	98	+/-100	0.6%	+/-0.6
HISPANIC OR LATINO AND RACE				
Total population	15,550	+/-365	15,550	(X)
Hispanic or Latino (of any race)	392	+/-221	2.5%	+/-1.4
Mexican	268	+/-186	1.7%	+/-1.2
Puerto Rican	44	+/-69	0.3%	+/-0.4
Cuban	23	+/-39	0.1%	+/-0.2
Other Hispanic or Latino	57	+/-69	0.4%	+/-0.4
Not Hispanic or Latino	15,158	+/-404	97.5%	+/-1.4
White alone	14,256	+/-471	91.7%	+/-2.1
Black or African American alone	276	+/-145	1.8%	+/-0.9
American Indian and Alaska Native alone	179	+/-131	1.2%	+/-0.8
Asian alone	94	+/-57	0.6%	+/-0.4
Native Hawaiian and Other Pacific Islander alone	0	+/-16	0.0%	+/-0.1
Some other race alone	6	+/-12	0.0%	+/-0.1
Two or more races	347	+/-150	2.2%	+/-1.0
Two races including Some other race	0	+/-16	0.0%	+/-0.1
Two races excluding Some other race, and Three or more races	347	+/-150	2.2%	+/-1.0

Median Age

The median age of the population is 40.6, which is slightly higher than the national median age of 37.8. Approximately 19% of the city's population is aged 65 years and older—a number that is higher than county, state, and national figures-- which, in combination with the city's median age, suggests the area has an aging population.

Traverse City, MI – Age Estimates (2013 – 2017)

2013-2017 American Community Survey Age Estimates		
Geography	Median Age	Percent of Population 65+
Traverse City	40.6	19
Grand Traverse County	42.8	17.8
Michigan	39.6	15.9
United States	37.8	24.9

Housing

With an estimated total of 7,543 housing units, Traverse City has estimated occupancy and vacancy statuses of 87.9 and 12.1 percent, respectively. The 2013-2017 ACS 5-year estimates indicate that the median Selected Monthly Costs with a mortgage are \$869, and the Selected Monthly Costs without a mortgage are \$541—it should be noted that the Selected Monthly Costs without a mortgage for Traverse City are significantly higher than the estimated costs at county, state, and national levels, as shown in the table at right. Median rent for the city is estimated at \$869 per month.

Traverse City, MI – Housing Estimates (2013 – 2017)

2013-2017 American Community Survey Housing Estimates		
Geography	Selected Monthly Costs with Mortgage (in dollars)	Selected Monthly Costs without Mortgage (in dollars)
Traverse City	1,367	541
Grand Traverse County	1,272	481
Michigan	824	471
United States	982	474

Income

Median household yearly median income for the city is estimated at \$53,237 per year, lower than the nationwide median household yearly income of \$57,652, and the county median household yearly income of \$58,229. Approximately 10% of the population is estimated as living below the poverty level, and 11.7% of the population receives SNAP benefits.

Lake George, New York

Lake George, New York—located along the shores of the 32-mile long Lake George—is a historic town in the Adirondack Mountains. The town is easily accessible by Interstate 87, approximately 65 miles from Albany, and offers residents and visitors a variety of fun, family-oriented activities during all four seasons, as well as varied dining and lodging options.



Like Traverse City and Lake Placid, Lake George strives to maintain a four-seasons economy and a distinct sense of place, and it accomplishes this by utilizing the historic and recreational features of the town and the surrounding region. Lake George affords residents and visitors alike ample opportunity to take advantage of many water-based activities, including fishing charters, steamboat tours, kayaking, and swimming. Other outdoor recreational activities available in the area include hiking—particularly the Prospect Mountain Trail, which is accessible directly from the town—and horseback riding. Outdoor winter activities include skiing, ice skating, ice fishing, sledding and tubing, snowmobiling, and snowshoeing.

A variety of festivals available throughout the year help to increase tourism and strengthen the local economy. These festivals include music, recreational, and culinary activities and include the Adirondack Brewery Oktoberfest in October, the Polar Plunge in January, and the Lake George Elvis Festival in May. Additionally, the town has several well-known attractions, including the Prospect Mountain Trail, Lake George Battlefield Park, the Fort William Henry Museum and Restoration, and the House of Frankenstein Wax Museum.

Demographic Profile

Lake George, New York, is a small village in Warren County in the Adirondack Mountains, approximately 215 miles north of New York City and approximately 60 miles north of Albany. The village is easily accessible via Interstate 87—also known as the Adirondack Northway—and US Route 9. Nearby towns and villages—in a 20 to 30-minute drive, on average—include Fort Ann, West Fort Ann, Glen Falls, Stony Creek, and Garnet Lake.

Race

Appendix Table 15: Lake George Town, NY - ACS Demographic and Housing Estimates

2013-2017 American Community Survey 5-Year Estimates

Subject	Lake George Town, New York			
	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE				
Total population	3,454	+/-20	3,454	(X)
One race	3,427	+/-32	99.2%	+/-0.7
Two or more races	27	+/-26	0.8%	+/-0.7
One race	3,427	+/-32	99.2%	+/-0.7
White	3,367	+/-59	97.5%	+/-1.7
Black or African American	17	+/-20	0.5%	+/-0.6
American Indian and Alaska Native	0	+/-11	0.0%	+/-0.9
Cherokee tribal grouping	0	+/-11	0.0%	+/-0.9
Chippewa tribal grouping	0	+/-11	0.0%	+/-0.9
Navajo tribal grouping	0	+/-11	0.0%	+/-0.9
Sioux tribal grouping	0	+/-11	0.0%	+/-0.9
Asian	33	+/-39	1.0%	+/-1.1
Asian Indian	0	+/-11	0.0%	+/-0.9
Chinese	0	+/-11	0.0%	+/-0.9
Filipino	0	+/-11	0.0%	+/-0.9
Japanese	0	+/-11	0.0%	+/-0.9
Korean	13	+/-19	0.4%	+/-0.5
Vietnamese	0	+/-11	0.0%	+/-0.9
Other Asian	20	+/-32	0.6%	+/-0.9
Native Hawaiian and Other Pacific Islander	0	+/-11	0.0%	+/-0.9
Native Hawaiian	0	+/-11	0.0%	+/-0.9
Guamanian or Chamorro	0	+/-11	0.0%	+/-0.9
Samoan	0	+/-11	0.0%	+/-0.9
Other Pacific Islander	0	+/-11	0.0%	+/-0.9
Some other race	10	+/-23	0.3%	+/-0.7
Two or more races	27	+/-26	0.8%	+/-0.7
White and Black or African American	16	+/-22	0.5%	+/-0.6
White and American Indian and Alaska Native	11	+/-15	0.3%	+/-0.4
White and Asian	0	+/-11	0.0%	+/-0.9
Black or African American and American Indian and Alaska Native	0	+/-11	0.0%	+/-0.9

Subject	Lake George Town, New York			
	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE ALONE OR IN COMBINATION WITH ONE OR MORE OTHER RACES				
Total population	3,454	+/-20	3,454	(X)
White	3,394	+/-49	98.3%	+/-1.4
Black or African American	33	+/-39	1.0%	+/-1.1
American Indian and Alaska Native	11	+/-15	0.3%	+/-0.4
Asian	33	+/-39	1.0%	+/-1.1
Native Hawaiian and Other Pacific Islander	0	+/-11	0.0%	+/-0.9
Some other race	10	+/-23	0.3%	+/-0.7
HISPANIC OR LATINO AND RACE				
Total population	3,454	+/-20	3,454	(X)
Hispanic or Latino (of any race)	75	+/-63	2.2%	+/-1.8
Mexican	40	+/-47	1.2%	+/-1.4
Puerto Rican	23	+/-30	0.7%	+/-0.9
Cuban	0	+/-11	0.0%	+/-0.9
Other Hispanic or Latino	12	+/-14	0.3%	+/-0.4
Not Hispanic or Latino	3,379	+/-65	97.8%	+/-1.8
White alone	3,306	+/-76	95.7%	+/-2.2
Black or African American alone	13	+/-18	0.4%	+/-0.5
American Indian and Alaska Native alone	0	+/-11	0.0%	+/-0.9
Asian alone	33	+/-39	1.0%	+/-1.1
Native Hawaiian and Other Pacific Islander alone	0	+/-11	0.0%	+/-0.9
Some other race alone	0	+/-11	0.0%	+/-0.9
Two or more races	27	+/-26	0.8%	+/-0.7
Two races including Some other race	0	+/-11	0.0%	+/-0.9
Two races excluding Some other race, and Three or more races	27	+/-26	0.8%	+/-0.7

Median Age

The ACS estimates the median age of Lake George at 49.5 years, which is significantly higher than the national median age of 37.8, as well as higher than the median age across all other geographies. The village also has the highest percentage of the population (24.4) aged 65-years and older. This relatively high median age, in combination with the high percentage of the population being 65-years of age and older, indicates the village has an aging population. The table shows median age and the percentage of the population aged 65-years and older across all geographies for comparison.

Lake George, NY – Median Age Estimates (2013 – 2017)

2013-2017 American Community Survey Median Age Estimates		
Geography	Median Age	Percent of Population 65+
Lake George	49.5	24.4
Warren County	46.2	20.3
New York	38.4	15.2
United States	37.8	14.9

Housing

ACS estimates the total number of households in Lake George at 672 units. The village has a high vacancy rate, especially in comparison to state and national estimates, which are 11.5 and 12.2%, respectively. The vacancy rate of Lake George is 36.5%, and the occupancy rate 63.5%. The low occupancy and high vacancy rates could reflect the village's tourism-based economy, with units sitting empty during off seasons, though further study is required to determine seasonal occupancy and vacancy rates.

Lake George, NY – Housing Estimates (2013 – 2017)

2013-2017 American Community Survey Housing Estimates		
Geography	Selected Monthly Costs with Mortgage (in dollars)	Selected Monthly Costs without Mortgage (in dollars)
Lake George	1,173	600
Warren County	1,433	537
New York	2,064	728
United States	1,515	474

The 2013-2017 ACS 5-year estimates indicate that the Selected Monthly Costs without a Mortgage are \$600. This estimate is higher than both county and national estimates (\$537 and \$474, respectively), though lower than the state estimate of \$728. Selected Monthly Costs with a Mortgage are estimated at \$1,173 and are like county and national estimates, though they are significantly lower than state estimates, as shown in the table. The median gross rent estimate of the village is \$880 and is like county and national estimates.

Income

Median household yearly income for the village of Lake George is \$49,306. This estimate is lower than the estimates for median household

Lake George, NY – Income Estimates (2013 – 2017)

2013-2017 American Community Survey Income Estimates			
Geography	Median Yearly Income	Percentage of Pop. Below Poverty Level	Percentage of Population Receiving SNAP Benefits
Lake George	\$49,306	11	11
Warren County	\$60,222	9.9	11.4
New York	\$62,765	15.1	15.2
United States	\$57,652	14.6	12.6

yearly income across all geographies used in this analysis; however, the village has the lowest percentage of population receiving SNAP benefits and a lower percentage of the population living below the poverty level than both the state and the nation. Estimates for all geographies are given in the table below.

Lake Placid, New York



Like Traverse City and Lake George, Lake Placid, New York utilizes its location and historic reputation to maintain a hearty, four-seasons economy, supported in-part by tourism. Located in the Adirondack Mountains, Lake Placid is approximately 80 miles north of Lake George, and 100 miles from Albany. It is easily accessible via I-87 N and NY-73 West.

Lake Placid is perhaps most well-known for hosting the Winter Olympics in 1932 and 1989. Many of the town's big attractions are related to this history, including the Olympic Jumping Complex and the US Olympic Training Center; however, the area is not defined by its past, and it offers many of the same recreational activities as Traverse City and Lake George. These activities including hiking, fishing, kayaking, and boat rentals and charters, along with cold-weather activities such as skiing, sledding and tubing, ice skating, and sleigh rides. Annual events offered in the town include the Empire State Winter Games, the Lake Placid Marathon, and the Ironman 70.3 Lake Placid.

Lake Placid also has a thriving arts and culture scene, with an annual film festival and a Center for the Arts, several farmers markets, and shops selling products created by local artisans. Many of the shops in Lake Placid help create and maintain a thriving downtown by drawing in visitors. Several stores sell outdoor and sporting equipment, while others offer clothing, hand-made products created by local artisans, and specialty food and drink. Several farmers markets offer local produce.

Demographic Profile

Lake Placid, New York, is a small town located in Essex County in the Adirondack Mountains along the shores of its namesake and the shores of Mirror Lake. The town is accessible via New York State Route 86 and New York State Route 73 and is approximately 300 miles north of New York City. Some nearby towns that are in a 20 to 40-minute drive include Wilmington, Keene, and Union Falls.

Race

Appendix Table 16: Lake Placid Village, NY - ACS Demographic and Housing Estimates
2013-2017 American Community Survey 5-Year Estimates

Subject	Lake Placid Village, New York			
	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE				
Total population	2,606	+/-392	2,606	(X)
One race	2,455	+/-368	94.2%	+/-4.5
Two or more races	151	+/-123	5.8%	+/-4.5
One race	2,455	+/-368	94.2%	+/-4.5
White	2,366	+/-375	90.8%	+/-5.9
Black or African American	8	+/-11	0.3%	+/-0.4
American Indian and Alaska Native	5	+/-11	0.2%	+/-0.4
Cherokee tribal grouping	0	+/-11	0.0%	+/-1.1
Chippewa tribal grouping	0	+/-11	0.0%	+/-1.1
Navajo tribal grouping	0	+/-11	0.0%	+/-1.1
Sioux tribal grouping	0	+/-11	0.0%	+/-1.1
Asian	20	+/-26	0.8%	+/-1.0
Asian Indian	0	+/-11	0.0%	+/-1.1
Chinese	0	+/-11	0.0%	+/-1.1
Filipino	20	+/-26	0.8%	+/-1.0
Japanese	0	+/-11	0.0%	+/-1.1
Korean	0	+/-11	0.0%	+/-1.1
Vietnamese	0	+/-11	0.0%	+/-1.1
Other Asian	0	+/-11	0.0%	+/-1.1
Native Hawaiian and Other Pacific Islander	0	+/-11	0.0%	+/-1.1
Native Hawaiian	0	+/-11	0.0%	+/-1.1
Guamanian or Chamorro	0	+/-11	0.0%	+/-1.1
Samoa	0	+/-11	0.0%	+/-1.1
Other Pacific Islander	0	+/-11	0.0%	+/-1.1
Some other race	56	+/-41	2.1%	+/-1.6
Two or more races	151	+/-123	5.8%	+/-4.5
White and Black or African American	5	+/-23	0.2%	+/-0.9
White and American Indian and Alaska Native	0	+/-11	0.0%	+/-1.1
White and Asian	0	+/-11	0.0%	+/-1.1
Black or African American and American Indian and Alaska Native	0	+/-11	0.0%	+/-1.1
RACE ALONE OR IN COMBINATION WITH ONE OR MORE OTHER RACES				
Total population	2,606	+/-392	2,606	(X)
White	2,517	+/-389	96.6%	+/-2.0
Black or African American	13	+/-25	0.5%	+/-1.0
American Indian and Alaska Native	5	+/-11	0.2%	+/-0.4
Asian	20	+/-26	0.8%	+/-1.0
Native Hawaiian and Other Pacific Islander	0	+/-11	0.0%	+/-1.1
Some other race	202	+/-152	7.8%	+/-5.7
HISPANIC OR LATINO AND RACE				
Total population	2,606	+/-392	2,606	(X)
Hispanic or Latino (of any race)	228	+/-147	8.7%	+/-5.4
Mexican	0	+/-11	0.0%	+/-1.1
Puerto Rican	212	+/-155	8.1%	+/-5.8
Cuban	0	+/-11	0.0%	+/-1.1
Other Hispanic or Latino	16	+/-26	0.6%	+/-1.0
Not Hispanic or Latino	2,378	+/-375	91.3%	+/-5.4
White alone	2,344	+/-371	89.9%	+/-5.6

Subject	Lake Placid Village, New York			
	Estimate	Margin of Error	Percent	Percent Margin of Error
Black or African American alone	4	+/-8	0.2%	+/-0.3
American Indian and Alaska Native alone	5	+/-11	0.2%	+/-0.4
Asian alone	20	+/-26	0.8%	+/-1.0
Native Hawaiian and Other Pacific Islander alone	0	+/-11	0.0%	+/-1.1
Some other race alone	0	+/-11	0.0%	+/-1.1
Two or more races	5	+/-23	0.2%	+/-0.9
Two races including Some other race	0	+/-11	0.0%	+/-1.1
Two races excluding Some other race, and Three or more races	5	+/-23	0.2%	+/-0.9

Median Age

The 2013-2017 American Community Survey estimates the median age of Lake Placid at 37.5. This estimate is close to the state and national median age but is nearly ten years lower than the median age of Essex County, 46.7. The town also has a lower percentage of the population aged 65-years and older, with only 12.3%, compared to the county at 21.4%. Together with the median age, this is an indication of a younger population. For comparison, the table below provides estimates for median age and the percentage of the population over 65-years of age across all geographies.

Lake Placid, NY – Median Age Estimates (2013 – 2017)

2013-2017 American Community Survey Media Age Estimates		
Geography	Median Age	Percent of Population 65+
Lake Placid	37.5	12.3
Essex County	46.7	21.4
New York	38.4	15.2
United States	37.8	14.9

Housing

Lake Placid, NY – Housing Estimates (2013 – 2017)

2013-2017 American Community Survey Housing Estimates		
Geography	Selected Monthly Costs with Mortgage (in dollars)	Selected Monthly Costs without Mortgage (in dollars)
Lake Placid	1,162	531
Essex County	1,230	515
New York	2,064	728
United States	1,515	474

According to the 2013-2017 American Community Survey 5-year Estimates, the total number of housing units in Lake Placid is 1,985. Like Lake George, the town has a relatively high vacancy rate in comparison to its occupancy rate, with an occupancy rate of 55.9% and a vacancy rate of 44.1%. These rates are like the Essex County rates, with the county having an occupancy rate of 58.4% and a vacancy rate of 41.6%. These rates might be due to the seasonality of the region, with higher occupancy rates during certain times of the year when the region is more popular with tourists.

The ACS estimates the Selected Monthly Costs without a Mortgage at \$531, which is very similar to the county estimate of \$515. Estimates for the Selected Monthly Costs with a Mortgage for Lake Placid are also like county estimates, with estimates of \$1,162 and \$1,230, respectively. As shown in the following table, the estimate for Lake Placid is significantly lower than the Selected Monthly Costs with a Mortgage estimate given for the state of New York.

Income

**Lake Placid, NY – Income Estimates
(2013 – 2017)**

2013-2017 American Community Survey Income Estimates			
Geography	Median Yearly Income	Percentage of Pop. Below Poverty Level	Percentage of Population Receiving SNAP Benefits
Lake Placid	\$53,487	7.7	14.1
Essex County	\$55,294	8.9	11.1
New York	\$62,765	15.1	15.2
United States	\$57,652	14.6	12.6

Median household yearly income for Lake Placid is estimated at \$53,487 and is very similar to the county estimate of \$55,294. Both town and county estimates are lower than both state and national estimates, as shown in the table below. Following New York State, Lake Placid has the highest percentage of the population receiving SNAP benefits of all geographies studied, with 14.1% of the population receiving this benefit. Conversely, Lake Placid has the lowest percent of the population living below the poverty level of all geographies studied, as shown in the table.

Appendix D: Economic Analysis



Economic, Market, and Retail Assessment of Watkins Glen
and Montour Falls
December 2019

Analysis and Findings
Prepared for SCOPED

Contents:

Introduction
Demographic and Labor Market Profile
Retail Gap Analysis

INTRODUCTION

This report provides a high-level demographic and economic overview of the villages of Watkins Glen and Montour Falls to support highest and best use/redevelopment strategies for the Project Seneca identified sites and the Watkins Glen Wastewater Treatment Plant (WWTP) site. BJH used ACS data and analytics to present background demographic and historical business growth patterns in the Villages of Watkins Glen and Montour Falls market area. Information provided includes population, household, employment data and trends, educational attainment, and business trends.

This report also contains a retail leakage/supply analysis of a 25-mile radius area around the villages to identify market gaps that could suggest retail and service industry attraction to the communities to meet demand for currently undersupplied goods and services.

Demographic Profile

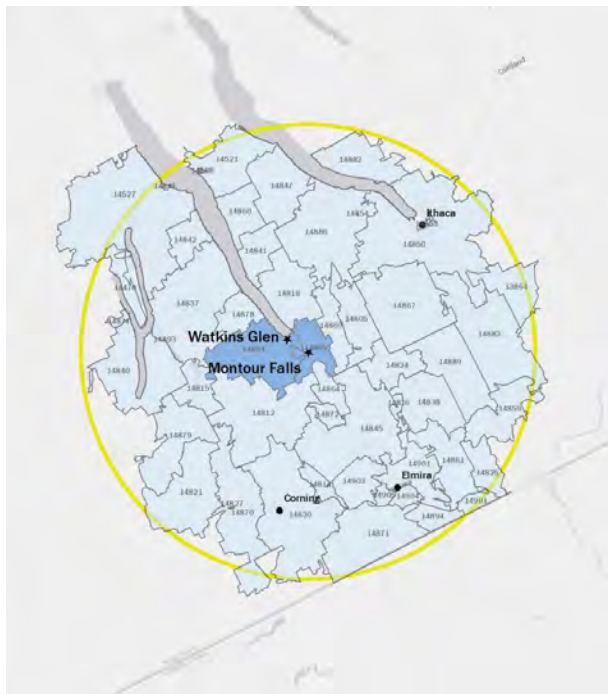
Methodology

Demographic data for the villages of Watkins Glen and Montour Falls were analyzed at three different geographic levels, including:

- Village (Watkins Glen and Montour Falls, which were analyzed separately and together, as appropriate. Montour Falls and Watkins Glen correspond to one zip code each. Watkins Glen is 14891 and Montour Falls is 14865.)
- County Level (Schuyler County)
- Radius (25-mile radius around Watkins Glen and Montour Falls) for the retail gap analysis.

Careful consideration was given to the appropriate radius for the retail gap analysis. The analysis captures the cities of Elmira, Corning, and Ithaca, which comprise significant centers of population, employment, and economic activity, because they are within a realistic drive time for participation in the subject economy. The radius chosen accounts for a reported local psychological barrier of an approximate 35-minute drive time for residents of Watkins Glen and Montour Falls to obtain services and employment in the adjacent towns, and for residents of those cities to visit the subject villages. Zip codes or census tracts that were more than 50% inside of the 25-mile radius were included in the analysis, as seen by the map below.

25-Mile Radius, Zip Codes



25-Mile Radius, Census Tracts



For all data sources, the most recent year available was used to provide the most up to date analysis. For the American Community Survey, this year available was 2017. For data coming from OnTheMap, the most recent year available was 2015. For data from ESRI, the most recent year available was 2018. For unemployment a more recent snapshot is provided by New York State Department of Labor data for 2018 and 2019.

Population, Demographic and Labor Market Overview

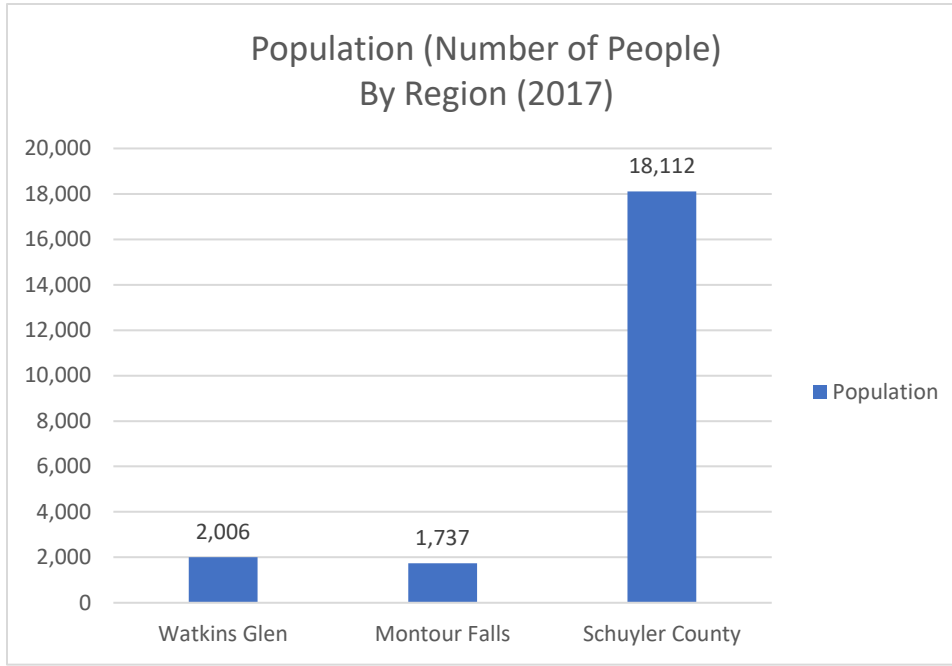
The villages of Watkins Glen and Montour Falls, as well as Schuyler County, have small demographic change between 2010 and 2017, demonstrating generally stable population. From 2010 to 2017, the two villages of Watkins Glen and Montour Falls had small increases in population from 1,824 to 2,006 (increase of 182) people and 1,471 to 1,737 (increase of 266) people, respectively, while Schuyler County had a slight decrease from 18,566 to 18,112 (decrease of 454) people over the same time period.

While the area, like much of Upstate New York, is predominantly white, the diversity in Watkins Glen and Montour Falls had notable moderate increases between 2010 and 2017 as compared to Schuyler County whose diversity remained steady.

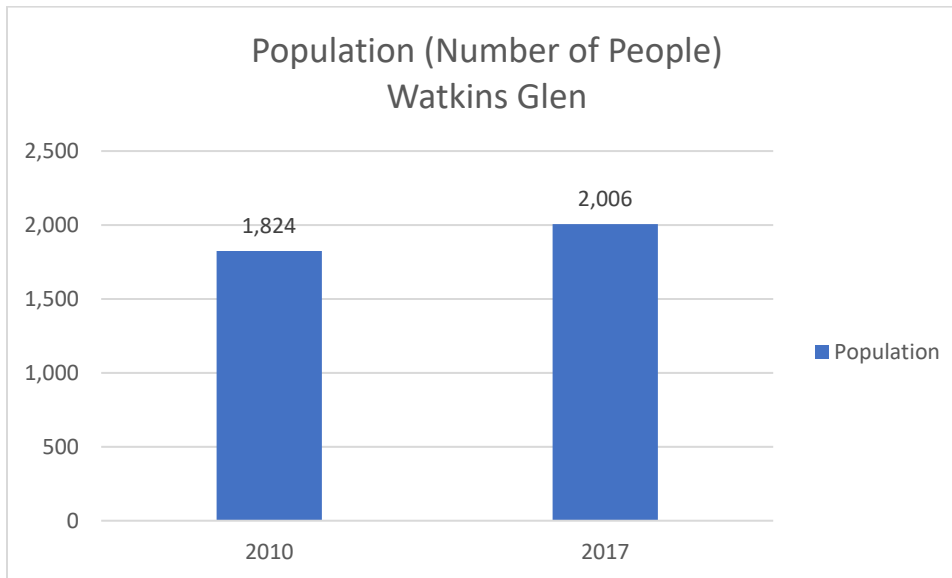
From 2010 to 2017, Watkins Glen experienced a significant increase in median household income of approximately \$12,000, and Montour Falls and Schuyler County experienced more moderate increases. For all years, the county had higher median household income than Watkins Glen and Montour Falls. Over the same 2010 to 2017 period, the poverty rate and unemployment rate for all geographies increased. However, New York State Department of Labor data indicates that for 2018 and 2019 the unemployment rate has been declining.

Population

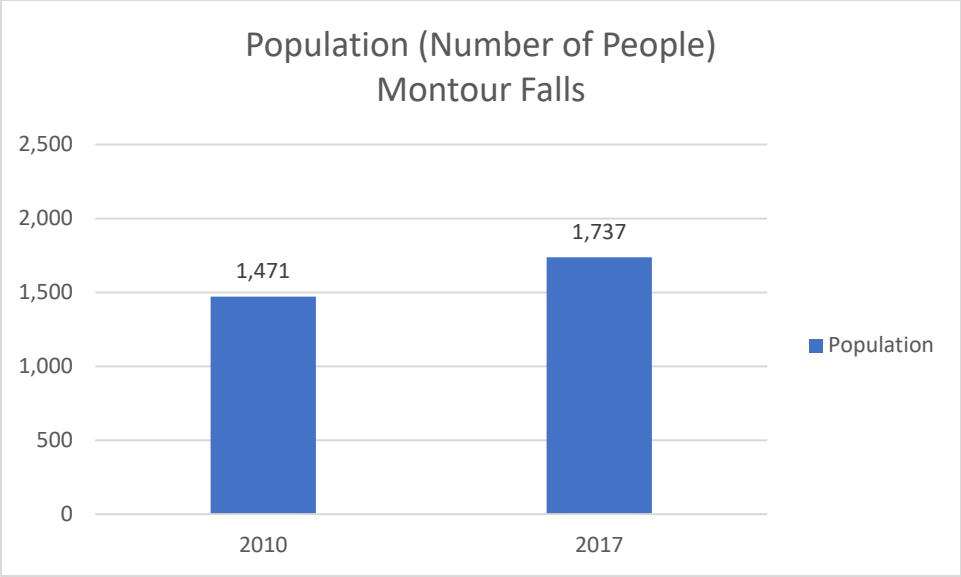
The charts below reflect current population in the three areas of Watkins Glen, Montour Falls and Schuyler County, and changes between 2010 and 2017 changes in each locality.



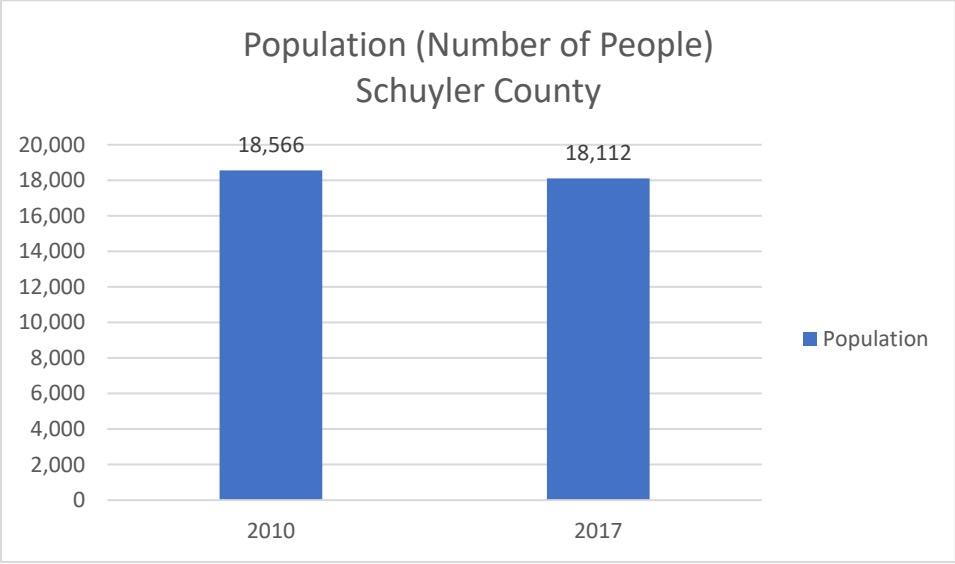
Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



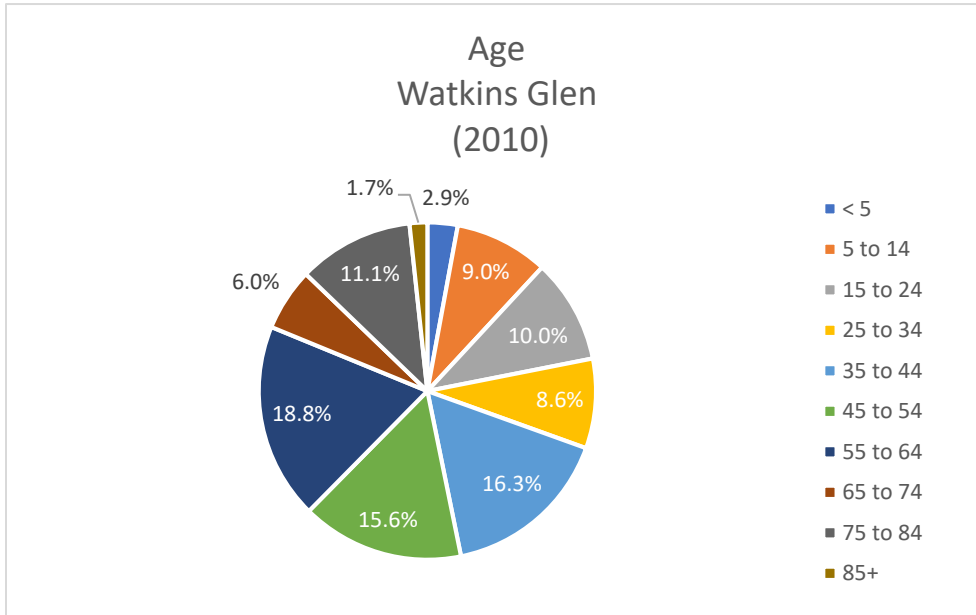
Source: U.S. Census Bureau, American Community Survey



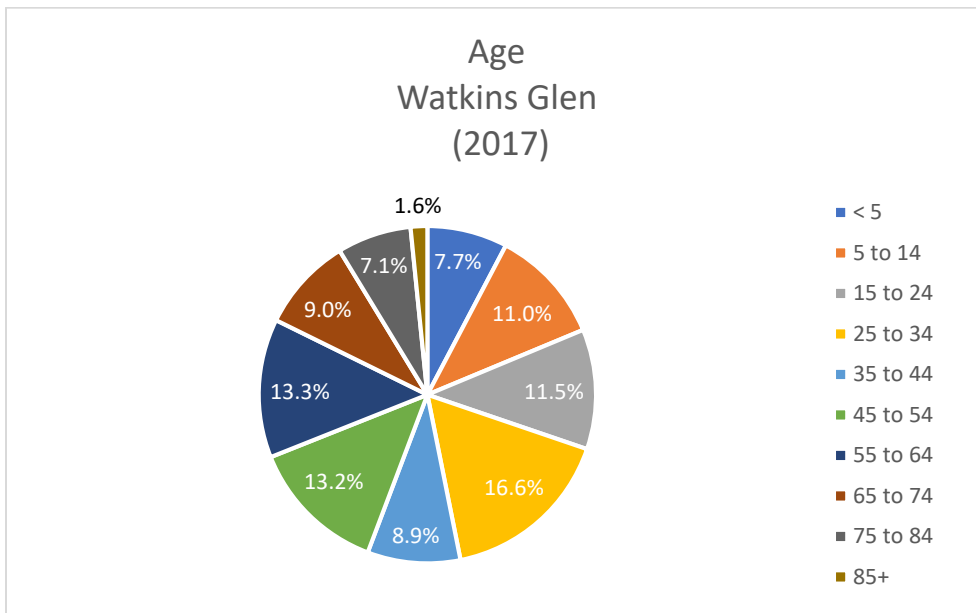
Source: U.S. Census Bureau, American Community Survey

Age

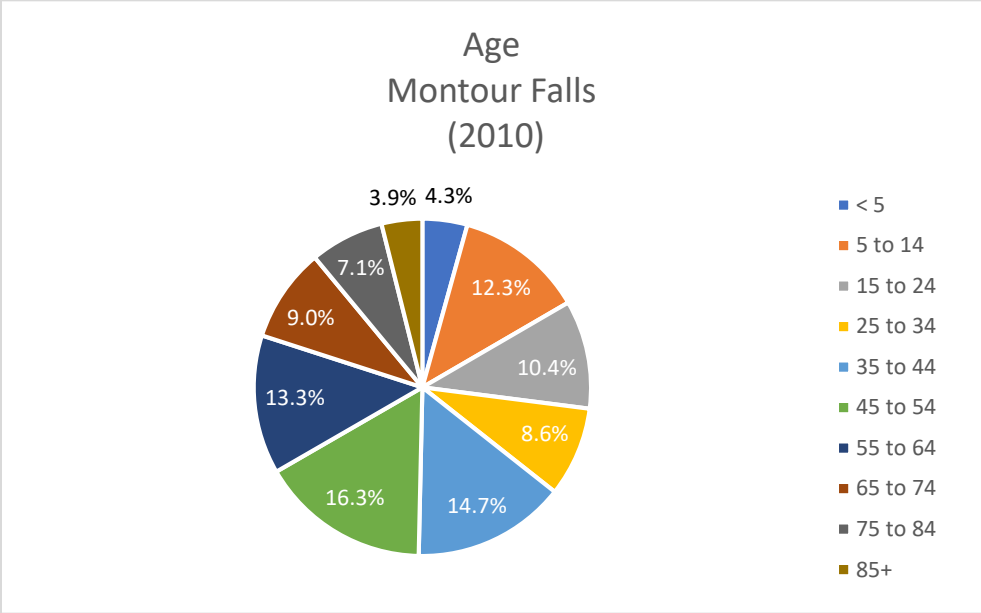
Like much of the United States, the villages of Watkins Glen and Montour Falls, as well as Schuyler County, have an aging population. This is a typical population pattern in an economically developed country.



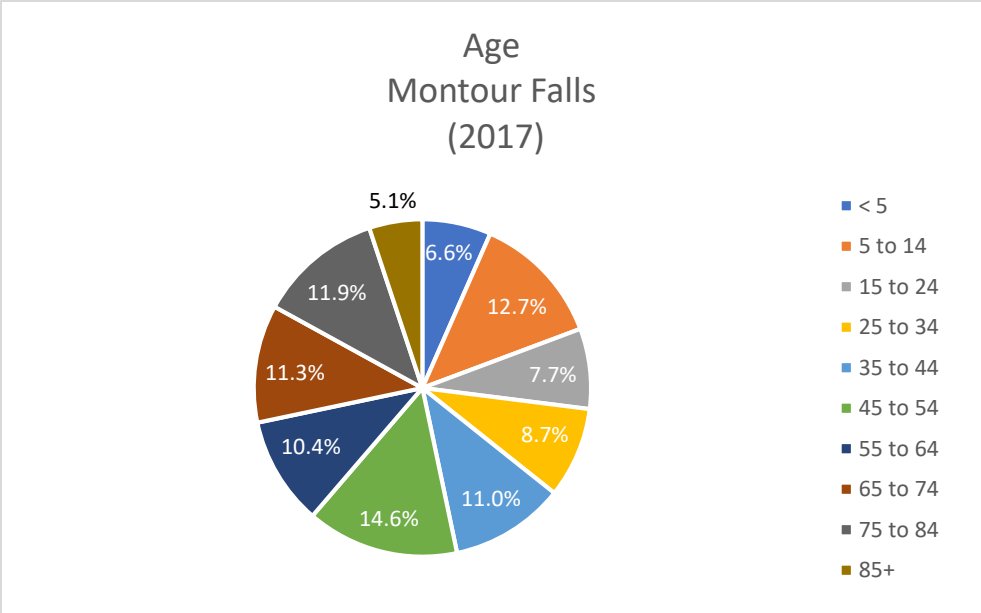
Source: U.S. Census Bureau, American Community Survey



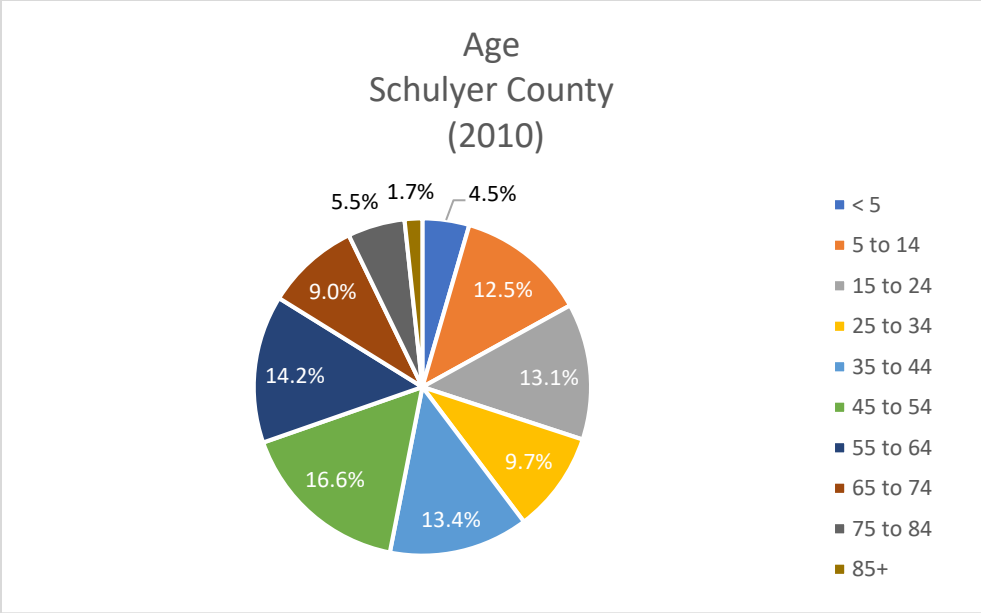
Source: U.S. Census Bureau, American Community Survey



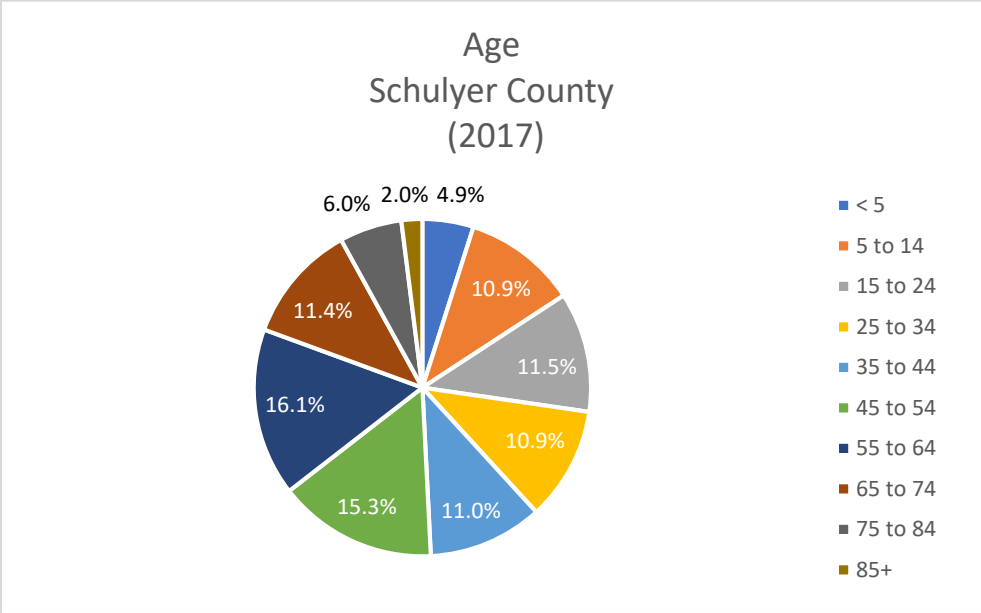
Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey

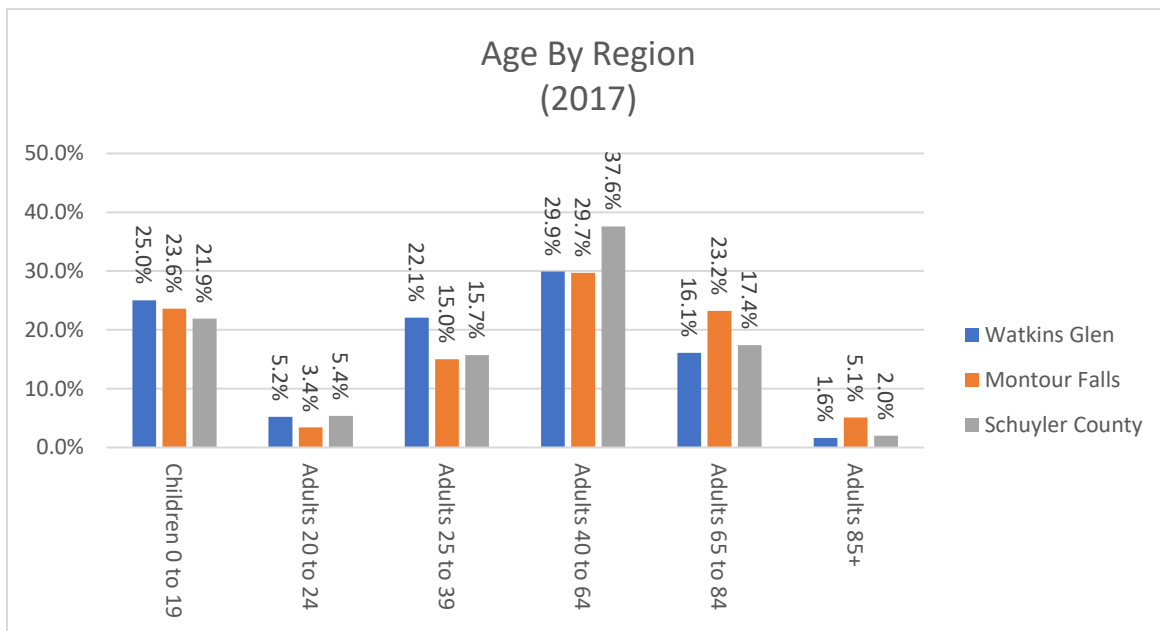


Source: U.S. Census Bureau, American Community Survey

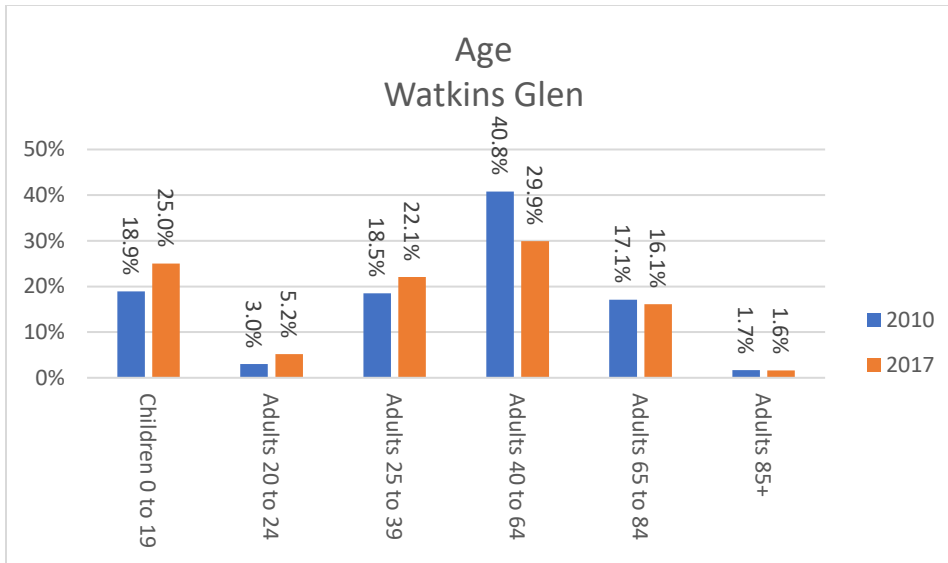
The charts below provide age comparison across all three geographies, reflecting fairly similar distribution over the three geographies studied. As of 2017, Watkins Glen had a higher percentage of people (22.1%) who were between 25 to 39 years of age than Montour Falls and Schuyler County. Schuyler County had a higher percentage (37.6%) of people ages 40 to 64 compared to Watkins Glen and Montour Falls. Montour Falls had a higher percentage (28.3%) of people 65 years of age and above (categories 65 –84, and 85 +) as compared to Watkins Glen and Schuyler County. There are two nursing homes in Montour Falls, which likely contributes to higher population of older residents than the surrounding geographies.

In terms of age trends, between 2010 and 2017, the population of Watkins Glen experienced a general upward trend in percentage of young people ages 0 to 39, (combined brackets in 2010 of 40.4% and in 2017 of 52.3%), with more significant gains in the 0 to 19 and 25 to 39 age brackets (combined brackets in 2010 of 37.4%, and in 2017 of 47.1%). Concurrent with this, Watkins Glen experienced a general downward trend in percentage of middle-aged people between the ages of 40 to 64 years of age (2010, 40.8%, and 2017, 29.9%).

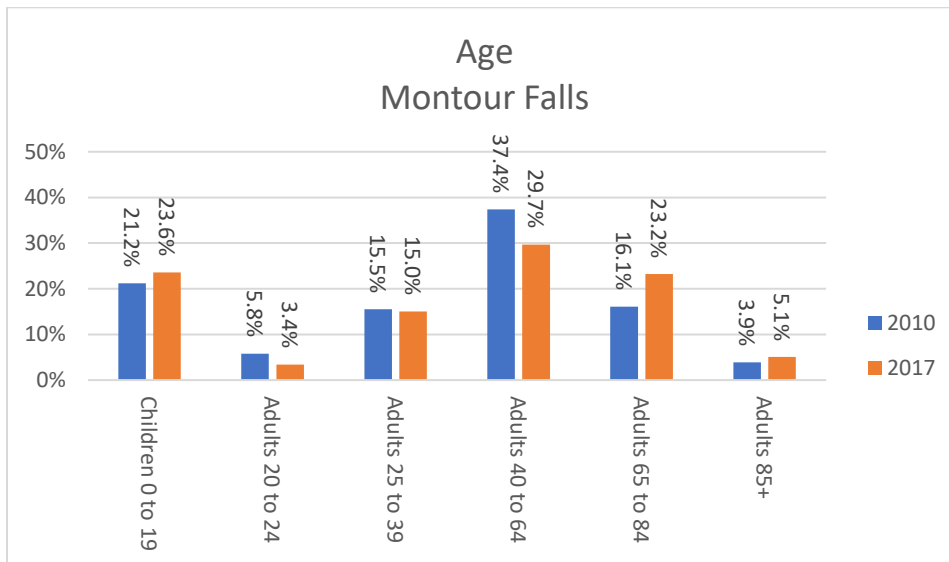
Over the same time period, Montour Falls experienced an upward trend in both the percentage of youth ages 0 to 19 (2010, 21.2%, and 2017, 23.6%), and also the percentage of people older than 64 years of age (combined brackets of 65-84 and 85+ in 2010 of 20.0%, and in 2017 of 28.3%). Concurrent with this in Montour Falls, the percentage of middle-aged population between 40 to 64 experienced a slight downward trend (2010, 37.4%, and 2017, 29.7%). In Schuyler county, a majority of the age brackets remained remarkably steady between 2010 and 2017 with a slight decrease in the percentage of children aged 0 to 19 (2010, 24.2%, and 2017, 21.9%) and a slight increase in the percentage of people 65 to 84 years of age (2010, 14.5%, and 2017, 17.4%).



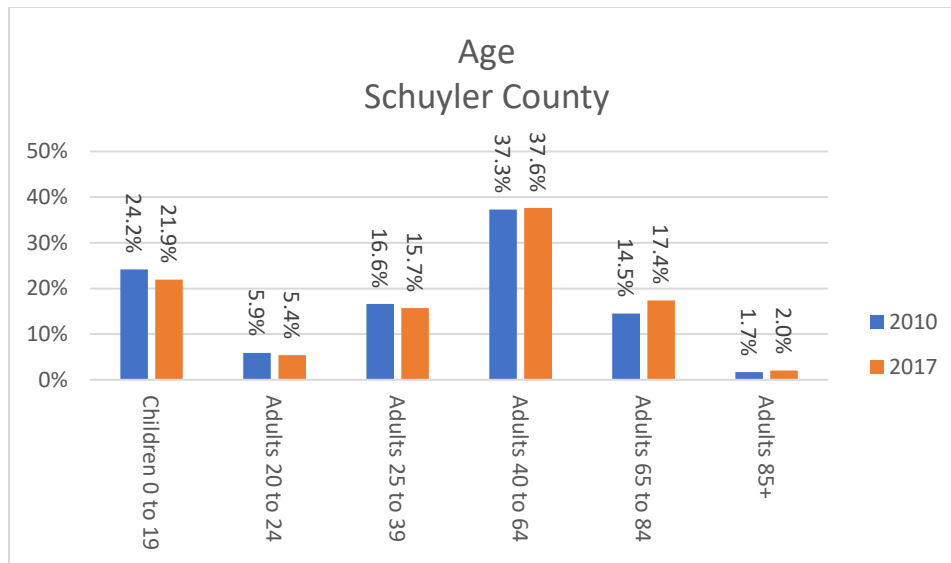
Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey

Race and Ethnicity

Charts providing detail on changes in race and ethnicity between 2010 and 2017 in Watkins Glen, Montour Falls, Schuyler County, New York State, and the United States are presented below¹. The diversity in Watkins Glen and Montour Falls had notable moderate increases between 2010 and 2017 as compared to Schuyler County whose diversity remained steady. Specifically, in regard to race, the minority population of Watkins Glen grew from 2.7% to 5.2%, an increase of 93% and the minority population of Montour Falls grew from 0.9% to 4.3%, an increase of nearly 400%.

Concurrently, the white population in Watkins Glen fell between 2010 and 2017, declining from 97.3% to 94.8% and in Montour Falls from 99.1% to 95.7%. Over the same time period, Schuyler County experienced almost no change in minority or white population, with a white population of 96.8% in 2010 and 96.6% in 2017.

In regard to ethnicity, diversity also increased with respect to the number of people identifying as Hispanic or Latino² in Watkins Glen. Numbers grew from 0 people in 2010 to 108 people in 2017, with a fairly steady increase over the years between 2010 and 2015, and then nearly doubling from 2015 to 2017, growing from 76 in 2015 to 108 in 2017. In comparison, between 2010 to 2017 in the State of New York and the United States people identifying as Hispanic or Latino increase by

¹ In the charts below, minority categories reflect 0 people for certain years. While it may be possible that there are 0 people in those categories, other factors may be contributing to this result. This may be due to the small sample sizes in Watkins Glen and Montour Falls. When taking samples, data anomalies showing 0 people in a category can occur in locations with low populations, if none of the people identifying as that category were included in the sample.

² “Hispanic or Latino” is not a category in the U.S. Census under Race. Rather, the U.S. census categorizes “Hispanic or Latino” as Ethnicity which relates to country of origin rather than Race. Here, we look at Hispanic or Latino separately listing “Hispanic or Latino (Any Race)” and “Not Hispanic or Latino (Any Race)”.

smaller percentages. Specifically, in New York, the number of people identifying as Hispanic or Latino increased by approximately 13.3%, and on a national by approximately 18.4%. Over the same time period, the number of people in Montour Falls identifying as Hispanic and Latino decreased marginally from 26 to 17 people.

The areas of Watkins Glen, Montour Falls, and Schuyler County have very similar racial and ethnic demographics. Similar to the majority of Upstate New York populations, the percentage of white resident remained above 90% across all three geographies in both 2010 and 2017. While the diversity in Watkins Glen and Montour Falls did increase, on a national level between 2010 and 2017, increases in the number of people identifying as Native Hawaiian and Other Pacific Islander alone, some other race alone, and Hispanic or Latino, were greater, increasing at approximately 20%, 16%, and 18% respectively.

Race	Race		
	Watkins Glen		
	2010	2017	% Change
Black or African American alone	0	35	NA
American Indian and Alaska Native alone	0	0	NA
Asian alone	0	26	NA
Native Hawaiian and Other Pacific Islander alone	0	0	NA
Some other race alone	0	0	NA
Two or more races	49	43	-12.2%
Total Minority	49	104	112.2%
TOTAL MINORITY %	2.7%	5.2%	93.0%
White Alone	1,775	1,902	7.2%
TOTAL WHITE %	97.3%	94.8%	-2.6%
Total All Races	1,824	2,006	10.0%

Source: U.S. Census Bureau, American Community Survey

Race	Race		
	Montour Falls		
	2010	2017	% Change
Black or African American alone	0	48	NA
American Indian and Alaska Native alone	7	6	-14.3%
Asian alone	0	6	NA
Native Hawaiian and Other Pacific Islander alone	0	0	NA
Some other race alone	0	14	NA
Two or more races	6	0	-100.0%
Total Minority	13	74	469.2%
TOTAL MINORITY %	0.9%	4.3%	382.1%
White Alone	1,458	1,663	14.1%
TOTAL WHITE %	99.1%	95.7%	-3.4%
Total All Races	1,471	1,737	18.1%

Source: U.S. Census Bureau, American Community Survey

Race	Race		
	Schuyler County		
	2010	2017	% Change
Black or African American alone	292	248	-15.1%
American Indian and Alaska Native alone	42	21	-50.0%
Asian alone	28	91	225.0%
Native Hawaiian and Other Pacific Islander alone	0	0	NA
Some other race alone	16	29	81.3%
Two or more races	211	235	11.4%
Total Minority	589	624	5.9%
TOTAL MINORITY %	3.2%	3.4%	8.6%
White Alone	17,977	17,488	-2.7%
TOTAL WHITE %	96.8%	96.6%	-0.3%
Total All Races	18,566	18,112	-2.4%

Source: U.S. Census Bureau, American Community Survey

Race	Race		
	New York State		
	2010	2017	% Change
Black or African American alone	2,990,591	3,100,685	3.7%
American Indian and Alaska Native alone	66,876	77,130	15.3%
Asian alone	1,392,380	1,652,846	18.7%
Native Hawaiian and Other Pacific Islander alone	5,334	7,937	48.8%
Some other race alone	1,607,796	1,730,813	7.7%
Two or more races	402,373	590,026	46.6%
Total Minority	6,465,350	7,159,437	10.7%
TOTAL MINORITY %	33.6%	36.2%	7.6%
White Alone	12,764,402	12,638,791	-1.0%
TOTAL WHITE %	66.4%	63.8%	-3.8%
Total All Races	19,229,752	19,798,228	3.0%

Source: U.S. Census Bureau, American Community Survey

Race	Race		
	United States		
	2010	2017	% Change
Black or African American alone	37,978,752	40,610,815	4.2%
American Indian and Alaska Native alone	2,480,465	2,632,102	6.9%
Asian alone	14,185,493	17,186,320	6.1%
Native Hawaiian and Other Pacific Islander alone	491,673	570,116	21.2%
Some other race alone	16,603,808	15,553,808	16.0%
Two or more races	7,329,381	10,081,044	-6.3%
Total Minority	79,069,572	86,634,205	4.8%
TOTAL MINORITY %	26.0%	27.0%	-0.7%
White Alone	224,895,700	234,370,202	4.2%
TOTAL WHITE %	74.0%	73.0%	-1.3%
Total All Races	303,965,272	321,004,407	5.6%

Source: U.S. Census Bureau, American Community Survey

Ethnicity	Hispanic or Latino Ethnicity		
	Watkins Glen		
	2010	2017	% Change
Hispanic or Latino (Any Race)	0	108	NA
Not Hispanic or Latino (Any Race)	1,824	1,898	4.1%
Total All Ethnicities	1,824	2,006	10.0%

Source: U.S. Census Bureau, American Community Survey

Ethnicity	Hispanic or Latino Ethnicity		
	Montour Falls		
	2010	2017	% Change
Hispanic or Latino (Any Race)	26	17	-34.6%
Not Hispanic or Latino (Any Race)	1,445	1,720	19.0%
Total All Ethnicities	1,471	1,737	18.1%

Source: U.S. Census Bureau, American Community Survey

Ethnicity	Hispanic or Latino Ethnicity		
	Schuyler County		
	2010	2017	% Change
Hispanic or Latino (Any Race)	216	319	47.7%
Not Hispanic or Latino (Any Race)	18,350	17,793	-3.0%
Total All Ethnicities	18,566	18,112	-2.4%

Source: U.S. Census Bureau, American Community Survey

Ethnicity	Hispanic or Latino Ethnicity		
	New York State		
	2010	2017	% Change
Hispanic or Latino (Any Race)	3,288,880	3,726,238	13.3%
Not Hispanic or Latino (Any Race)	15,940,872	16,071,990	0.8%
Total All Ethnicities	19,229,752	19,798,228	3.0%

Source: U.S. Census Bureau, American Community

Ethnicity	Hispanic or Latino Ethnicity		
	United States		
	2010	2017	% Change
Hispanic or Latino (Any Race)	47,727,533	56,510,571	18.4%
Not Hispanic or Latino (Any Race)	256,237,739	264,493,836	3.2%
Total All Ethnicities	303,965,272	321,004,407	5.6%

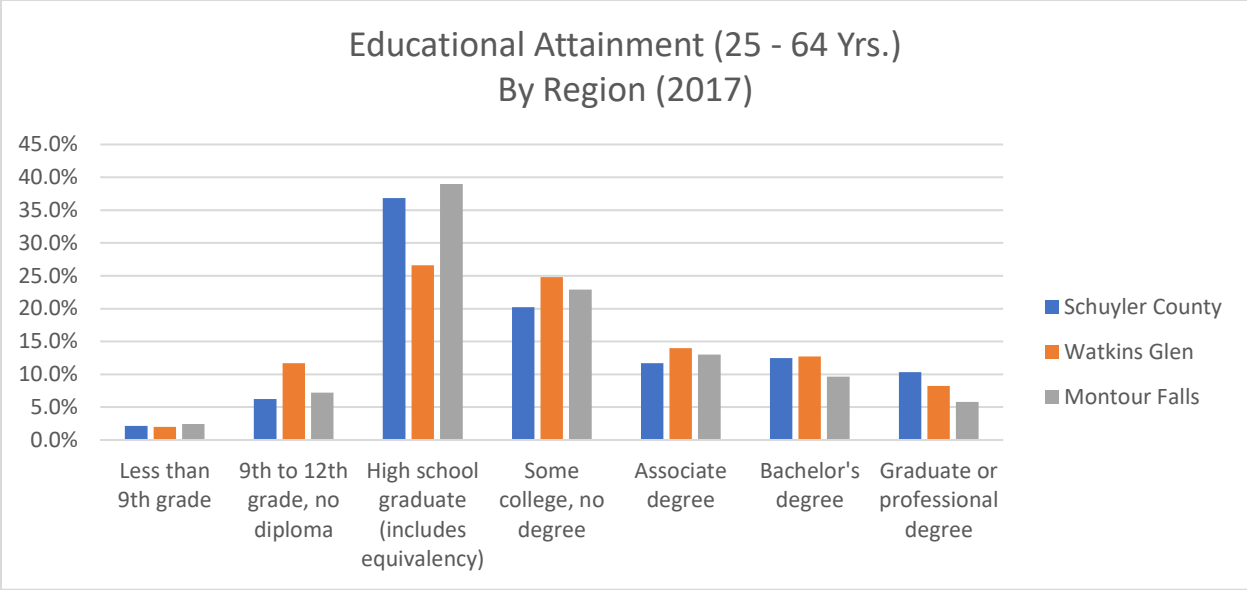
Source: U.S. Census Bureau, American Community Survey

Educational Attainment

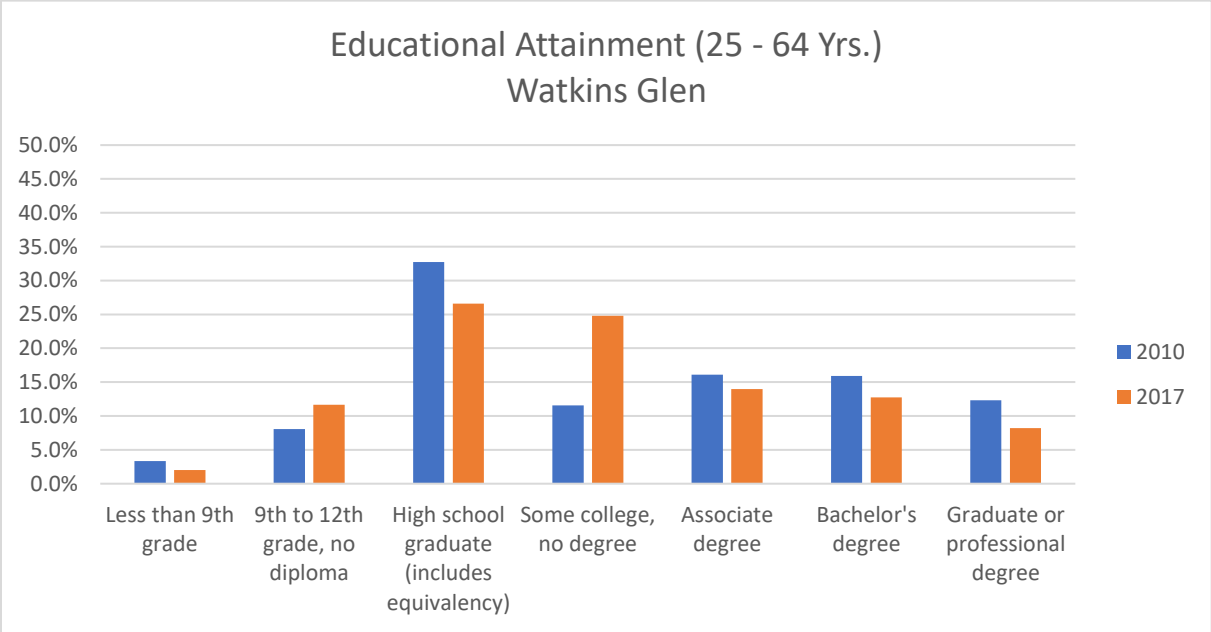
As of 2017, Montour Falls and Watkins Glen had slightly greater percentages of people ages 25 to 64 whose highest level of educational attainment was “Some college, no degree” and “Associate degree” than Schuyler County. At the same time, in both Watkins Glen and Schuyler County there were greater percentages of people ages 25 to 64 whose highest level of educational attainment was “Bachelor’s degree” than in Montour Falls. Schuyler County had the highest percentage of people with graduate or professional degrees, at 10.3%, followed by Watkins Glen at 8.2%, and then Montour Falls at 5.8%.

Additionally, Watkins Glen had a smaller percentage of people ages 25 to 64 whose highest level of educational attainment was “High school graduate” (including equivalency), than Montour Falls and Schuyler County. Specifically, among this age demographic, 26.6% of people in Watkins Glen, 39% of people in Montour Falls, and 36.8% of people in Schuyler County had highest level of educational attainment of “High school graduate” (including equivalency). Concurrently, in 2017, in Watkins Glen there was a higher percentage of people between 25 to 64 years of age whose highest level of educational attainment was “9th to 12th grade, no diploma” than in Montour Falls or Schuyler County. Specifically, among this age demographic in Watkins Glen, the percentage of people whose highest level of educational attainment was “9th to 12th grade, no diploma” was 11.7%, while in Montour Falls and Schuyler County it was and 7.2% and 6.3%, respectively.

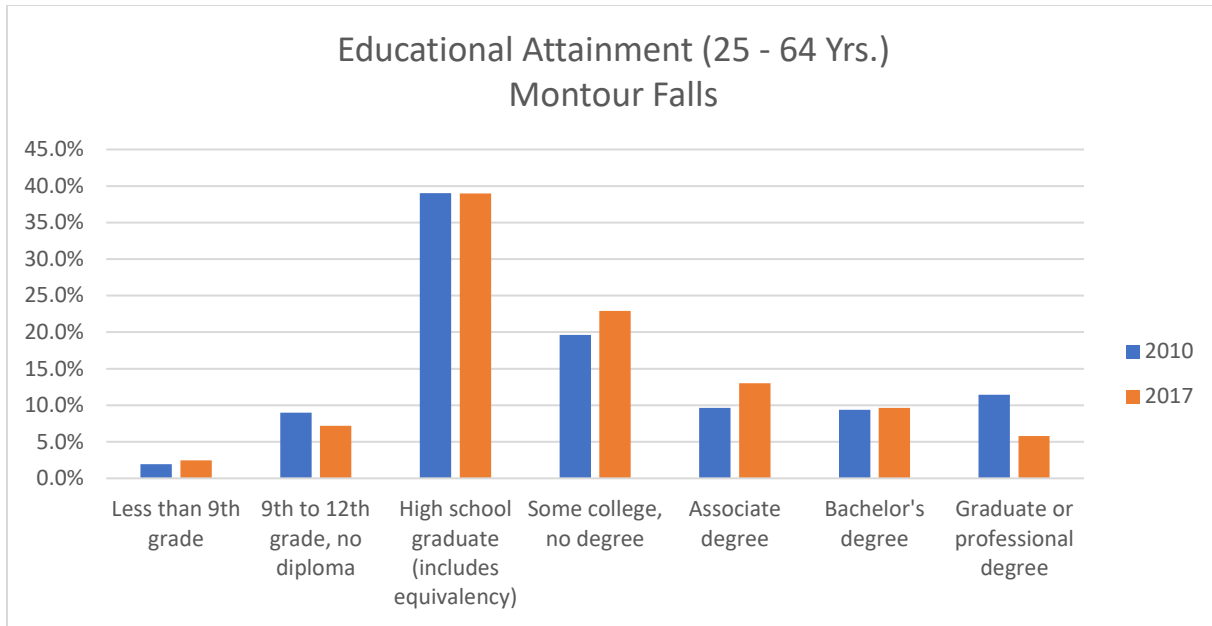
Between 2010 and 2017, the level of educational attainment for people ages 25 to 64 years of age in each geography studied remained fairly stable with few notable changes over this time period.



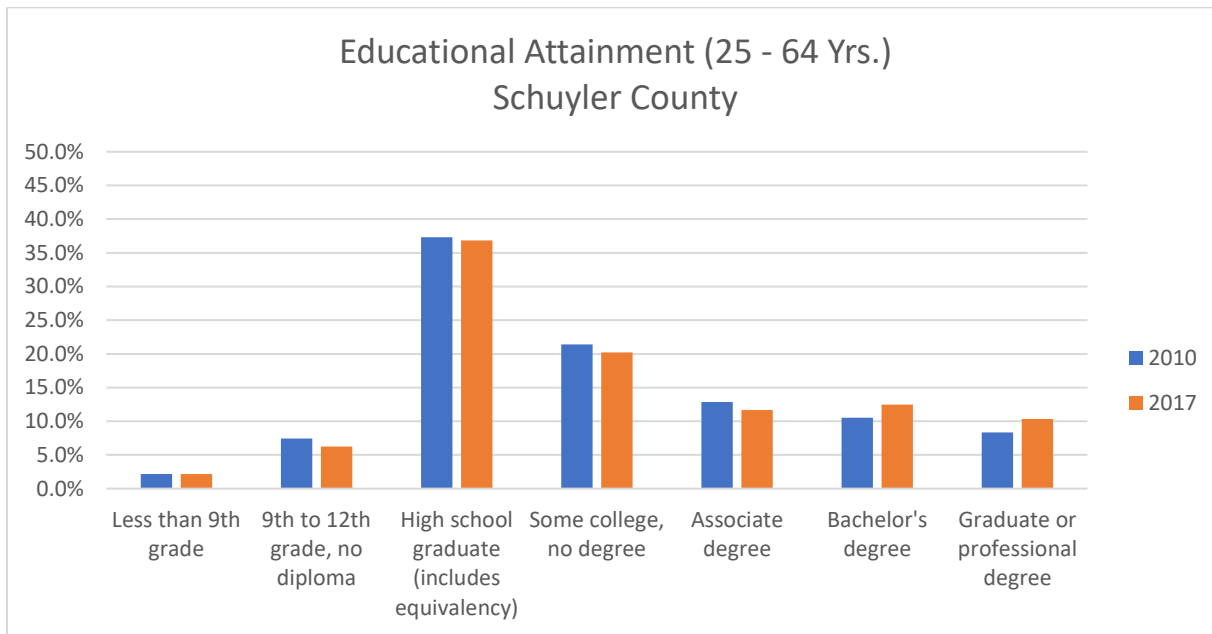
Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



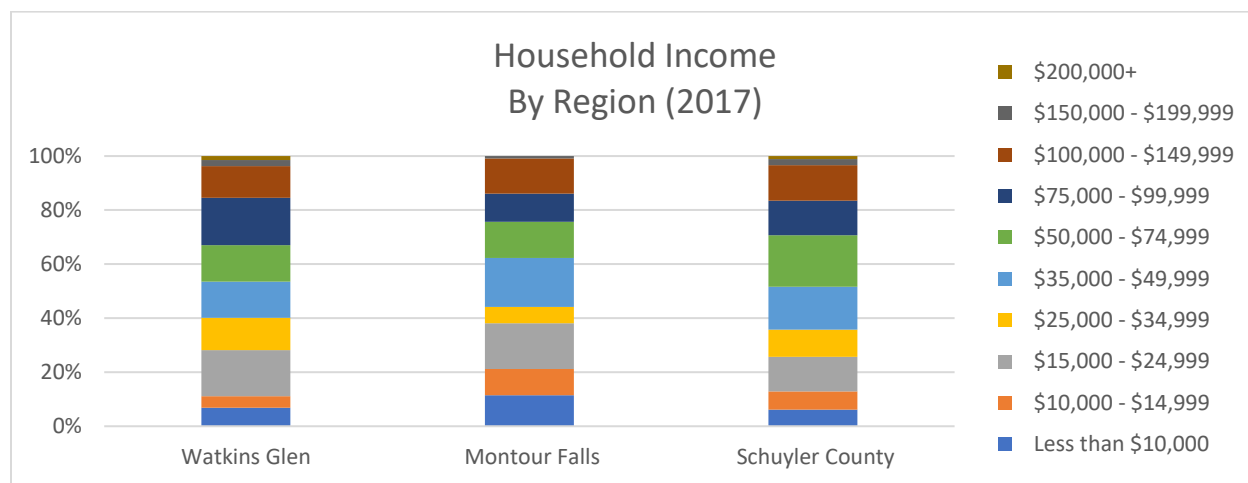
Source: U.S. Census Bureau, American Community Survey

Household Income By Bracket

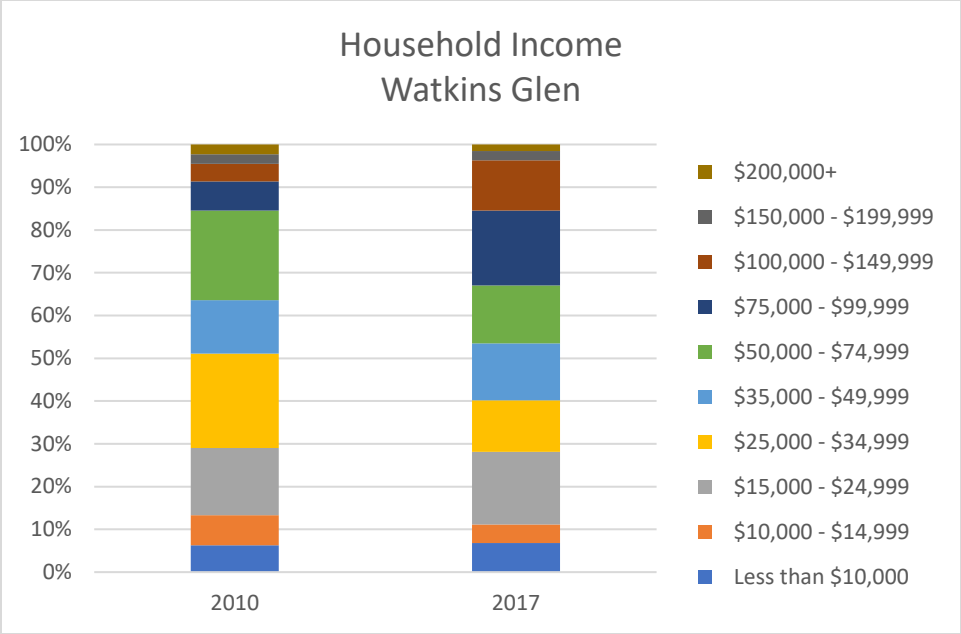
As of 2017, income distribution across all three geographies was fairly similar, with slight variations in certain income brackets. In particular, when compared to Watkins Glen and Schuyler County, Montour Falls had a higher percentage of households with smaller incomes and a lower percentage of households with very high incomes, indicative of overall lower household incomes for Montour

Falls residents. Montour Falls had a higher percentage of households with incomes under \$14,999 when compared to Watkins Glen and Schuyler County. Across all three geographies, less than 4% of the households had an income of over \$150,000. Out of 671 households in Montour Falls, just 0.9% of households had incomes over \$150,000 and no reported household incomes over \$200,000. Out of 805 households in Watkins Glen, just under 4% of households had incomes over \$150,000, of which 1.5% had incomes over \$200,000. Similarly, out of 7,444 households in Schuyler County, approximately 3.5% households had incomes over \$150,000 of which 1.1% had incomes over \$200,000. Additionally, in Watkins Glen, the percentage of households making \$75,000 to \$99,999 was larger than in Montour Falls or Schuyler County.

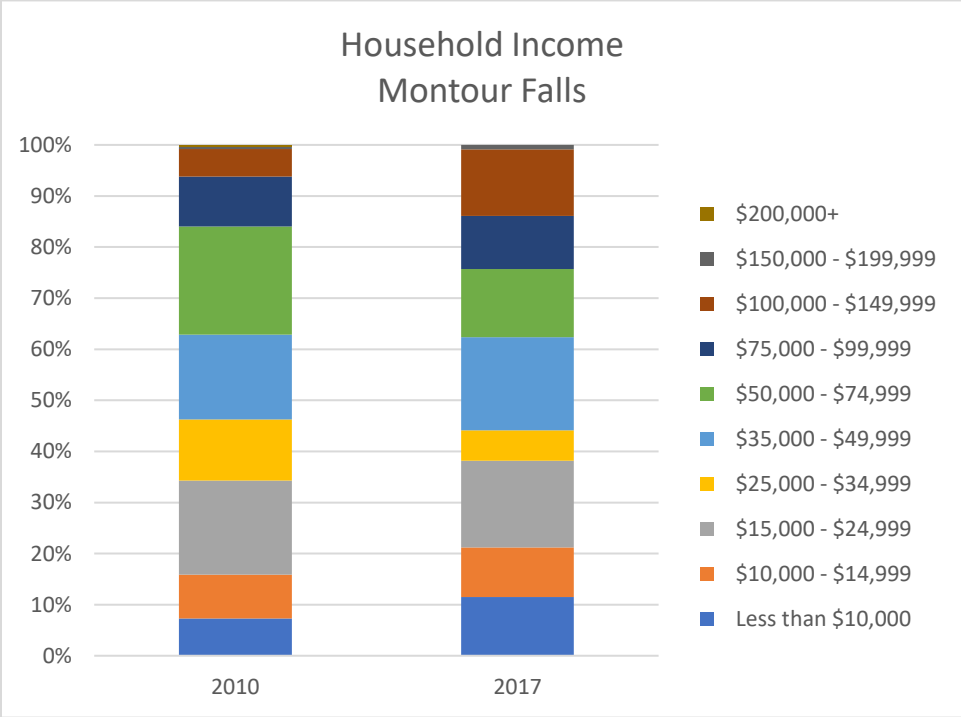
Between 2010 and 2017, across all geographies studied, the percentage of households with middle incomes of \$50,000 to \$74,999 fell by approximately 5%. However, in Watkins Glen, during the same time period, the percentage of households with incomes between \$75,000 to \$150,000 increased dramatically going from approximately 11% in 2010 to approximately 29% of households in 2017, an increase of approximately 18%. During the same time period, Montour Falls and Schuyler County experienced jumps in this income bracket, though the gains were smaller. Montour Falls increased from approximately 15% of households earning between \$75,000 and \$150,000 in 2010 to approximately 23.5% of households in 2017, an increase of approximately 8%. The percentage of households in this income bracket increased the least in Schuyler County, which experienced approximately a 6% change between 2010 and 2017 going from approximately 20.1% of households earning between \$75,000 and \$150,000 in 2010 to approximately 25.9% of households earning the same in 2017.



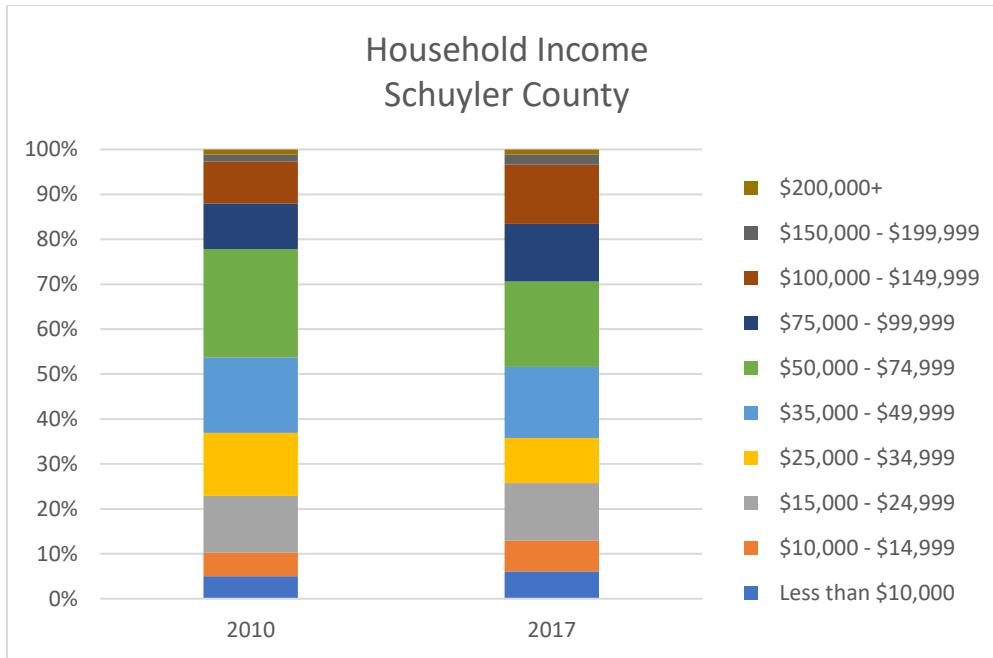
Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



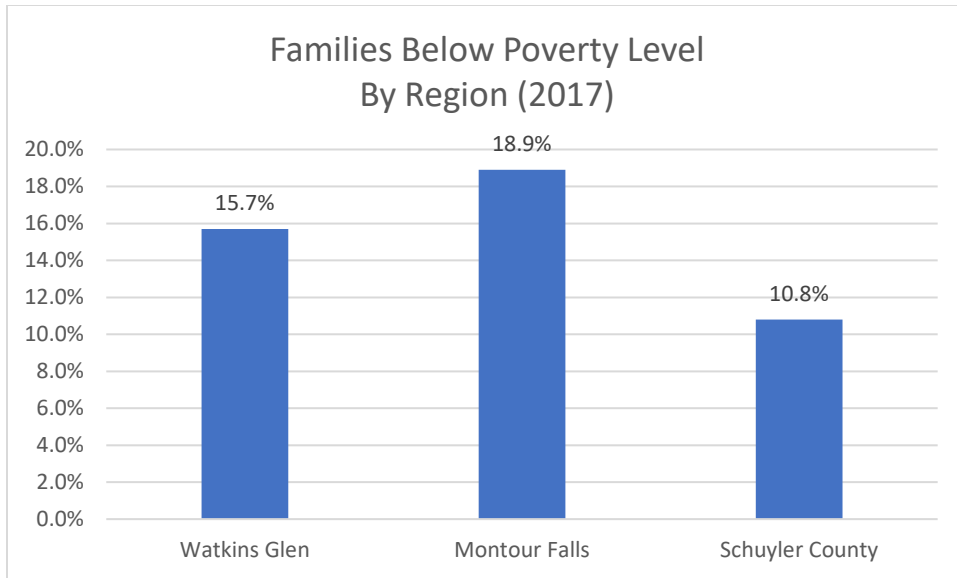
Source: U.S. Census Bureau, American Community Survey



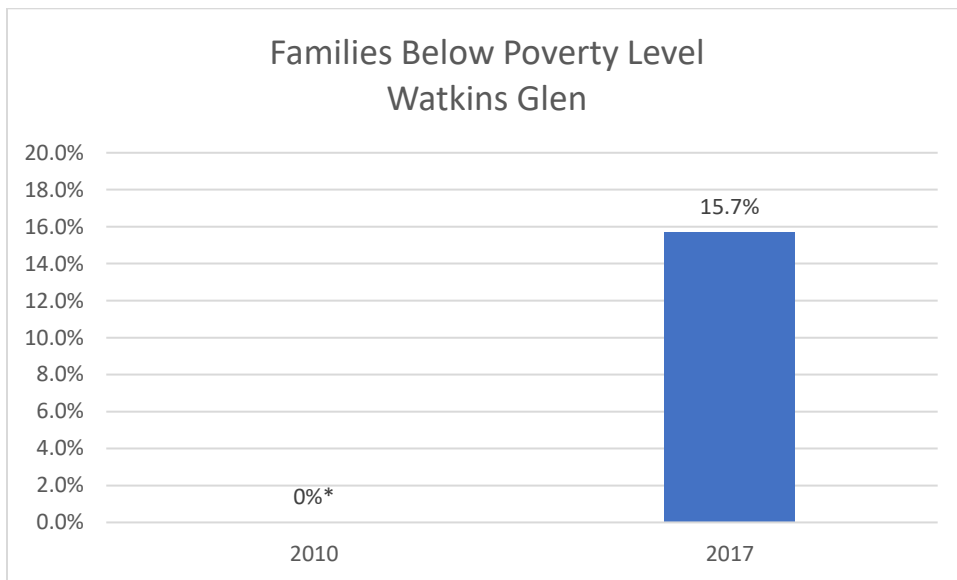
Source: U.S. Census Bureau, American Community Survey

Poverty Level

As of 2017, both villages had higher percentage of families below the poverty level than the county in which they are situated. Out of 439 families in Watkins Glen, there were approximately 5% more families below the poverty level than there were in Schuyler County, which had 4,769 families. Out of 318 families in Montour Falls, there were approximately 8% more families below the poverty level than in Schuyler County. The poverty level in Montour Falls was 18.9%, which is slightly higher than the poverty level of 15.7% in Watkins Glen and Schuyler County had a poverty level of 10.8%. Between 2010 to 2017, the poverty level increased approximately 5% in Montour Falls and Schuyler County, and increased approximately 10-15% in Watkins Glen, which in a time of national economic recovery may be indicative of a region that could benefit from increased economic development efforts to help bring it more in line with national metrics.

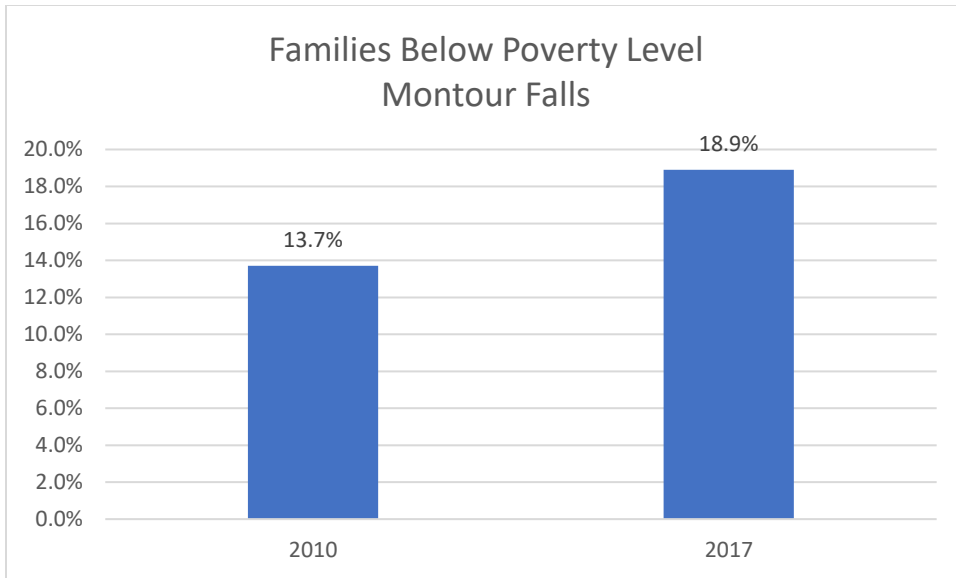


Source: U.S. Census Bureau, American Community Survey

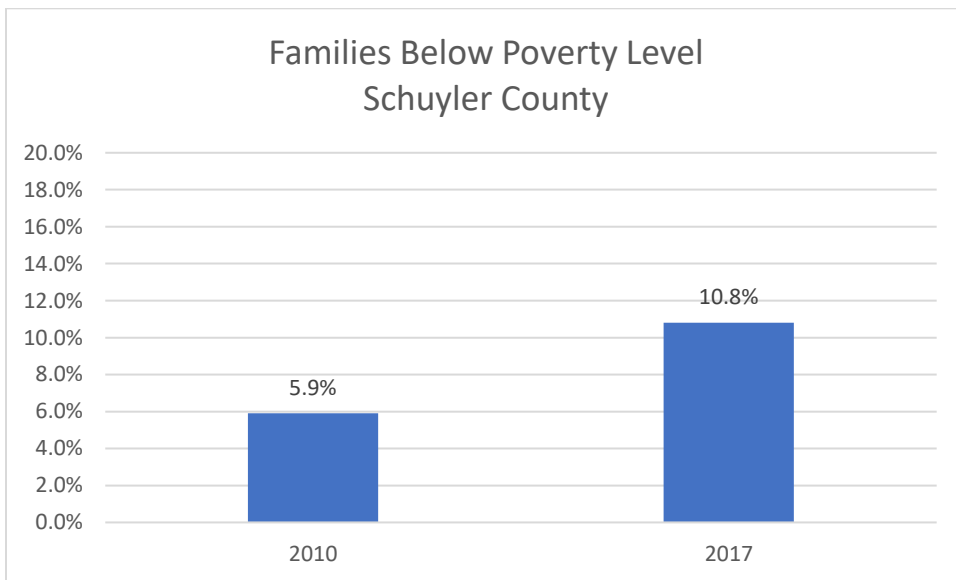


Source: U.S. Census Bureau, American Community Survey

**In 2010, the poverty level in Watkins Glen was estimated by American Community Survey (ACS) at 0.0%. However, due to the small sample size of 416 families in Watkins Glen, ACS provides a margin of error for this measure of +/- 8.9%, meaning that the poverty level could have been as high as 8.9% or as low as 0%. In Watkins Glen, the poverty level in 2009 was estimated at 4.7% and in 2011 it was estimated at 1.7%. The 15.7% poverty level reported in 2017 may be indicative of a greater response rate to the ACS in 2017 and a larger sample that is more representative of the population rather than a large change in demographics.*



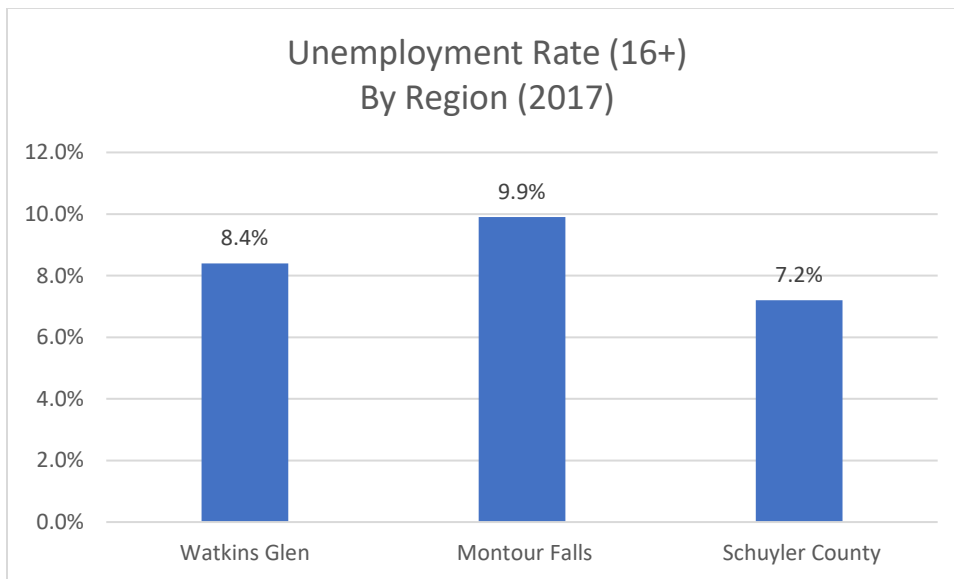
Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey

Unemployment Rate

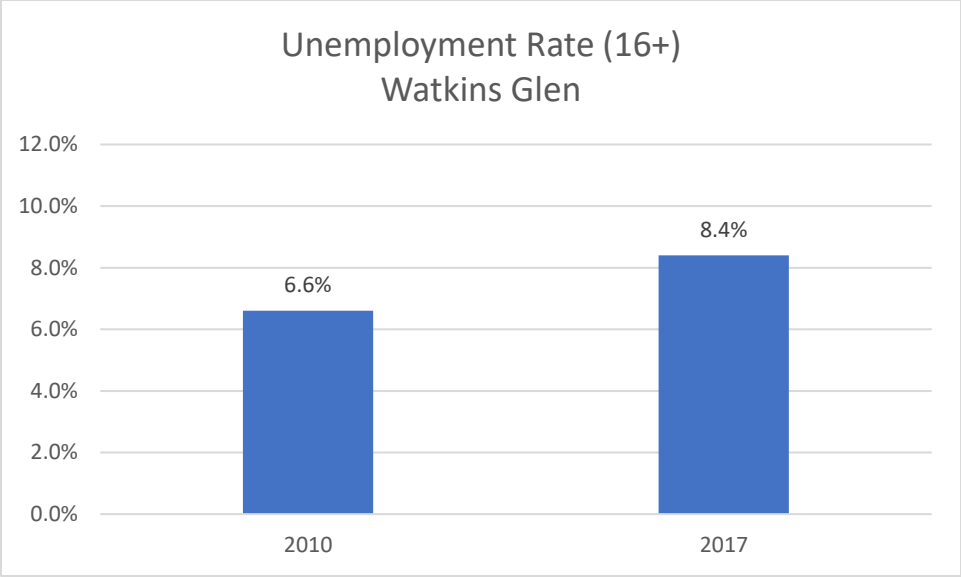
American Community Survey (ACS) data reports that as of 2017, the unemployment rate in Montour Falls was 9.9%.³⁴ This is slightly higher than Watkins Glen in the same year, which had an unemployment rate of 8.4%. Both villages had a slightly higher unemployment rate than Schuyler County, which had an unemployment rate of 7.2%. (For the same year, the New York Department of Labor (NYSDOL) reports the average annual unemployment rate for Schuyler County at 5.8%, and for 2018 it was 5.1%. The most recent month reported by NYSDOL is for October 2019 at 3.6%. Data discrepancies may be due to data collection methods such as sampling and different data definitions for “unemployed”). All of these rates were higher than the national unemployment rate in 2017, which the ACS reports was approximately 4.5%, which decreased between 2010 and 2017 from 9.5%. According to ACS, during the same period, the unemployment rate increased slightly across all geographies studied between 1% to 2%.



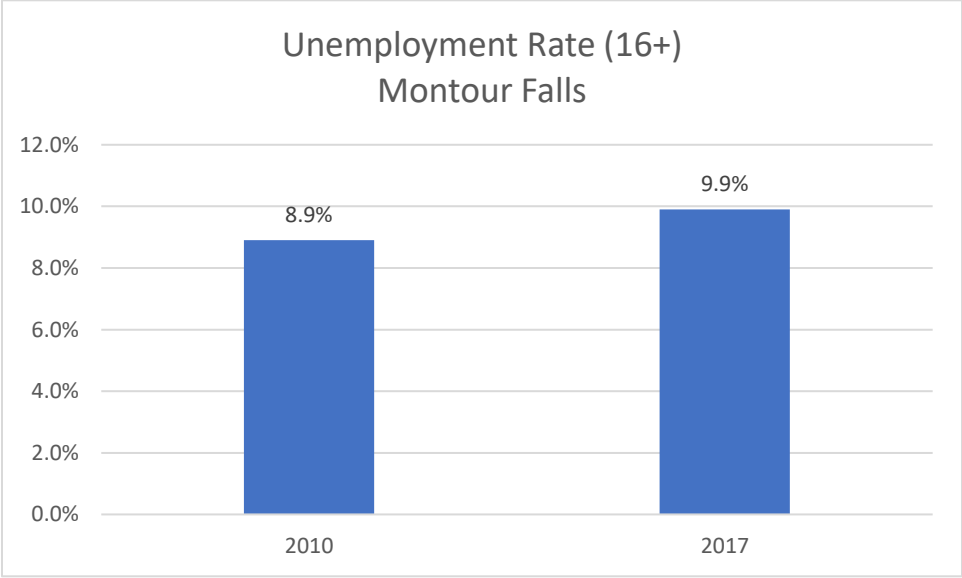
Source: U.S. Census Bureau, American Community Survey

³ The U.S. Census' definition of "Unemployed" is as follows. All civilians 16 years old and over are classified as unemployed if they (1) were neither "at work" nor "with a job but not at work" during the reference week, and (2) were actively looking for work during the last 4 weeks, and (3) were available to accept a job. Also included as unemployed are civilians who did not work at all during the reference week, were waiting to be called back to a job from which they had been laid off, and were available for work except for temporary illness. https://www.census.gov/glossary/#term_Unemployed.

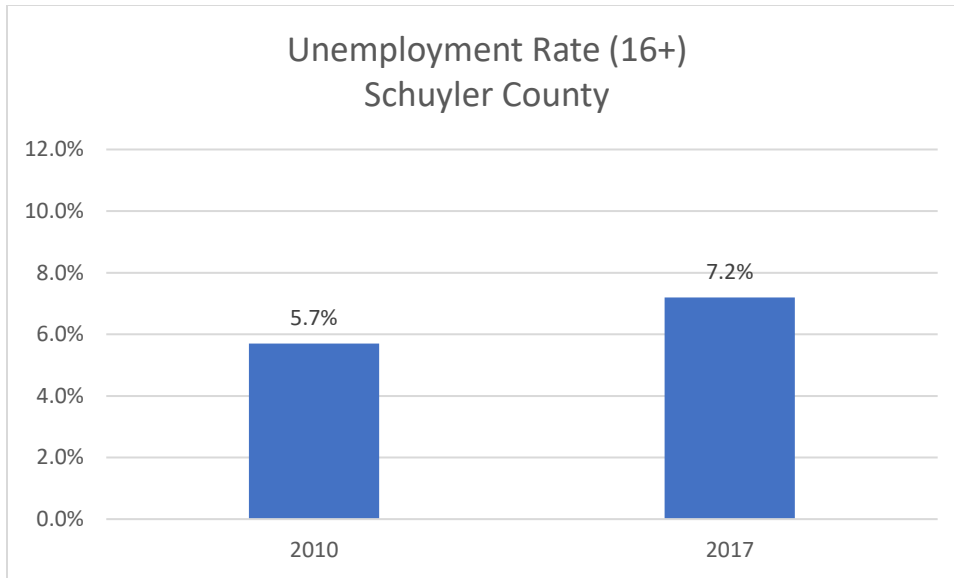
⁴ It should be noted that while Watkins Glen is currently a tourist economy with seasonality in its employment, which swells in the summer and decreases in the winter, ACS collects data year-round and a respondent's unemployment status is based on the reference week. For this reason, seasonality should not be skewing this data.



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



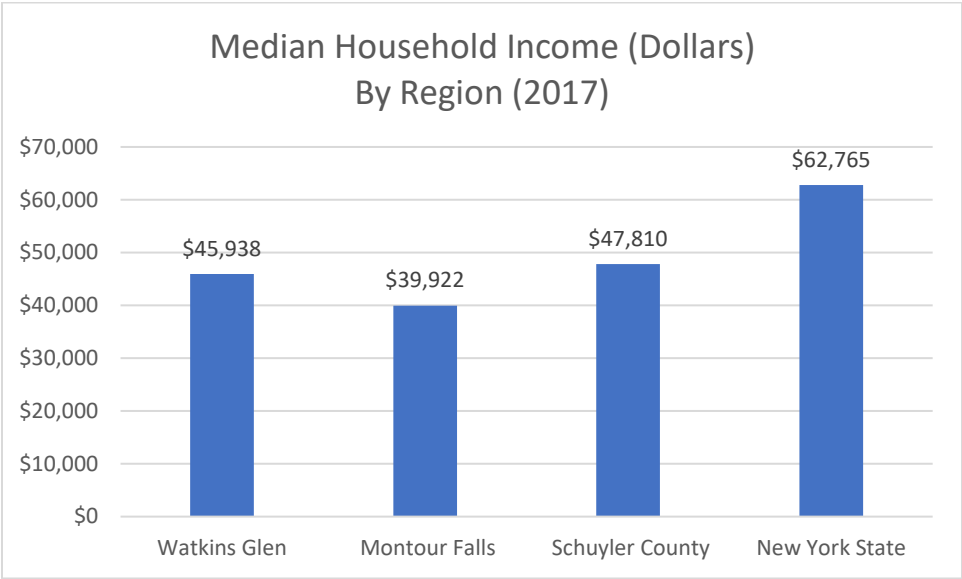
Source: U.S. Census Bureau, American Community Survey

Median Household Income

In 2017, the median household income in Montour Falls was \$39,222. This is notably lower than both Watkins Glen and Schuyler County, which had median household incomes of \$45,938 and \$47,810, respectively. In 2017, the median household income in New York State was \$67,265, substantially higher than the three regions studied in Upstate New York. Between 2010 and 2017, the median household income in Montour Falls and Schuyler County experienced slight increases. Specifically, the median household income in Montour Falls increased less than \$100, from \$38,988 to \$39,922 and the median household income in Schuyler County increased by approximately \$400, from \$47,404 to \$47,810. During the same years, the median household income in Watkins Glen increased at a greater rate going from \$33,886 in 2010 to \$45,938 in 2017, which is an increase of approximately \$12,000. This increase is not attributable to a sampling error in either the 2010 or 2017 ACS 5-year estimates.⁵ Further study would be needed to determine reasons for this increase.

⁵ The 2011 ACS 5-year estimate shows a median household income in line with the 2010 data reported above for the same geographies. In 2011, median household income for Montour Falls was \$37,500, for Watkins Glen was \$34,969, and for Schuyler County was \$47,804. Similarly, the ACS 5-year estimate for 2016 shows a median household income in line with the 2017 data reported above for the same geographies. 2016 median household income in Montour Falls was \$34,097, in Watkins Glen was \$43,333, and in Schuyler County was \$47,229.

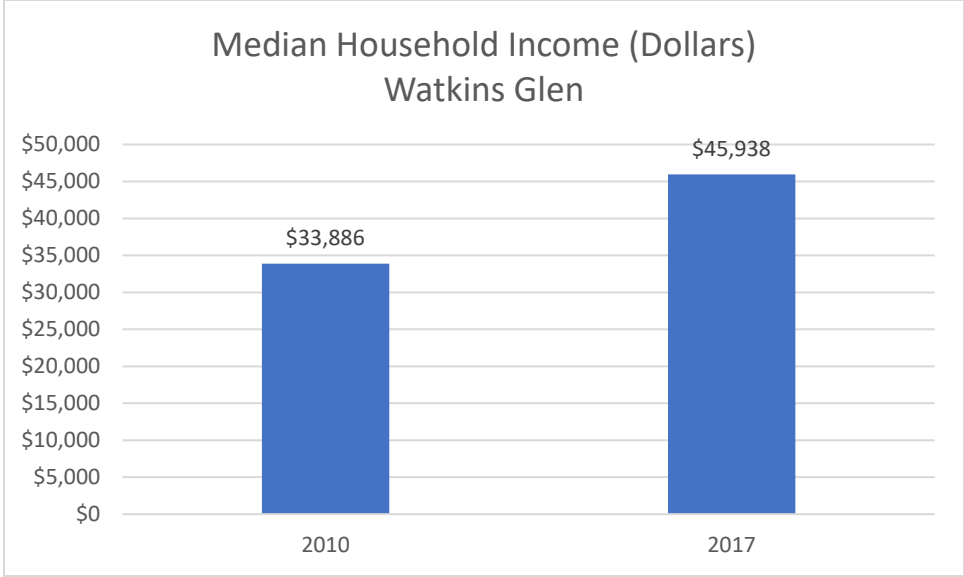
Median household income is here presented in inflation adjusted dollars.⁶ Income includes unemployment payments.⁷



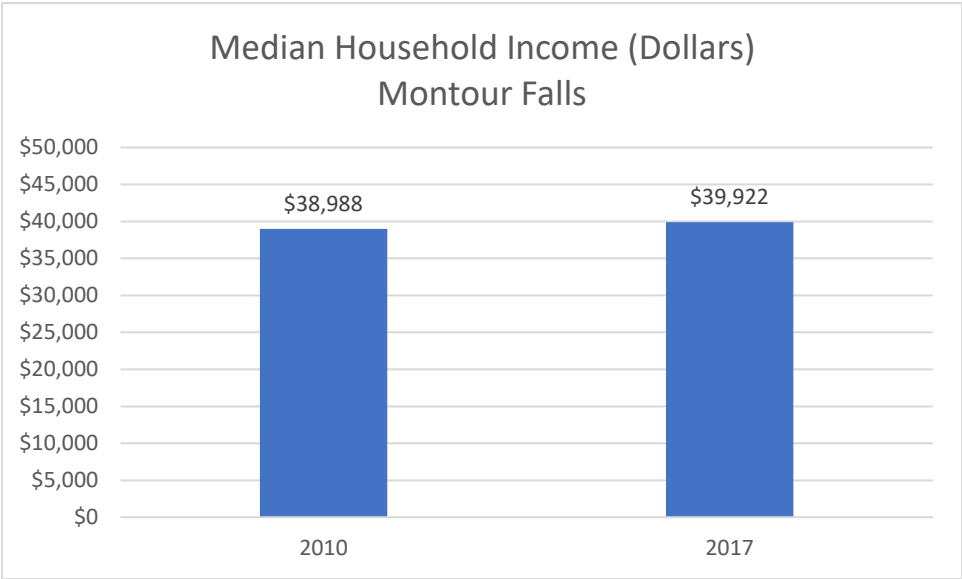
Source: U.S. Census Bureau, American Community Survey

⁶ This data is adjusted for inflation. The source used for 2010 data was "Estimate; INCOME AND BENEFITS (IN 2010 INFLATION-ADJUSTED DOLLARS) - Total households." The source used for 2017 was "Estimate; INCOME AND BENEFITS (IN 2017 INFLATION-ADJUSTED DOLLARS) - Total households."

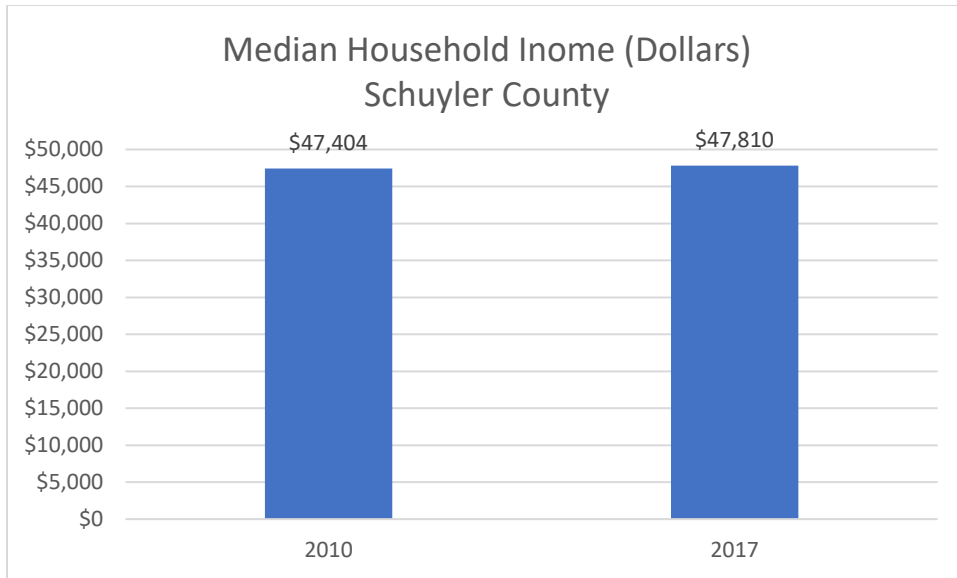
⁷ "Money income" is the income received on a regular basis (exclusive of certain money receipts such as capital gains and lump-sum payments) before payments for personal income taxes, social security, union dues, medicare deductions, etc. It includes income received from wages, salary, commissions, bonuses, and tips; self-employment income from own nonfarm or farm businesses, including proprietorships and partnerships; interest, dividends, net rental income, royalty income, or income from estates and trusts; Social Security or Railroad Retirement income; Supplemental Security Income (SSI); any cash public assistance or welfare payments from the state or local welfare office; retirement, survivor, or disability benefits; and any other sources of income received regularly such as Veterans' (VA) payments, unemployment and/or worker's compensation, child support, and alimony." https://www.census.gov/glossary/#term_Income.



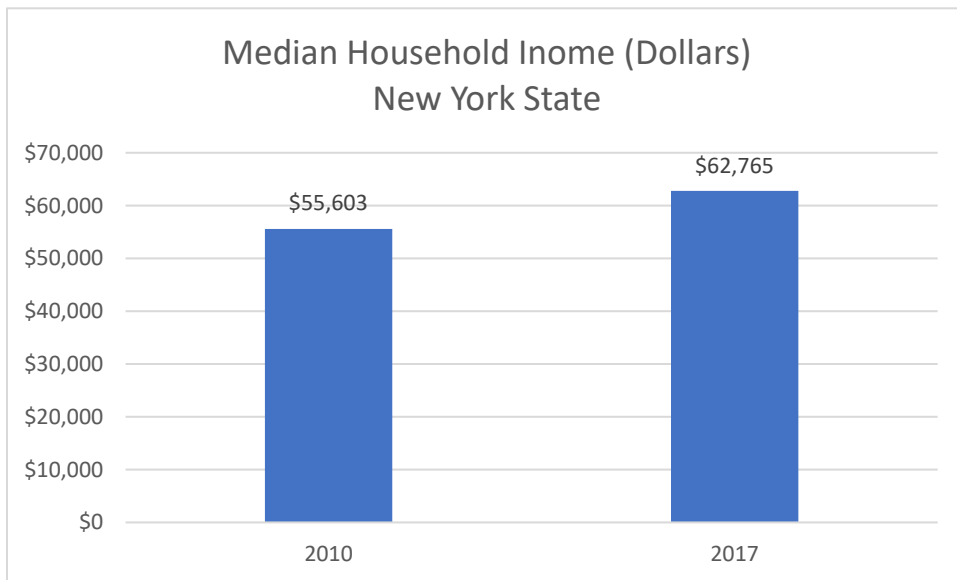
Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey

Employment Growth by Sector

Changes in jobs by North American Industry Classification System (NAICS) Industry Sector were analyzed from the years 2005 to 2015 for the geographies of Watkins Glen, Montour Falls, and Schuyler County. The charts presented below show the compound annual growth rate (CAGR) of employment by sector in these regions

Employment Growth by Sector: Watkins Glen

The chart presented below shows the compound annual growth rate (CAGR) of employment by sector in Watkins Glen. Over the 2005 to 2015 period, Watkins Glen experienced a moderate annual growth rate of jobs of 0.8%, going from 1,647 jobs in 2005 to 1,782 jobs in 2015, adding 135 jobs. For the 10-year period, this is a total increase of 8.2%. During the same period, the Village saw significant job increases in the following sectors highlighted in blue in the chart below:

- Health Care and Social Assistance
- Accommodation and Food Services
- Educational Services
- Retail Trade
- Professional, Scientific, and Technical Services
- Other Services (Excluding Public Administration)

In Watkins Glen, between 2005 to 2015, the following sectors saw significant job losses, highlighted in gray in the chart below:

- Public Administration⁸
- Manufacturing
- Utilities
- Arts, Entertainment, and Recreation
- Wholesale Trade
- Real Estate and Rental and Leasing

⁸ “Public Administration” in Watkins Glen was above 300 people for the years 2005 – 2014 and then fell to 92 people in 2015. While the Census is the most reliable source for this data, data swings such as this can occur due to small sample sizes for the Villages of Watkins Glen and Montour Falls. According to the Census, this change is not due to a reclassification of the NAICS code for “Public Administration.” NAICS code definitions were the same from 2012 through 2016 and were updated in 2017. They are updated every 5 years. 2015 is the last year of available data from this data source.

Watkins Glen				
Jobs by NAICS Industry Sector	2005	2015	2005-2015	CAGR 2005-2015
Agriculture, Forestry, Fishing and Hunting	0	0	0	N/A
Transportation and Warehousing	0	12	12	N/A
Management of Companies and Enterprises	0	0	0	N/A
Administration & Support, Waste Management & Remediation	0	0	0	N/A
Health Care and Social Assistance	59	216	157	13.9%
Professional, Scientific, and Technical Services	37	99	62	10.3%
Accommodation and Food Services	187	341	154	6.2%
Educational Services	239	352	113	3.9%
Other Services (excluding Public Administration)	40	57	17	3.6%
Retail Trade	291	396	105	3.1%
Finance and Insurance	33	34	1	0.3%
Information	18	17	-1	-0.6%
Construction	12	8	-4	-4.0%
Manufacturing	282	154	-128	-5.9%
Public Administration	369	92	-277	-13.0%
Wholesale Trade	12	2	-10	-16.4%
Arts, Entertainment, and Recreation	23	2	-21	-21.7%
Mining, Quarrying, and Oil and Gas Extraction	2	0	-2	-100.0%
Utilities	37	0	-37	-100.0%
Real Estate and Rental and Leasing	6	0	-6	-100.0%
All	1,647	1,782	135	0.8%

Source: U.S. Census Bureau 2019. OnTheMap Application, Work Area Profile.

Employment Growth by Sector: Montour Falls

Montour Falls				
Jobs by NAICS Industry Sector	2005	2015	2005-2015	CAGR 2005-2015
Agriculture, Forestry, Fishing and Hunting	0	0	0	N/A
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	N/A
Utilities	0	3	3	N/A
Transportation and Warehousing	0	0	0	N/A
Management of Companies and Enterprises	0	25	25	N/A
Professional, Scientific, and Technical Services	9	19	10	7.8%
Construction	141	162	21	1.4%
Health Care and Social Assistance	583	594	11	0.2%
Information	2	2	0	0.0%
Finance and Insurance	8	8	0	0.0%
Real Estate and Rental and Leasing	12	12	0	0.0%
Arts, Entertainment, and Recreation	1	1	0	0.0%
Retail Trade	87	80	-7	-0.8%
Other Services (excluding Public Administration)	21	19	-2	-1.0%
Accommodation and Food Services	37	32	-5	-1.4%
Public Administration	48	12	-36	-12.9%
Educational Services	220	44	-176	-14.9%
Manufacturing	88	8	-80	-21.3%
Wholesale Trade	2	0	-2	-100.0%
Administration & Support, Waste Management & Remediation	12	0	-12	-100.0%
All	1,271	1,021	-250	-2.2%

Source: U.S. Census Bureau 2019. OnTheMap Application, Work Area Profile.

The chart above shows the CAGR of employment by sector in Montour Falls. Over the 2005 to 2015 period, Montour Falls experienced an annual decline in jobs of 2.2%, going from 1,271 people working in the Village in 2005 to 1,021 people in 2015. For the 10-year period, this is a decrease of 19.7%. Few sectors in Montour Falls increased their job count, while several sectors had significant job losses including manufacturing, educational services, and public administration, highlighted in gray in the chart above. Accommodation and Food Services had minor job losses of 5 people or negative 1.4% annual growth. One area gaining notable growth over the period is Professional, Scientific and Technical Services, highlighted in blue.

Employment Growth by Sector: Schuyler County

Schuyler County				
Jobs by NAICS Industry Sector	2005	2015	2005-2015	CAGR 2005-2015
Management of Companies and Enterprises	0	25	25	N/A
Professional, Scientific, and Technical Services	67	137	70	7.4%
Agriculture, Forestry, Fishing and Hunting	91	171	80	6.5%
Administration & Support, Waste Management & Remediation	23	39	16	5.4%
Accommodation and Food Services	333	537	204	4.9%
Retail Trade	598	760	162	2.4%
Manufacturing	536	655	119	2.0%
Health Care and Social Assistance	679	826	147	2.0%
Educational Services	529	617	88	1.6%
Finance and Insurance	45	52	7	1.5%
Other Services (excluding Public Administration)	128	139	11	0.8%
Information	24	25	1	0.4%
Transportation and Warehousing	52	46	-6	-1.2%
Construction	278	244	-34	-1.3%
Arts, Entertainment, and Recreation	82	67	-15	-2.0%
Real Estate and Rental and Leasing	18	14	-4	-2.5%
Wholesale Trade	102	66	-36	-4.3%
Public Administration	706	248	-458	-9.9%
Utilities	37	3	-34	-22.2%
Mining, Quarrying, and Oil and Gas Extraction	3	0	-3	-100.0%
All	4,331	4,671	340	0.8%

Source: U.S. Census Bureau 2019. OnTheMap Application, Work Area Profile.

The chart presented above shows the CAGR of employment by sector in Schuyler County. Over the 2005 to 2015 period, Schuyler County experienced moderate annual job growth of 0.8%, increasing from 4,331 people working in the county in 2005 to 4,671 people in 2015, which is an increase of 340 jobs. Over the 10-year period, this is a total increase of 7.9%. Sectors that saw significant annual growth rates, highlighted in blue in the chart, include:

- Professional, Scientific, and Technical
- Agriculture, Forestry, Fishing and Hunting
- Administration & Support, Waste Management & Remediation
- Accommodation and Food Services
- Retail Trade
- Manufacturing
- Health Care and Social Assistance
- Educational Services

In Schuyler County, public administration experienced a significant decline and wholesale trade experienced a large decline as well, 4.3% and 9.9% respectively, both highlighted in gray above.

In terms of key drivers of the economy, the Manufacturing industry has historically been a strong employer across all three geographies studied, and continues to be a major employer in the overall county. However, employment in this industry has declined significantly in Watkins Glen and Montour Falls. Specifically, between 2005 and 2015, Montour Falls lost nearly all of its manufacturing jobs, declining from 80 jobs in 2005 to 8 manufacturing jobs in 2015 at a rate of 20.3% annually. Similarly, manufacturing jobs in Watkins Glen declined significantly by 128 jobs decreasing from 282 jobs in 2005 to 154 jobs in 2015 at a rate of 5.9% annually. Conversely, manufacturing jobs in Schuyler County increased from 536 jobs in 2005 to 655 jobs in 2015 at a rate of 2.0% annually.

As of 2015, other industries that are major employers are as follows:

Of the 4,671 jobs in Schuyler County, the industries accounting for the most jobs were Health Care and Social Assistance (826 jobs), Retail Trade (760 jobs), Manufacturing (655 jobs), Educational Services (617 jobs), and Accommodation and Food Services (537 jobs).

In the same year, of the 1,782 jobs in Watkins Glen, industries accounting for the most jobs were Retail Trade (396 jobs), Educational Services (352 jobs), Accommodation and Food Services (341 jobs), and Health Care and Social Assistance (216 jobs), and Professional, Scientific and Technical Services (99 jobs).

As of 2015, of the 1,021 jobs in Montour Falls, industries accounting for the most jobs were Health Care and Social Assistance (594 jobs), Construction (162 jobs), and Retail and Trade (80 jobs).

Notably, the Health Care and Social Assistance industry was an important contributor to the economy in all three geographies studied. In 2015, Health Care and Social Assistance comprised over half of the jobs in Montour Falls, accounting for 594 out of 1021 total jobs. In the same year, the Health Care and Social Assistance industry accounted for 216 out of 1782 jobs in Watkins Glen and 832 of 4,671 jobs in Schuyler County.

The Accommodation and Food Services industry has also become a more important driver of the local economy, with tourism playing a major role in Watkins Glen, and to a lesser extent in Schuyler County. In Watkins Glen, between 2005 and 2015, the number of jobs in Accommodation and Food Services nearly doubled, increasing from 187 jobs in 2005 to 341 jobs in 2015, which is a compound annual growth rate of 6.2%. Over the same time period, Schuyler County added 204 jobs in the Accommodation and Food Services industry, increasing from 333 jobs in 2005 to 537 jobs in 2015, a compound annual growth rate of 4.9%.

The Retail Trade industry also had a significant number of jobs across all three geographies studied with 760 jobs in Schuyler County, 396 jobs in Watkins Glen, and 80 jobs in Montour Falls.

The Educational Services also provided a significant number of jobs in Watkins Glen (352 jobs) and Schuyler County (617 jobs).

Retail Gap Analysis

A retail gap analysis was performed as part of the analysis of the villages of Watkins Glen's and Montour Falls' economic conditions. In such a study, buying patterns in retail categories are analyzed to identify differences between supply and demand. When supply does not meet local demand in a specific category it may indicate an opportunity for market attraction efforts to develop more businesses in that category. For retail gap analysis, retail categories correspond to NAICS codes. In the analysis below, NAICS codes are listed by both their number and corresponding text identifier. A summary of findings is below, with a more detailed chart of the retail gap analysis and technical discussion appearing in the Appendix.

For the retail gap analysis, Watkins Glen and Montour Falls were analyzed together as one geography. It was assumed that people from Watkins Glen would go to Montour Falls for services and vice versa. Separate analysis of the two villages would have been misleading.

The data indicates the below categories have retail gaps across all geographies studied – the two villages, Schuyler County, and the 25-mile radius area:

- 441 Motor Vehicle & Parts Dealers and Automobile Dealers
 - 4441 Automobile Dealers
- 4421 Furniture Stores
- 446, 4461 Health & Personal Care Stores
- 448 Clothing & Clothing Accessories Stores
 - 4481 Clothing Stores
 - 4482 Shoe Stores
 - 4483 Jewelry, Luggage & Leather Goods Stores
- 453 Miscellaneous Store Retailers
 - 4532 Office Supplies, Stationary & Gift Stores
 - 4539 Other Miscellaneous Store Retailers
- 7223 Special Food Services
- 7224 Drinking Places – Alcoholic Beverages

However, it must be noted that there are some areas that appear to have gaps, but likely are being served by existing retailers due to the way sales are reported. This may be the case for categories served by “big box” retailers such as Walmart and wholesale clubs such as BJ's or Sam's Club, which

report sales as “General Merchandise Stores.” Due to the proprietary nature of information from these stores, more specific data about their sales and reporting is unavailable. Using interviews and desktop market research to identify categories that Walmart and other big box stores are supplying, it is reasonable to assume that the categories below, highlighted in gray, are being served by these retailers.

- 441 Motor Vehicle & Parts Dealers and Automobile Dealers
 - 4441 Automobile Dealers
- 4421 Furniture Stores
- 446, 4461 Health & Personal Care Stores
- 448 Clothing & Clothing Accessories Stores
 - 4481 Clothing Stores
 - 4482 Shoe Stores
 - 4483 Jewelry, Luggage & Leather Goods Stores
- 453 Miscellaneous Store Retailers
 - 4532 Office Supplies, Stationary & Gift Stores
 - 4539 Other Miscellaneous Store Retailers
- 7723 Special Food Services
- 7224 Drinking Places – Alcoholic Beverages

From the remaining gaps above, it must be noted that the community has made the conscious decision to not encourage automobile dealerships. Consequently, although there is a retail gap for Motor Vehicle & Parts Dealers and Automobile Dealers, this industry is not recommended for market attraction.

Based on the above, the remaining categories listed below are likely to be areas where there is more demand than supply across all geographies studied and may indicate an opportunity for market attraction and development of retail in the redevelopment projects:

- 446, 4461 Health & Personal Care Stores*
- 7723 Special Food Services
- 7224 Drinking Places – Alcoholic Beverages

* Of particular interest is the “Health and Personal Care Stores” category, which corresponds to NAICS code 446, 4461. This category includes:

- 446110 Pharmacies and Drug Stores
- 446120 Cosmetics, Beauty Supplies, and Perfume Stores
- 446130 Optical Goods Stores
- 446191 Food (Heath) Supplement Stores
- 446199 All Other Health and Personal Care Stores (such as Personal mobility scooter dealers)

While there are already two local drug stores, the other Health and Personal Care Store subcategories listed above may be good opportunities for market attraction and may have synergies with the Specialty Food Stores category that shows a market gap as outlined below.

The following categories have retail gaps in Schuyler County as well as in the combined area of Watkins Glen and Montour Falls, while at the same time having retail surpluses at the 25-Mile radius geography:

- 443 Electronics & Appliance Stores
- 444 Building Materials, Garden Equipment & Supply Stores
 - 4441 Building Material & Supplies Dealers
- 445 Food & Beverage Stores
 - 4451 Grocery Stores
 - 4452 Specialty Food Stores
- 451 Sporting Goods, Hobby, Book & Music Stores
 - 4511 Sporting Goods/Hobby/Musical Instrument Stores
 - 4512 Books, Periodical & Music Stores
- 4529 Other General Merchandise Stores

It is likely that local big box stores such as the Watkins Glen Walmart, and others within an hour's drive in the Elmira and Ithaca areas, are supplying some of these categories and that people are driving within the 25-Mile radius to obtain goods in some of these categories from stores such as Lowes and Home Depot. With the foregoing in mind, categories where the data appears to indicate a gap, but where a true gap may not exist for the combined area of Watkins Glen and Montour Falls, as well as in Schuyler County, are highlighted in gray below:

- 443 Electronics & Appliance Stores
- 444 Building Materials, Garden Equipment & Supply Stores
 - 4441 Building Material & Supplies Dealers
- 445 Food & Beverage Stores
 - 4451 Grocery Stores
 - 4452 Specialty Food Stores
- 451 Sporting Goods, Hobby, Book & Music Stores
 - 4511 Sporting Goods/Hobby/Musical Instrument Stores
 - 4512 Books, Periodical & Music Stores
- 4529 Other General Merchandise Stores

Retail gaps that remain locally at the combined Watkins Glen and Montour Falls and Schuyler County areas where there may be opportunities for market attraction include:

- 443 Electronics & Appliance Stores
- 4452 Specialty Food Stores
- 4512 Books, Periodical & Music Stores

For these remaining categories above, it must be considered whether new small local stores can compete with larger stores in the greater vicinity which may be able to take advantage of economies of scale. Interviews indicate that several stores have succeeded in this endeavor by supplying the surrounding region with a specific category of product. For example, Watkins Glen Sporting Goods fills an important role for Youth Athletics and is a destination store in Schuyler County. Watkins Glen Sporting Goods along with Famous Brands have a dedicated client base that contributes to the vibrancy of the downtown.

Further, while there appears to be a retail surplus of Furniture and Home Furnishing stores in the combined Watkins Glen and Montour Falls area, there is a significant retail gap in furniture stores in Schuyler County and at the 25-mile radius level. This may indicate that Watkins Glen and Montour Falls are supplying furniture to the broader Schuyler County region, and may be an area of local specialty that could be further encouraged.

Also of note, in the subcategory of Special Food Services as well as the subcategory of Drinking Places - Alcoholic Beverages, there is a retail gap that persists across all geographies studied. However, within the broader category of Food Services and Drinking Places, there is a large retail surplus in the combined Watkins Glen and Montour Falls area. The large retail surplus in Food Services and Drinking Places⁹ is likely due to high tourist demand for eating establishments. Telephone interviews indicated that when the Harbor Hotel opened it attracted more tourists and consequently, there is room for more restaurants. In terms of the surrounding region, for Food Services & Drinking Places, while Schuyler County has a retail gap, the 25-mile radius has a large retail surplus. Further quantitative analysis is needed to understand if additional restaurants can be supported year-round in the Watkins Glen and Montour Falls area.

⁹ The U.S. Census Bureau generally uses revenue or value of shipments to determine an establishment's primary business activity, which determines NAICS code. Consequently, a majority of breweries and wineries are likely not included in the NAICS category for Food Services and Drinking Places. There is a specific NAICS code for Breweries: 312120. There is a specific NAICS code for Wineries: 312130. Both of these categories are subcategories for the NAICS code for Drink Manufacturing: 312. Wineries may also fall under the NAICS code for Grape Vineyards: 111332. Breweries may also fall under a more general food manufacturing category and it is possible some breweries fall under the NAICS code for Food Services and Drinking Places: 722, if they are breweries combined with an eating establishment. While unlikely, it is possible some wineries also fall under the NAICS code for Food Services and Drinking Places if their revenue from wine tastings is particularly high.

In summary, the retail gap analysis shows that across all three geographies studied there may be opportunities for market attraction in the NAICS category of Special Food Services as well as in the category of Health and Personal Care Stores. These two categories may have synergies that can be further explored. Within the Health and Personal Care Stores category, subcategories that may be good opportunities for market attraction include 446120 Cosmetics, Beauty Supplies, and Perfume Stores, 446130 Optical Goods Stores, 446191 Food (Health) Supplement Stores, and 446199 All Other Health and Personal Care Stores (such as Personal mobility scooter dealers). There was also a gap for the subcategory of Drinking Places – Alcoholic Beverages, however further analysis is needed to see if this gap is being filled locally by the broader category of Food Services and Drinking Places which demonstrated a retail surplus in the combined Watkins Glen and Montour Falls area. Moreover, further analysis is also needed to determine if additional restaurants can be supported year-round in the Watkins Glen and Montour Falls area.

Additionally, there may be opportunities for local market attraction in the categories of Electronics & Appliance Stores, Specialty Food Stores, and Books, Periodicals & Music Stores. While these categories demonstrated a surplus at the 25-mile radius, they showed gaps locally in both the combined Watkins Glen and Montour Falls and Schuyler County areas. It must be considered whether new small local stores can compete with larger stores in the greater vicinity which may be able to take advantage of economies of scale. One strategy may be for a store or locality to become known as a destination for a particular type of product, such as Watkins Glen Sporting Goods, which fills an important role for Youth Athletics and is a destination store in Schuyler County. There may be an existing opportunity for the villages to become known in the region as a destination for furniture stores as there exists a surplus of stores in the Furniture and Home Furnishing category in the combined Watkins Glen and Montour Falls area and a gap at both the Schuyler County and 25-mile radius level.

Conclusions

- The Villages of Watkins Glen and Montour Falls have stable populations that have not grown significantly over the previous decade and there is no indication that there will be large population shifts in the near future, though there is some increase in diversity.
- Like much of the United States, the villages of Watkins Glen and Montour Falls, as well as Schuyler County, have an aging population. This is a typical population pattern in an economically developed country.
- The villages have stable economies that are less dynamic than New York State, and the broader national economy. This may be indicative of a region that could benefit from increased economic development efforts to help bring it more in line with national metrics

- The economic indicators for Watkins Glen are generally stronger than for Montour Falls, but generally weaker than Schuyler County.
- In 2017, the median household income in New York State was \$67,265, substantially higher than the three regions studied in Upstate New York. In 2017, the median household income in Montour Falls was \$39,222. This is notably lower than both Watkins Glen and Schuyler County, which had median household incomes of \$45,938 and \$47,810, respectively.
- The median income in Watkins Glen has increased significantly between 2010 and 2017 to come more in line with the median income in Schuyler County, while the median income in Montour Falls has remained lower.
- As of 2017, income distribution across all three geographies was fairly similar, with slight variations in certain income brackets. In particular, when compared to Watkins Glen and Schuyler County, Montour Falls had a higher percentage of households with smaller incomes and a lower percentage of households with very high incomes, indicative of overall lower household incomes for Montour Falls residents. In Watkins Glen, the percentage of households making \$75,000 to \$99,999 was larger than in Montour Falls or Schuyler County.
- As of 2017, both villages had higher percentage of families below the poverty level than the county in which they are situated. Between 2010 to 2017, the poverty level increased approximately 5% in Montour Falls and Schuyler County, and increased approximately 10-15% in Watkins Glen, which in a time of national economic recovery may be indicative of a region that could benefit from increased economic development efforts to help bring it more in line with national metrics.
- American Community Survey (ACS) data reports that as of 2017, the unemployment rate in Montour Falls was 9.9%.^{10 11} This is slightly higher than Watkins Glen in the same year, which had an unemployment rate of 8.4%. Both villages had a slightly higher unemployment rate than Schuyler County, which had an unemployment rate of 7.2%. All of these rates were higher than the national unemployment rate in 2017, which the ACS reports was approximately 4.5%.
- In terms of key drivers of the economy, the Manufacturing industry has historically been a strong employer across all three geographies studied, and continues to be a major employer in the overall county. However, the number of jobs in this industry have declined significantly in Watkins Glen and Montour Falls. Tourism is another key driver of the economy in the

¹⁰ The U.S. Census' definition of "Unemployed" is as follows. All civilians 16 years old and over are classified as unemployed if they (1) were neither "at work" nor "with a job but not at work" during the reference week, and (2) were actively looking for work during the last 4 weeks, and (3) were available to accept a job. Also included as unemployed are civilians who did not work at all during the reference week, were waiting to be called back to a job from which they had been laid off, and were available for work except for temporary illness. https://www.census.gov/glossary/#term_Unemployed.

¹¹ It should be noted that while Watkins Glen is currently a tourist economy with seasonality in its employment, which swells in the summer and decreases in the winter, ACS collects data year-round and a respondent's unemployment status is based on the reference week. For this reason, seasonality should not be skewing this data.

villages and to a lesser extent, Schuyler County, with the number of jobs in the Accommodation and Food Services industry in Watkins Glen nearly doubling between 2005 and 2015. Notably, the Health Care and Social Assistance industry was an important contributor to the economy in all three geographies studied in terms of jobs. The Retail Trade industry also had a significant number of jobs across all three geographies studied. The Educational Services industry also provided a significant number of jobs in Watkins Glen and Schuyler County.

- The retail gap analysis shows that across all three geographies studied there may be opportunities for market attraction in the NAICS category of Special Food Services as well as in the category of Health and Personal Care Stores. These two categories may have synergies that can be further explored. Within the Health and Personal Care Stores category, subcategories that may be good opportunities for market attraction include 446120 Cosmetics, Beauty Supplies, and Perfume Stores, 446130 Optical Goods Stores, 446191 Food (Health) Supplement Stores, and 446199 All Other Health and Personal Care Stores (such as Personal mobility scooter dealers). There was also a gap across all geographies studies for the subcategory of Drinking Places – Alcoholic Beverages, however further analysis is needed to see if this gap is being filled locally by the broader category of Food Services and Drinking Places which demonstrated a retail surplus in the combined Watkins Glen and Montour Falls area. Moreover, further analysis is needed to determine if additional restaurants can be supported year-round in the Watkins Glen and Montour Falls area.
- There may be opportunities for market attraction in the categories of Electronics & Appliance Stores, Specialty Food Stores, and Books, Periodicals & Music Stores. While these categories demonstrated a surplus at the 25-mile radius, they showed gaps locally in both the combined Watkins Glen and Montour Falls and Schuyler County areas. It must be considered whether new small local stores can compete with larger stores in the greater vicinity which may be able to take advantage of economies of scale. One strategy may be for a store or locality to become known as a destination for a particular type of product, such as Watkins Glen Sporting Goods, which fills an important role for Youth Athletics and is a destination store in Schuyler County. There may be an existing opportunity for the villages to become known in the region as a destination for furniture stores as there exists a surplus of stores in the Furniture and Home Furnishing category in the combined Watkins Glen and Montour Falls area and a gap at both the Schuyler County and 25-mile radius level.
- There is an accompanying real estate conditions report, titled, “Real Estate Metrics for Watkins Glen and Montour Falls December 2019,” that provides information on supportable rents to help further inform the feasibility of potential development scenarios.
- Given the relative lack of demographic change and population increase, new development will have to be carefully tailored to specific niches, and may need to be subsidized or otherwise supported.

APPENDIX

Retail Gap Analysis: Watkins Glen + Montour Falls, Schuyler County, and 25-Mile Radius

The chart below provides detailed data reflecting the retail gaps and surpluses over the two village, Schuyler County and 25-mile radius geographies. In this analysis, when demand minus supply equals a positive number, indicated in **green**, there is a retail gap. The higher the number, the bigger the gap and the more potential there may be to develop businesses in that category. When demand minus supply equals a negative number, indicated in **red**, there is a surplus; the larger the negative number, the larger the surplus. This indicates there is not a retail gap and there may be no additional room for retail in this category.

Esri calculates demand by multiplying average spending in a category by census population in an area for any given year, and reports supply as actual retail sales to consumers for each NAICS category. Sales to businesses are excluded. This analysis also calculates the metric of retail gap as a percent of potential demand. The formula used is retail surplus or deficit divided by potential demand.

Key	
62.2%	Green Number = Retail Gap. The larger the number, the bigger the gap.
-42.4%	Red Number = Retail Surplus. The larger the negative number, the bigger the surplus.

Jobs by NAICS Industry Sector	NAICS	Watkins Glen + Montour Falls			Schuyler County			25-Mile Radius - Zip		
		Retail Gap	Number of Businesses	Gap as a % of Potential	Retail Gap	Number of Businesses	Gap as a % of Potential	Retail Gap	Number of Businesses	Gap as a % of Potential
Motor Vehicle & Parts Dealers	441	\$2,172,314	12	11.8%	\$27,631,038	21	54.6%	\$369,949,718	174	51.3%
Automobile Dealers	4411	\$3,649,781	4	23.3%	\$29,232,768	8	68.2%	\$346,232,987	77	56.8%
Furniture & Home Furnishings Stores	442	-\$1,698,088	7	-60.6%	\$1,143,932	9	15.2%	\$64,146,249	66	53.6%
Furniture Stores	4421	\$172,452	3	12.1%	\$2,236,792	3	58.8%	\$35,100,447	25	57.0%
Home Furnishings Stores	4422	-\$1,870,540	4	-136.2%	-\$1,092,860	6	-29.3%	\$29,045,802	41	50.1%
Electronics & Appliance Stores	443	\$2,866,082	0	100.0%	\$7,546,269	1	97.7%	-\$1,552,848	69	-1.3%
Bldg Materials, Garden Equip. & Supply Stores	444	\$3,380,731	3	60.6%	\$10,313,133	9	66.4%	-\$39,232,469	137	-18.3%
Bldg Material & Supplies Dealers	4441	\$3,619,768	2	71.3%	\$10,059,780	6	71.2%	-\$37,164,113	102	-19.0%
Food & Beverage Stores	445	\$2,910,408	5	20.1%	\$20,687,926	13	53.1%	-\$85,205,663	182	-14.4%
Grocery Stores	4451	\$2,795,095	2	22.5%	\$19,205,517	5	57.2%	-\$72,643,989	94	-14.3%
Specialty Food Stores	4452	\$518,479	1	54.1%	\$1,367,766	4	52.9%	-\$5,721,853	47	-14.6%
Beer, Wine & Liquor Stores	4453	-\$403,166	2	-38.6%	\$114,643	4	4.1%	-\$6,839,821	41	-14.7%
Health & Personal Care Stores	446,4461	\$5,663,113	2	76.3%	\$17,254,718	3	85.7%	\$116,017,556	110	39.4%
Clothing & Clothing Accessories Stores	448	\$5,563,632	1	93.1%	\$15,593,975	1	97.4%	\$149,291,164	132	56.8%
Clothing Stores	4481	\$4,302,318	0	100.0%	\$11,521,239	0	100.0%	\$114,448,518	77	61.2%
Shoe Stores	4482	\$713,640	0	100.0%	\$1,910,896	0	100.0%	\$6,749,934	26	22.1%
Jewelry, Luggage & Leather Goods Stores	4483	\$547,674	1	57.0%	\$2,161,840	1	84.0%	\$28,092,712	29	62.2%
Sporting Goods, Hobby, Book & Music Stores	451	\$719,843	3	32.2%	\$3,657,843	8	60.8%	-\$40,408,312	138	-42.4%
Sporting Goods/Hobby/Musical Instr Stores	4511	\$467,371	2	24.8%	\$2,921,999	6	57.4%	-\$34,038,540	117	-42.5%
Book, Periodical & Music Stores	4512	\$252,472	1	72.2%	\$735,844	2	79.1%	-\$6,369,772	21	-41.6%
General Merchandise Stores	452	-\$34,441,695	3	-359.9%	-\$28,819,584	3	-111.7%	-\$150,313,141	73	-37.8%
Department Stores Excluding Leased Depts.	4521	-\$36,703,082	1	-635.7%	-\$37,551,847	1	-241.6%	-\$113,853,026	24	-46.7%
Other General Merchandise Stores	4529	\$2,261,387	2	59.6%	\$8,732,263	2	85.1%	-\$36,460,115	49	-23.6%
Miscellaneous Store Retailers	453	\$1,583,409	15	48.8%	\$5,766,675	23	65.1%	\$40,949,124	238	31.2%
Office Supplies, Stationery & Gift Stores	4532	\$481,342	5	52.7%	\$1,725,098	9	70.1%	\$19,761,849	57	51.6%
Other Miscellaneous Store Retailers	4539	\$1,456,517	2	84.7%	\$3,543,360	5	74.6%	\$13,713,939	93	20.8%
Food Services & Drinking Places	722	-\$8,005,257	32	-97.7%	\$3,113,983	41	14.2%	-\$18,555,367	594	-5.2%
Special Food Services	7223	\$368,611	0	100.0%	\$990,299	0	100.0%	\$6,257,544	23	39.4%
Drinking Places - Alcoholic Beverages	7224	\$251,891	1	57.6%	\$833,465	3	71.9%	\$7,572,871	34	37.4%
Restaurants/Other Eating Places	7225	-\$8,625,759	31	-116.8%	\$1,290,219	38	6.5%	-\$32,385,782	537	-10.2%

Source: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace.



Real Estate Metrics for Watkins Glen and Montour Falls December 2019

Analysis and Findings
Prepared for SCOPED

Real Estate Analysis

Office/Commercial and Retail

Comprehensive real estate data from CoStar or other data services was not available due to the informal nature and small market size of Watkins Glen, Montour Falls, and Schuyler County. Discussions with realtors revealed that retail and office/commercial rents are often arranged through 'for rent' signs in windows or through word of mouth and those rent parameters do not get listed publicly. Most commercial properties are owner occupied, and even the for-sale property market has relatively few transactions such that pricing is a challenge to generalize. Rents are the focus of this analysis as they are likely to be most relevant in questions of feasibility of new commercial development projects. Consequently, BJH sought to supplement the data with qualitative research by speaking with real estate brokers with expertise in the market. Several area brokers were consulted, though only a few were able to provide information on commercial values.

Specifically, the following realtors were contacted:

- Mike Manzari at C&W Pyramid Brokerage in Corning
- Marsha Reiss at Century 21
- John Johnston at Century 21
- Jason Scarbrough at Warren Real Estate
- Mike Hamilton at Howard Hanna
- Art Ambrose at Howard Hanna
- Kenneth Wilson at Keller Williams
- Stacey Parish and John Franzese at Cabins to Castles

Brokers interviewed indicated that office and retail rents for Watkins Glen and Montour Falls could both be estimated at \$8.00 to \$10.00 per square foot.

The second approach taken to approximate market supportable commercial and retail rents was to examine the nearest relevant cities with real estate markets tracked by CoStar. Ithaca, Corning, and Elmira are within close proximity to Watkin Glen and Montour Falls. Ithaca, with its universities, has the strongest economy in the region, and Corning has its namesake corporation and is a significant tourism destination. Elmira may have the weakest economy of the three and exhibits a high vacancy rate. Rent values in Watkins Glen and Montour Falls were determined based on significant knowledge and experience in the New York State market. It was assumed that a discount should be applied to the Ithaca and Corning market type to account for their larger size and more dynamic markets. It was also assumed that the Elmira market may actually be lower than Watkins Glen and Montour Falls for retail due to its high vacancy rate. Consequently, a reasonable market rent would be somewhere in the middle of these comparable markets for the subject villages.

- In 2018, the gross rent per square foot for office/commercial spaces was \$18.10 in Ithaca and \$12.04 in Corning. In Elmira, it was \$8.95.
- In 2018, the triple net rent per square foot for retail spaces was \$17.32 in Ithaca, \$13.28 in Corning, and \$6.33 in Elmira.
- A reasonable assumption for new commercial and retail product rents in Watkins Glen and Montour Falls would be toward the low end of this range, with an estimate for both property types of \$8.00 to \$10.00 PSF.
- Retail and office is here treated as interchangeable since offices for doctors, attorneys, real estate brokers, and other service providers may occupy the same ground floor commercial space in new developments that could be occupied for retail and food service establishments.

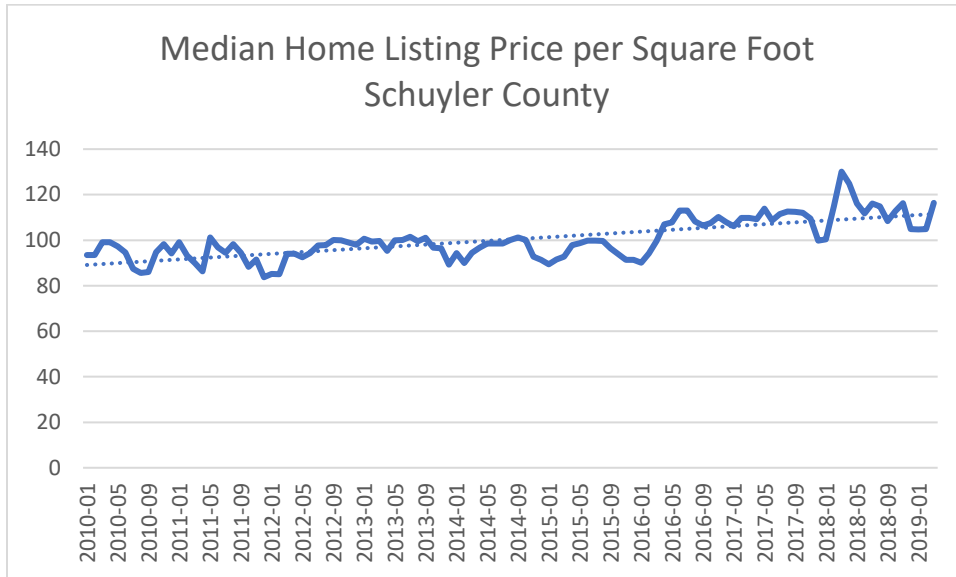
CoStar Summary:

	Retail					
	Ithaca		Corning		Elmira	
	2018	5-Year Avg	2018	5-Year Avg	2018	5-Year Avg
NNN Rent Per SF	\$ 17.32	\$ 15.46	\$ 13.28	\$ 6.37	\$ 6.33	\$ 9.44
Gross Rent Per SF	-	-	-	-	-	-
Vacancy Rate	3.40%	2.10%	0.70%	1.70%	9.60%	4.20%
Vacant SF	133,698	82,369	7,688	18,882	196,468	86,626

	Office/Commercial					
	Ithaca		Corning		Elmira	
	2018	5-Year Avg	2018	5-Year Avg	2018	5-Year Avg
NNN Rent Per SF	-	-	-	-	-	-
Gross Rent Per SF	\$ 18.10	\$ 16.51	\$ 12.04	\$ 13.02	\$ 8.95	\$ 8.74
Vacancy Rate	6.90%	5.00%	3.60%	2.30%	11.90%	9.60%
Vacant SF	75,728	55,152	35,570	22,832	134,557	108,188

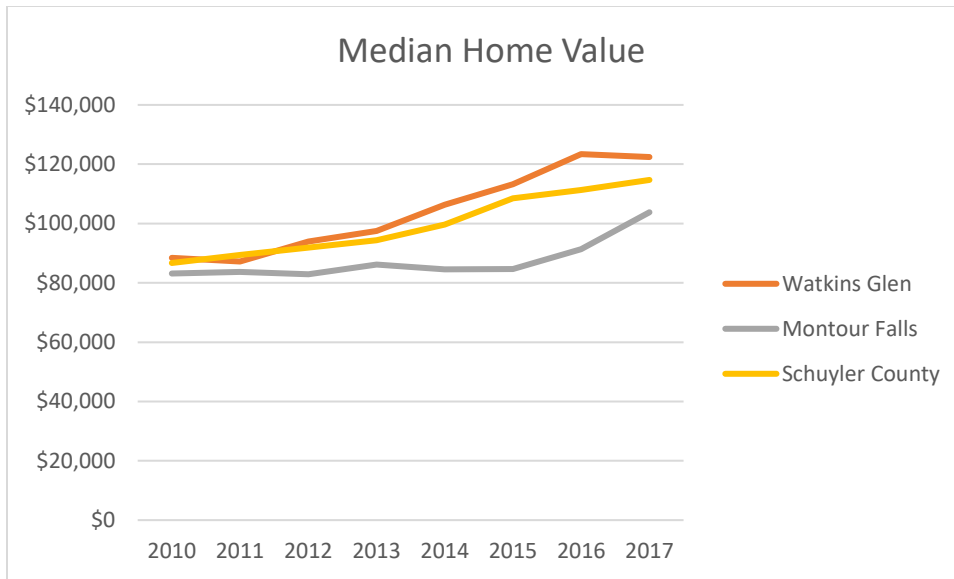
Residential

As shown in the chart below, from 2010 to 2019, listings for home price per square foot in Schuyler County showed an upward trend, increasing from \$93 per square foot to \$116 per square foot.

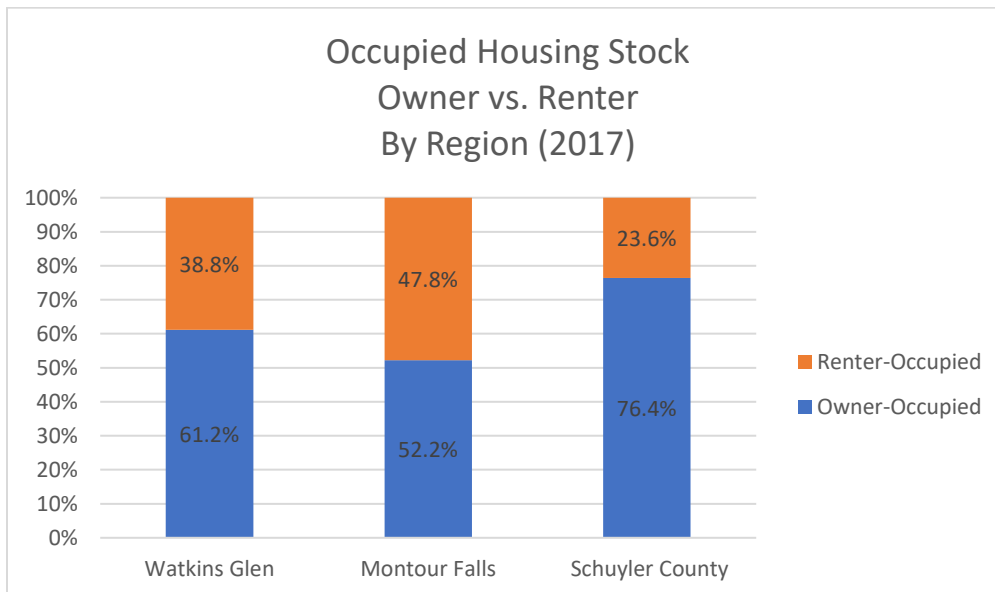


Source: <https://www.zillow.com/research/data/>

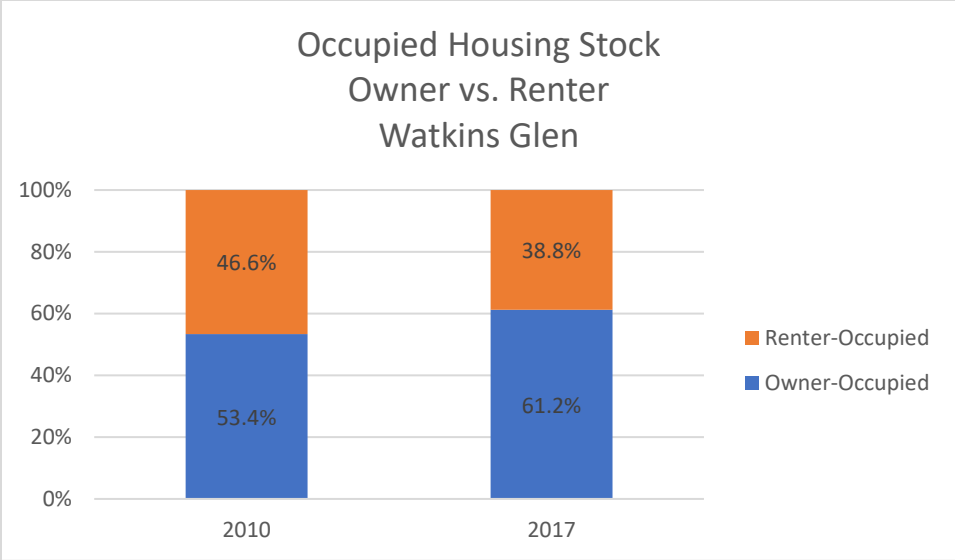
Similarly, between 2010 to 2017, the median home value in Watkins Glen, Montour Falls, and Schuyler County demonstrated an upward trend as shown in the chart below. Home value in Montour Falls remained fairly constant from 2010 to 2015, and then increased from 2015 to 2017 at a sharper rate than Watkins Glen and Schuyler County.



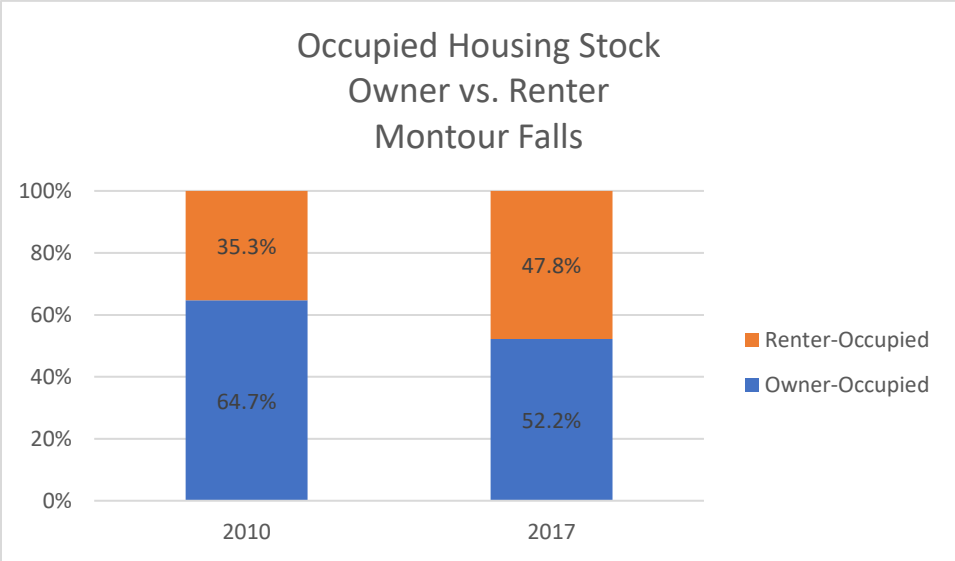
Source: U.S. Census Bureau, American Community Survey



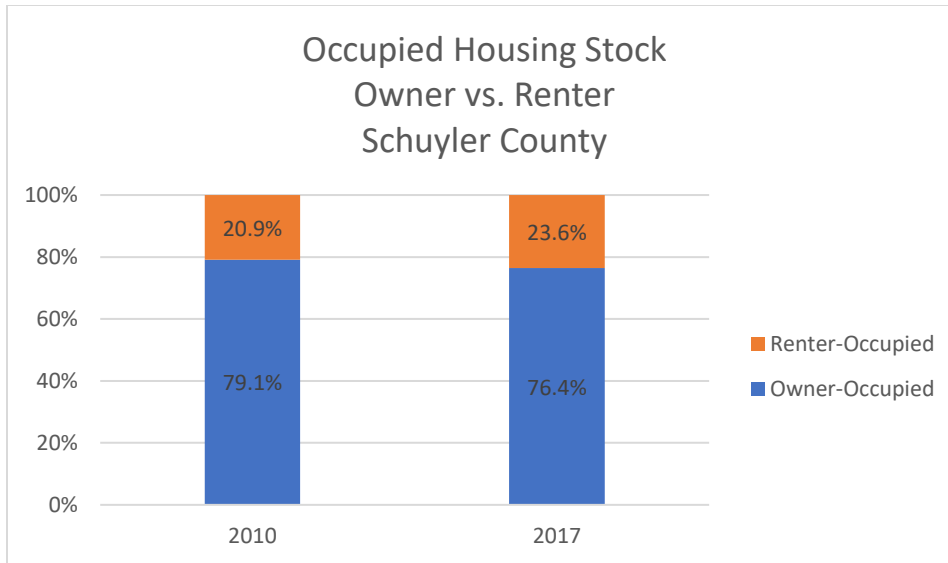
Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey

As shown in the charts below, in 2017, the vacancy rate for housing units in Watkins Glen was 18.9%, which was higher than Montour Falls (12.3%) and lower than Schuyler County (23.2%). When the ACS survey is conducted, houses occupied by someone staying for less than 60 consecutive days are counted as vacant.¹²

In 2017, of the total occupied housing units in Montour Falls, there was a large percentage of renter-occupied units (47.8%). Similarly, there was a fairly large percentage of renter-occupied units in Watkins Glen (38.8%), while Schuyler County had a smaller percentage of renter-occupied units (23.6%). Between 2010 and 2017, the housing stock in Watkins Glen went down slightly decreasing from 1,001 housing units to 993 housing units, while the housing stock in Montour Falls went up approximately 8% increasing from 698 housing units in 2010 to 765 housing units in 2017. In 2017, in Watkins Glen 805 (81.1%) of the total 993 housing units were occupied and 188 of these (18.9%) were vacant. Of the 805 occupied housing units, 493 (61.2%) were owner-occupied and 312 (38.8%) were renter-occupied. In 2017, in Montour Falls, there were 765 housing units. 671 of these (87.7%) were occupied and 94 of these (12.3%) were vacant. Of the 671 occupied units, 350 (52.2%) were owner-occupied and 321 (47.8%) were renter-occupied. In 2017, in Schuyler County, there were 9,691 housing units. 7,444 of these (76.8%) were occupied and 2,247 (23.2%) were

¹² ACS collects information from those currently inhabiting the housing unit at the point in time of it being surveyed. It collects from the occupants, not necessarily from the owner of the unit. Owner-occupied refers to housing units that are occupied by the owners of the unit themselves. However, for those renting temporarily, they must meet the criteria of the "2-month rule", which states that if, at the time of being surveyed, the respondent expects to reside at that address for the next two months, they are residents for ACS purposes. If they expect to stay for a shorter duration, they do not qualify as residents, and therefore the housing unit would be classified as vacant. To learn more, please see the ACS Data User Handbook, starting on page 60 found here: <https://www.census.gov/programs-surveys/acs/guidance/handbooks/general.html>.

vacant. Of the 7,444 occupied units, 5,688 (76.4%) were owner-occupied and 1,756 (23.6%) were renter-occupied.

Housing Stock				
Watkins Glen				
	2010	%	2017	%
Total Housing Units	1,001	100.0%	993	100.0%
Occupied	901	90.0%	805	81.1%
Vacant	100	10.0%	188	18.9%
Total Occupied Units	901	100.0%	805	100.0%
Owner-occupied	481	53.4%	493	61.2%
Renter-occupied	420	46.6%	312	38.8%

Source: U.S. Census Bureau, American Community Survey

Housing Stock				
Montour Falls				
	2010	%	2017	%
Total Housing Units	698	100.0%	765	100.0%
Occupied	643	92.1%	671	87.7%
Vacant	55	7.9%	94	12.3%
Total Occupied Units	643	100.0%	671	100.0%
Owner-occupied	416	64.7%	350	52.2%
Renter-occupied	227	35.3%	321	47.8%

Source: U.S. Census Bureau, American Community Survey

Housing Stock				
Schuyler County				
	2010	%	2017	%
Total Housing Units	9,424	100.0%	9,691	100.0%
Occupied	7,482	79.4%	7,444	76.8%
Vacant	1,942	20.6%	2,247	23.2%
Total Occupied Units	7,482	100.0%	7,444	100.0%
Owner-occupied	5,918	79.1%	5,688	76.4%
Renter-occupied	1,564	20.9%	1,756	23.6%

Source: U.S. Census Bureau, American Community Survey

In terms of residential rents, Kenneth Wilson, who is a realtor with Keller Williams, reports that in Watkins Glen and Montour Falls, there is a need for mid-range rentals and that free-market residential rents in the mid-range should run approximately \$800 to \$1,200 per month for one or two-bedroom units. He suggests luxury rentals for townhouses would be priced at approximately \$1,500 to \$1,900 per month as they are in Seneca Terrace. Other brokers and an internet search supported these values. Rents in Montour Falls are on the lower end of these stated values of \$1,500 per month and rents in Watkins Glen range toward the higher end of \$1,900 per month.

In summary, a reasonable assumption for new commercial and retail product rents in Watkins Glen and Montour Falls would be \$8.00 to \$10.00 PSF. In the residential market, there is a stated need for mid-range rentals. A reasonable assumption for these rents would be approximately \$800 to \$1,200 per month for one or two-bedroom units. A reasonable assumption for rents of higher-end luxury rentals would be \$1,500 to \$1,900 per month.

Appendix E: Funding Tables

Appendix Table 17: Watkins Glen WWTP Funding Tables

PUBLIC ENTITIES

Community Development Block Grant Program	
Administrator	Office of Community Renewal (New York State)
Amount Potential	Maximum Award: Private Water/Wastewater System Assistance, \$750,000; Public Facilities, \$300,000; Housing, \$500,000; Microenterprise, \$200,000; Planning, \$50,000
Description	
Funding for development of viable communities through affordable housing and expansion of economic opportunities for populations of low or moderate income	
Annual or Rolling Application	Competitiveness
Annual—must apply using the Consolidated Funding Application Economic Development and Small Business Assistance Applications accepted on rolling basis	Highly competitive
Eligible Costs	
Eligible costs include: <ul style="list-style-type: none"> Housing - housing rehabilitation, homeownership assistance, manufactured housing replacement, and wells and septic Public Facilities - community facilities, day cares, senior centers, senior vans, sidewalks/demolition Economic Development - traditional economic development activities Community Planning - plans for Affordable Housing, Downtown and Main Street Revitalization, and Engineering Reports 	
Application Process	
Must meet Citizen Participation requirements prior to applying	
Recommended Use	
Economic Development, Affordable Housing, Infrastructure	

Green Innovation Grant Program	
Administrator	New York State Environmental Facilities Corporation
Amount Potential	Minimum of 40% and maximum of 90% of eligible costs
Description	
Grant provides support to projects that use unique stormwater infrastructure designs and create new and innovative green technologies.	
Annual or Rolling Application	Competitiveness
Annual—must apply using the Consolidated Funding Application	Highly competitive
Eligible Costs	
Eligible costs include bioretention; green roofs or walls; permeable pavement; stormwater harvesting or reuse; downspout disconnection; establishment or restoration of floodplains, riparian buffers, streams, or wetlands; and Stormwater, Street Trees, and Urban Forestry Programs	
Application Process	

Green Innovation Grant Program	
Required documentation for application: Feasibility Study, Existing Conditions Graphic, Conceptual Site Plan, and Site Photographs	
Recommended Use	
Bioretention, Green Roofs or walls, Permeable Pavement, Stormwater Harvesting or Reuse	

Local Waterfront Revitalization Program	
Administrator	Department of State
Amount Potential	No Minimum Award; Maximum Award: \$2 million
Description	
Funding source for projects located along New York’s coasts or designated inland waterways. Program focuses on planning, design, and construction projects to revitalize communities and waterfronts	
Annual or Rolling Application	Competitiveness
Annual—must apply using the Consolidated Funding Application	Competitive
Eligible Costs	
Eligible costs include personal services (direct salaries, wages, and fringe benefits) and non-personal services (supplies and materials, travel, equipment, and consultant contractual services).	
Recommended Use	
Boardwalk	
Other Notes:	
Reimbursement program—will not reimburse costs incurred prior to contract start date	

Erie Canalway IMPACT! Grant Program	
Administrator	Erie Canalway National Heritage Corridor
Amount Potential	Minimum Award: \$2,500; Maximum Award: \$12,000
Description	
Grants and event sponsorships for projects that meet one or more of the Erie Canalway National Heritage Corridor goals (below). Priority consideration is given to projects that meet multiple goals.	
Annual or Rolling Application	Competitiveness
Applications accepted annually	Competitive
Eligible Costs	
<p>Projects should promote one of the following goals:</p> <ul style="list-style-type: none"> Express and protect the Corridor’s historic and distinctive sense of place Provide recreational opportunities that achieve maximum scope and diversity, while maintaining protection of heritage resources Create a “must-do” travel experience for local, national, and international visitors Ensure current and future generations of residents and visitors recognize and support the value of the corridor, helping to preserve its heritage Ensure the Corridor’s natural resources represent highest standards of environmental quality Ensure economic growth is self-sustaining and balanced with heritage development 	
Application Process	
Application period is typically held in September/October	
Recommended Use	
Protection and promotion of the Erie Canal National Heritage Corridor	
Other Notes	
Projects must be located in Congressionally-designated boundaries of Erie Canalway National Heritage Corridor	

DEVELOPER

State of New York (Empire State Development)	
Administrator	Empire State Development
Amount Potential	Various
Description	
Financial assistance to projects that promote economic health of the State of New York through job creation and/or retention, or increased business activity.	
Annual or Rolling Application	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Real estate and land acquisition; feasibility planning studies; demolition, construction, and renovations; site and infrastructure construction-related planning and design; soft costs; machinery and equipment; inventory; and training of full-time, permanent employees.	
Application Process	
Applications must be filed through the local ESD Regional Office	
Recommended Use	
Low-cost financing—tenant fit out and working capital	

EB-5 Immigrant Investor Program	
Administrator	U.S. Citizenship and Immigration Services (NY State Regional Center, other providers)
Amount Potential	\$500,000 to \$1 million investment potential
Description	
Low-interest, employment-creating loans using capital invested by foreign individuals seeking Green Card(s). Minimum investment amounts are either \$500,000 or \$1 million (different regions have different priorities and requirements). Loan amounts vary.	
Annual or Rolling Application	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Varying depending on program, but typically include property acquisition, pre-development, and construction.	
Application Process	
Project review and underwriting	
Recommended Use	
Construction of new facility	
Other Notes	
Must result in creation of 10 direct or indirect jobs per investor over 2 years.	

Schuyler County Industrial Development Agency (IDA) Incentives	
Mortgage Recording Tax Exemption	Releases company from paying the 1% tax charged at the time the mortgage is recorded.
Sales and Use Tax Exemption	An IDA or its agents are exempt from state (4%) and local (4%) sales and use taxes. Eligible activities for materials and services exemption include acquisition, construction, reconstruction, and equipment. (Exemptions are generally limited to the construction, reconstruction, and installation period; may not be used for general operational costs.) Agents must present an ST-123 form at the time of purchasing project materials, equipment, or services to be exempt from the tax.
Interest Rate Savings Via Tax Exempt Financing	Relieves interest burden through use of tax-exempt bond financing
Real Property Tax Abatement*	Reduction or elimination of ad valorem real estate taxes if the property is owned or controlled by an IDA. Generally, the IDA will negotiate a contract between the company and the local tax jurisdictions that will be affected by the abatement. This agreement is a Payment-in-Lieu-of-Tax (PILOT) agreement whereby the company pays the jurisdiction a percentage of what it would have paid in Real Property Tax. Schuyler County IDA limits the length of the abatement to no more than 20 years. <i>*Because Watkins Glen anticipates retaining ownership of the property, this component of the program does not apply.</i>

TENANTS

Small Business

Schuyler County Partnership for Economic Development Loan	
Administrator	SCOPED
Amount Potential	Minimum award: \$5,000; Maximum award: \$20,000
Description	
Small loan program for applicants unable to secure financing or that need gap financing, focused on creation or retention of jobs.	
Annual or Revolving Application	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Acquisition and/or improvement of land, building, plant, or equipment, including new construction or renovation of existing facilities; demolition and site preparation; and working capital.	
Application Process	
Applications accepted on rolling basis	
Recommended Use	
Tenant fit out	
Other Notes	
Project must result in creation of one full-time job (37.5 hours) for every \$15,000 to \$20,000 loaned.	

Finger Lakes Gateway Community Development Corporation	
Administrator	Finger Lakes Gateway Community Development Corporation
Amount Potential	
Description	
Grant funding to improve the economic vitality of Schuyler County and surrounding region by attracting new capital investment, facilitating commercial and residential development, and creating sustainable, living wage employment opportunities.	
Annual or Rolling Application	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Façade and capital projects, programs, and event sponsorship supporting mission of FLX Gateway CDC	
Application Process	
Completed applications must be submitted to FLX Gateway CDC, 910 South Decatur Street, Watkins Glen, NY 14891, or via email to amanda@flxgateway.com.	
Recommended Use	
Construction of new facility	
Other Notes	
Grants are awarded during March/April, and September/October; project/program completion anticipated in 6 months; most grants require 50% match	

USDA Rural Economic Development Loan and Grant Program	
Administrator	United States Department of Agriculture
Amount Potential	Maximum grant award: \$300,000; Maximum loan request: \$2 million
Description	
Grant funding to local utility organizations for creation of Revolving Loan Funds to make loans to local businesses for job creating or retaining projects in rural areas. Rural areas must have population of 50,000 or less.	
Annual or Rolling Application	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Eligible activities include business incubators, community development assistance to nonprofits and public bodies (particularly for job creation or enhancement), facilities and equipment for medical care for rural residents, start-up venture costs including but not limited to financing fixed assets such as real estate, buildings, equipment, and working capital, business expansion, and technical assistance.	
Application Process	
Applications must be submitted to the New York USDA Rural Development State Office	
Recommended Use	
Small business lending, creation and retention of employment in rural areas	

REDEC/RRC Revolving Loan Program	
Administrator	Southern Tier Regional Economic Development Corporation
Amount Potential	Provides financing for up to 50% of a total project cost, up to \$100,000, whichever is less
Description	
Loan program designed to assist small businesses.	
Annual or Rolling Application	Competitiveness
Applications accepted on a rolling basis	NA
Recommended Use	
Real estate development	

Microloan Program	
Administrator	Southern Tier Regional Economic Development Corporation
Amount Potential	Financing for up to 50% of total project costs, up to \$20,000, whichever is less
Description	
Loan program designed to assist small businesses that varies depending upon potential uses of funds and how much funding the applicant can request.	
Annual or Rolling Application	Competitiveness
Applications accepted on a rolling basis	NA
Recommended Use	
Start-up and expansion of business	

SBA Microloan Program	
Administrator	Southern Tier Regional Economic Development Corporation
Amount Potential	Financing up to \$50,000 based on specific project criteria
Description	
Loan program designed to assist small businesses that varies depending upon potential uses of funds and how much funding the applicant can request.	
Annual or Rolling Application	Competitiveness
Applications accepted on a rolling basis	NA
Recommended Use	
Start-up and expansion of business	

Community Revitalization Re-Investment Fund	
Administrator	Southern Tier Regional Economic Development Council
Amount Potential	Maximum award: 50% of project costs up to \$200,000, whichever is less
Description	
Gap financing for projects revitalizing downtown and neighborhood commercial centers and creating urban apartments.	
Annual or Rolling Application	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Demolition (if a component of construction or rehabilitation), new construction, building rehabilitation, project-related infrastructure and site preparation, sidewalks, and parking.	
Recommended Use	
Tenant fit out and working capital	

Regional Revolving Loan Fund	
Administrator	Southern Tier Regional Economic Development Corporation
Amount Potential	90% of total project cost, up to \$100,000, whichever is less
Description	
Financing for businesses with preference for reuse of underutilized space, commercial revitalization, and women and minority-owned enterprises.	
Annual or Rolling Applications	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Eligible activities include land acquisition and/or improvement, building, plant, and equipment; new construction or renovation of existing facilities; demolition and site preparation; and working capital.	
Recommended Use	
Tenant fit out and working capital	

Rural Initiative Re-Investment Fund	
Administrator	Southern Tier Regional Economic Development Corporation
Amount Potential	50% of the total project cost, up to \$250,000
Description	
Low-interest loans to help grow and diversify the regional agricultural industry and increase sustainability of agriculture and forest-based businesses through diversification, new project development, and technology implementation. Examples of projects that are eligible for funding include regional farmers markets.	
Annual or Rolling Application	Competitiveness
Applications accepted on rolling basis	
Eligible Costs	
Eligible activities include growth, storage, processing, purchasing, promotion, and distribution of agricultural and forest-based goods; support of intergenerational farm transfer; new farm establishment; and renewable energy-related projects.	
Recommended Use	
Tenant fit out and working capital	

Regional Revolving Loan Fund	
Administrator	Southern Tier Regional Economic Development Corporation
Amount Potential	90% of total project cost, up to \$100,000, whichever is less
Description	
Financing for businesses with preference for reuse of underutilized space, commercial revitalization, and women and minority-owned enterprises.	
Annual or Rolling Applications	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Eligible activities include land acquisition and/or improvement; building, plant, and equipment; new construction or renovation of existing facilities; demolition and site preparation; and working capital.	
Recommended Use	
Tenant fit out and working capital	

Rural Initiative Re-Investment Fund	
Administrator	Southern Tier Regional Economic Development Corporation
Amount Potential	50% of the total project cost, up to \$250,000
Description	
Low-interest loans to help grow and diversify the regional agricultural industry and increase sustainability of agriculture and forest-based businesses through diversification, new project development, and technology implementation. Examples of projects eligible for funding include regional farmers markets.	
Annual or Rolling Application	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Eligible activities include growth, storage, processing, purchasing, promotion, and distribution of agricultural and forest-based goods; intergenerational farm transfer support; new farm establishment; renewable energy-related projects.	
Recommended Use	
Tenant fit out and working capital	

Large Employer/Lodging

Natural Gas Infrastructure Investment Program	
Administrator	New York State Electric and Gas Corporation (a subsidiary of AVANGRID)
Amount Potential	\$200,000
Description	
Grant program to improve natural gas equipment owned by either the customer or the company. Improvements can be made for current or prospective customers that are standalone or located in a business or industrial park.	
Annual or Rolling Application	Competitiveness
Applications accepted on rolling basis	NA
Eligible Costs	
Agriculture (including the craft beverage industry for wineries, distilleries, micro-breweries, farm cideries, etc.), forestry, fishing, mining, manufacturing, wholesale trade durable goods, wholesale trade non-durable goods, finance, insurance, real estate, business services, clean technologies, regional warehouses and distribution centers, colleges/universities, and healthcare/hospital facilities.	
Recommended Use	
Natural gas equipment improvements	
Other Notes	
Facility must be in New York State Electric and Gas Corporation's service area, and project must involve capital investment in either facility or equipment purchase of at least \$100,000. Following capital investment, average monthly throughput must be at least 20 British Thermal Units per hour (2 million BTU/HR).	

Workforce Development Initiative	
Administrator	Multiple agencies and authorities, including the NYS Department of Labor
Amount Potential	Undefined
Description	
Support to implement innovative, creative, and regionally-customized workforce projects. Funding supports strategic regional efforts that meet businesses' short-term workforce needs, address long-term industry needs, improve regional talent pipelines, enhance flexibility and adaptability of local workforce entities, and expand workplace learning opportunities.	
Annual or Rolling Application	
Annual—must apply using the Consolidated Funding Application	
Eligible Costs	
Workforce attraction, direct support of companies in industry sectors targeted by the REDC, and educational activities associated with job training and workforce preparation.	
Recommended Use	
Improve skill set of existing workers, address short-term and long-term business needs, and support economic security for women, young workers, and other disadvantaged populations	

On-the-Job Training	
Administrator	Chemung, Schuyler, Steuben Workforce New York (CSS Workforce New York)
Amount Potential	Reimbursement of a minimum of 200 hours, and a maximum of 1,040 hours, with a maximum reimbursement of \$2,000 per contract.
Description	
On-the-Job Training for new hires and existing employees. The program allows businesses in the tri-county area to offset a portion of the costs and/or wages incurred while training new or employed workers.	
Application Process	
Trainees must complete an OJT application at one of five career centers at least 10 to 14 days prior to the hire/training date.	
Recommended Use	
Offset the cost of training for new hires and employed workers.	

Group Employed Worker Upgrade Training	
Administrator	Chemung, Schuyler, Steuben Workforce New York (CSS Workforce New York)
Description	
This program operates similarly to the On-the-Job Training program but is designed for groups of workers rather than individuals, allowing businesses to reduce costs. The application process is the same as the OJT process.	
Application Process	
Trainees must complete an OJT application at one of five career centers at least 10 to 14 days prior to the hire/training date.	
Recommended Use	
Offset the cost of training for new hires and employed workers	

Appendix Table 18: RSP Funding Tables

Redevelopment Assistance

Community Development Block Grant Program	
Administrator	Office of Community Renewal (New York State)
Amount Potential	Maximum Award: Private Water/Wastewater System Assistance, \$750,000; Public Facilities, \$300,000; Housing, \$500,000; Microenterprise, \$200,000; Planning, \$50,000
Description	
Funding for development of viable communities through affordable housing and expansion of economic opportunities for populations with low or moderate income	
Annual or Rolling Application	Competitiveness
Annual *Economic Development and Small Business Assistance Applications are accepted on a rolling basis	Highly competitive
Eligible Costs	
Eligible costs include: <ul style="list-style-type: none"> Housing: Housing rehabilitation, homeownership assistance, Manufactured Housing Replacement, and wells and septic Public Facilities: Community facilities, day cares, senior centers, senior vans, sidewalks/demolition Economic Development: Traditional economic development activities Community Planning: Plans for Affordable Housing, Downtown and Main Street Revitalization, and Engineering Reports 	
Application Process	
Must apply using the Consolidated Funding Application and must meet Citizen Participation requirements before applying	
Recommended Use	
Economic Development, Affordable Housing, infrastructure	

Public Works Investment Program	
Administrator	US Economic Development Administration
Amount Potential	Average award: \$1.4 million; awards range from \$600,000 to \$3 million
Description	
Funding to support communities in building, designing, or engineering infrastructure and facilities that will assist in regional development strategies promoting regional prosperity.	
Annual or Rolling Application	Competitiveness
Applications accepted on a rolling basis	Competitive
Eligible Costs	
Building, designing, or engineering of critical infrastructure and facilities; capitalization or recapitalization of revolving loan funds; technical assistance; economic recovery strategies;	
Application Process	
Recommended Use	
Capital projects, creation and retention of private-sector jobs, workforce training facilities	
Other Notes	
Applicant must show that matching share will be available to the project for the period of performance.	

Economic Adjustment Assistance Program	
Administrator	US Economic Development Administration
Amount Potential	Average award: \$650,000; awards range from \$150,000 to \$1 million
Description	
Funding to support economic development, facilitate job creation, and help attract private investment to economically distressed areas in the United States	
Annual or Rolling Application	Competitiveness
Applications accepted on a rolling basis	Competitive
Eligible Costs	
Building, designing, or engineering of critical infrastructure and facilities; capitalization or recapitalization of revolving loan funds; technical assistance; economic recovery strategies	
Application Process	
Recommended Use	
Creation and retention of private-sector jobs	
Other Notes	
Applicant must show that matching share will be available to the project for the period of performance	

City Ventures Fund	
Administrator	New York Landmarks Conservancy
Amount Potential	\$5,000 to \$30,000
Description	
Provides grants, low-interest loans, and support to nonprofit organizations trying to preserve period details of non-landmark but architecturally significant structures by converting these structures to affordable housing and other uses that ultimately benefit lower income communities	
Recommended Use	
Creation of affordable housing	

Regional Incentives and Tax Credit Programs

Excelsior Jobs Program	
Administrator	New York State
Funding Amount	<p>Four fully refundable tax credits:</p> <ul style="list-style-type: none"> • Excelsior Jobs Tax Credit: 6.8% of wages per new job • Excelsior Investment Tax Credit: Valued at 2% of qualified investments • Excelsior Research and Development Tax Credit: Credit of 50% of the Federal Research and Development credit up to 3% of research expenditures in New York State • Excelsior Real Property Tax Credit: Firms locating in certain distressed areas and firms in targeted industries that meet higher employment and investment thresholds can claim this credit (Schuyler County is in an Investment Zone)
Description	
Tax credits are provided to firms in targeted industries to attract businesses to New York or to encourage existing businesses to expand in the state.	

Annual or Rolling Application	Competitiveness
Annual	
Targeted Industries	
Biotechnical, pharmaceutical, high-tech, clean technology, green technology, financial services, agriculture, and manufacturing	
Application Process	
Applicants must apply using the Consolidated Funding Application	
Recommended Use	
Jobs creation	

Employee Training Incentive Program	
Administrator	New York State
Amount Potential	<ul style="list-style-type: none"> • Employee Training Incentive Program: Credit for 50% of eligible training costs, up to \$10,000 per employee receiving eligible training • Internship Program: Credit of 50% of the stipend paid to the intern, up to \$3,000 per intern
Description	
Refundable tax credits to employers in New York State that provide employees with skills training which upgrades, retrains, or improves their productivity—certain internship programs are also covered	
Annual or Rolling Application	Competitiveness
Annual	
Eligible Costs	
Costs incurred during an eligible training program for current and new employees, and internship programs for current students, recent graduates, and recent members of the armed forces	
Application Process	
Applicants must apply using the Consolidated Funding Application	
Recommended Use	
Employee training	

Workers with Disabilities Tax Credit Program	
Administrator	New York Department of Treasury
Amount Potential	Maximum credit: \$5,000 for full-time employees; \$2,500 for part-time employees
Description	
Tax credits to for-profit businesses and organizations that employ developmentally disabled individuals	
Recommended Use	
Persons with disabilities employment	

Workers (with Disabilities) Employment Tax Credit	
Administrator	New York Department of Treasury
Amount Potential	Maximum credit: 35% of the first \$6,000 in wages paid during second year of employment, up to \$2,100
Description	
Tax credit for hiring workers with disabilities	
Recommended Use	
Persons with disabilities employment	

Work Opportunity Tax Credit	
Administrator	New York Department of Treasury
Amount Potential	Partial credit: \$1,500; Full credit: \$2,400
Description	
Credit for hiring individuals who qualify as members of a target group or individuals with barriers to employment	
Eligible Employees for Hire	
Recipients of Temporary Assistance to Needy Families, veterans, ex-felons hired no later than 1 year after conviction or release from prison, vocational rehabilitation referral, supplemental nutrition assistance program recipients ages 18 to 39, recipients of supplemental security income; designated community residents ages 16 to 17 and ages 18 to 39, long-term assistance recipients, and long-term unemployment recipients	
Application Process	
Qualified individuals must complete the IRS Pre-Screening Notice Form 8850 and the ETA Individual Characteristics Form 9061 (or ETA 9062 if the applicant has already been conditionally certified)	
Recommended Use	
Disadvantaged persons hiring	

Programs Specific to Montour Falls

Clean Energy Communities Grant Program	
Administrator	New York State Energy Research and Development Authority
Amount Potential	\$5,000 to \$250,000
Description	
Grant funding, tools, resources, and technical assistance to assist communities to become more sustainable	
Annual or Rolling Application	Competitiveness
Rolling	Competitive
Eligible Costs	
Projects or initiatives that reduce energy use and greenhouse gas emissions	
Application Process	
Must provide documentation of completion of 4 high impact actions	
Recommended Use	
Energy independence, cost savings, sustainable communities	

Climate Smart Communities Grant Program	
Administrator	Department of Environmental Conservation
Amount Potential	Maximum of \$2,000,000 for implementation projects (adaptation or non-power mitigation); Maximum of \$100,000 for planning activities and assessments that will aid a community in achieving Climate Smart Certification
Description	
Grant funding for climate change adaptation and mitigation projects; also provides support to communities seeking Climate Smart Community Certification	
Annual or Rolling Application	Competitiveness
Annual—must apply using the Consolidated Funding Application	
Eligible Costs	
Climate adaptation and mitigation projects	
Application Process	
Application must include project work plan, budget, and sexual harassment prevention certification form	
Recommended Use	
Wetland protection, flood risk reduction	

Opportunity Zone Program	
Administrator	U.S. Department of Treasury, locally created Opportunity Funds
Amount Potential	
Description	
Capital gains tax relief for investment in projects located in Opportunity Zones to increase employment opportunities in low-income urban and rural communities. Montour Falls has been identified as an Opportunity Zone.	
Eligibility	
To be eligible for the program, a tract must be classified as low-income, including a poverty rate of at least 20% and a median family income equal to or less than 80% of the area median family income	
Recommended Use	
Capital projects	

Water and Waste Disposal Loan and Grant Program	
Administrator	United States Department of Agriculture
Amount Potential	
Description	
Long-term, low-interest loans—with potential for a grant, funding permitting—to rural areas and towns with populations of 10,000 or less	
Annual or Rolling Application	Competitiveness
Applications are accepted on a rolling basis	
Eligible Costs	
Drinking water sourcing, treatment, storage, and distribution; sewer collection, transmission, treatment, and disposal; solid waste collection, disposal, and closure; stormwater collection, transmission, and disposal. In some cases, funding may also be used for legal and engineering fees, land acquisition, water and land rights, permits and equipment, start-up operations and maintenance, interest incurred during construction, purchase of facilities to improve service or prevent loss of service, and other costs determined necessary for completion of a project. Use of funds for demolition may be permissible.	
Application Process	
Applicants may apply online using RD Apply, or through their regional RD Office.	
Recommended Use	
Montour Falls WWTP	

Appalachian Regional Commission Business Development Revolving Loan Fund	
Administrator	Appalachian Regional Commission
Amount Potential	Loans are limited to 50% of eligible project costs
Description	
ARC Business Development Revolving Loan Fund supports creation and preservation of private-sector jobs by providing grant funding to eligible entities that make loans to eligible borrowers. Borrower repayments made back to the pool are reinvested in other ventures.	
Annual or Rolling Application	Competitiveness
Application deadline was September 3, 2019; applications accepted annually	Competitive
Eligible Costs	
Purchase of machinery, equipment, and other fixed assets; new construction, alteration, modification, repair, and renovation of existing facilities, and demolition and site preparation; land acquisition that is a necessary part of the project; working capital; and refinancing of existing debt.	
Application Process	
Applicants must collaborate on their application with staff from the Southern Tier Central Regional Planning and Development Board; staff provide assistance in grant writing, funding, budgets, and letters of support	
Recommended Use	
Creation and retention of private-sector jobs	

New York State Recreational Trails Program	
Administrator	U.S. Department of Transportation, Federal Highway Administration
Amount Potential	Minimum Award: \$25,000; Maximum Award: \$250,000
Description	
Grant funding to states to help develop and maintain recreational trails and related facilities for motorized or non-motorized uses. State of New York, Office of Parks, Recreation and Historic Preservation administers	
Annual or Rolling Application	Competitiveness
Annual—must apply using the Consolidated Funding Application	Competitive
Eligible Costs	
Maintenance and restoration of existing trails, development and rehabilitation of trailside/trailhead facilities and trail linkages, purchase and lease of recreational trail construction and maintenance equipment, construction of new recreational trails, acquisition of easements and/or fee simple titles to property, and assessment of trail conditions for accessibility and maintenance	
Application Process	
Following documentation is required: State Environmental Quality Review Act compliance documentation, photos, 1:24,000 scale topographic or planimetric map, and land ownership/land use agreement documentation (depending on type of applicant, other documentation might be required)	
Recommended Use	
Trails creation (boardwalk)	
Other Notes	
This is a reimbursement program; costs incurred prior to start of the contract will not be reimbursed	

Appendix F: Measuring Recreation and Travel Spending

The following is a direct excerpt from, Daniel J. Stynes And Eric M. White's Reflections on Measuring Recreation and Travel Spending published in the Journal of Travel Research published in 2006 and cited by a multitude for case studies and follow on research articles. It serves as an example performance measure that may be used in the study area.

The implementation of this formula as a performance measure of the Watkins Glen Zoning and Enforcement Strategy Action Table would be contingent upon the collection and validation of base formation listed in the following. Some of the information, such as segments or categories, would need to be modified to fit the context of the study area.

The excerpt is as follows:

"Estimating Visitor Spending

The vast majority of recreation and tourism impact studies focus on visitor trip spending using survey approaches. The usual approach is to estimate spending averages that can be applied to the volume of travel activity to compute total spending, which in turn can be applied to an economic impact model or set of multipliers. It is important that the approach for combining visits, spending averages, and economic multipliers be clearly mapped out in advance of sampling design and survey development so that the visitor survey data that are gathered are compatible with available visit estimates and multipliers.

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Sampling And Measurement Units

Most studies sample travel parties, measuring spending by all members of the group during their trip (e.g., Long and Perdue 1990; Vogt et al. 2000). Measuring spending for the entire party is the simplest approach when sampling vehicles entering or leaving an area or travel parties at destinations. The approach works well for families traveling together or when there is a single payer. Generally, the respondent is asked to identify the relevant spending party by asking how many people (adults and children) the reported expenses cover (e.g., Long and Perdue 1990; Rylander, Propst, and McMurty 1995; Stynes and Sun 2001). A couple coming as part of a bus tour, then, reports two people rather than 40 as its travel-party size. Average party spending then can be converted to a per-person basis by dividing by the average party size. Studies that sample individuals and measure what one person spends frequently yield inflated spending estimates because of oversampling of primary payers and a tendency for group members

each to report the same shared expenses (Gazel and Schwer 1997). In particular, couples and families likely have difficulty identifying what one individual is paying, because the money comes from the same pot. We highlight this problem in our case study later in this article. When measuring spending on an individual basis, one must be particularly careful in how children are handled in the sample design and survey. Multiplying average per-person spending (estimated from a sample of adults) by the number of total visitors (including children) will overestimate total visitor spending. Time is another important dimension when defining the unit of analysis for spending measures. Spending can be measured for the entire trip, for the time spent in the destination region up to the point of the interview (if an on-site survey), or for the most recent 24-hour period. Longer time periods introduce potential recall problems and shorter ones increase telescoping errors. Howard, Lankford, and Havitz (1991) found that those on trips of longer than 10 days were more likely to underestimate spending than those on shorter trips. When sampling visitors during a trip or at the destination, complete coverage of spending requires the use of a mail-back survey or a means of projecting expenses for the remainder of the trip. Mail-back surveys completed after the trip better cover all expenses but introduce potential nonresponse bias (Rylander, Propst, and McMurty 1995). The most common approach when gathering spending data at travel destinations is to ask visitors to project anticipated expenses. Although lodging and meal expenses likely can be projected when the length of stay is known, there is considerably more uncertainty about discretionary purchases, such as souvenirs, frequently bought near the end of the stay. An alternative to measuring trip spending is to ask visitors to report spending during the previous 24-hour period. This approach may reduce recall

problems but likely increases potential telescoping errors. It also requires careful sampling of days in the trip, as spending likely will be different on the first day than the last. For example, overnight visitors sampled on their first day will not have incurred any lodging expenses yet. Some household surveys have measured spending across multiple trips, for example, during a 3- to 12-month period (e.g., the national surveys of hunting, fishing, and wildlife

related recreation). These studies likely include substantial recall and telescoping errors. Household surveys that measure spending for a recent trip tend to overrepresent longer and more significant trips and also may involve significant recall errors. See Champ and Bishop (1996) for an analysis of multiple-trip diary and survey-expenditure data. In on-site studies, we generally favor measuring spending for the entire travel party in a mail-back survey that covers all expenses during the trip in the study region. A short on-site survey is conducted to obtain agreement to complete the mail-back survey and to measure key trip characteristics. The trip characteristics are used to segment visitors into distinct trip types and to adjust for any nonresponse bias in the mail-back survey. Length of stay and party size should be measured to be able to convert party trip spending to a per-person and/or per-day basis. The correct approach is to estimate the averages for spending, party size, and length of stay from the sample of party trips and then divide the averages to obtain per-day or per-person averages. Computing per-person (or per-day) spending for each case and then averaging these figures is incorrect unless cases are weighted for length of stay and party size (Sun and Stynes 2005).

Spending Categories

Expenditure categories serve to identify the kinds of spending that are relevant, and the kinds of products and services being purchased. The number and types of spending categories will vary with the study purposes. For trip spending, we recommend the following minimum level of detail:

- Lodging divided between campgrounds and motel, hotel, and B&B
- Food and beverages divided between restaurant or bar meals and groceries
- Transportation divided between auto or RV gas and oil, other auto-related expenses (repairs, parts, etc.), and public transportation where appropriate (air, rail, taxi, bus, car rentals)
- Recreation and entertainment fees and admissions
- Souvenirs and other retail purchases

This amount of detail defines the key sectors directly affected and facilitates bridging the spending data to sectors in a regional economic model. Retail purchases may be broken down further to yield more complete reports of spending or to tie spending more directly to production sectors of interest (e.g., sporting goods, film, clothing, books, and maps) Where purchases of local arts, crafts, or agricultural products are significant, they should be measured as distinct categories (e.g., Long and Perdue 1990). Although some studies have included spending on durable goods, such as boats, recreation vehicles, and seasonal homes, these purchases generally should not be included as trip expenditures. Durable goods (e.g., skis, boats, backpacks) typically are used on multiple trips and at multiple locations, that is, they do not represent a good or service consumed on a single trip to a single location. Including expenditures for durable goods

in the spending averages of users at a specific recreation resource likely will overestimate the total direct visitor spending attributable to the recreation resource.

Segmentation Strategies

Spending should be estimated for subgroups of visitors with distinct spending patterns. An overall average spending profile covering all visitors will not apply very well to any particular segment of the visitor population. Segments can be defined in several distinct ways, but the important criteria are that the segments separate visitors with distinct spending patterns, are meaningful for marketing and management, and hopefully are identifiable in available visitation statistics. We have found the following six segments useful in general tourism applications:

- Local day trips
- Day trips from outside the local area
- Overnight visitors broken down by lodging types Hotels, motels, cabins, condos, B&Bs, etc. Campgrounds Seasonal homes Stays with friends or relatives (or other no-cost lodging)

Special segments for air travelers, business travelers, school groups, and recreation activities also can be useful. Segments must be chosen to fit the study purpose and available data. By identifying local visitors or seasonal residents as distinct segments, their spending can be included or not, depending on the intended uses of the spending data in an impact analysis (Tyrrell and Johnston 2001). Disaggregating visitors into segments makes it easier to track changes in spending that frequently are tied to a changing mix of visitors (e.g., day users vs. overnight visitors) or changes in resource management (e.g.,

campground closures, hunting restrictions, etc.). Segmenting visitors into groups with similar spending patterns also can yield more efficient sampling designs, as sample sizes can be apportioned to obtain larger samples from subgroups with higher spending (and hence, higher variance). In many situations, a small percentage of visitors account for the majority of spending. In these cases, simple random samples of visitors will yield inadequate samples to characterize the most important segments. To carry through a segmented analysis, it must be possible to divide total use into the segments of interest. In a segmented analysis, total spending is estimated using the following basic formula:

$$S = \sum_{i=1}^m E_i S_i = \sum_{i=1}^m E_i \left[\sum_{j=1}^J M_{ij} s_j \right] \quad (1)$$

where

S = total spending

S_j = total spending in spending category j, j = 1, ... J

N = total number of visitors m = number of segments, J = number of spending categories

M_i = segment i's share of total visits, i = 1, ... m.

s_{ij} = average spending of a member of segment i on spending category j

Equation 1 identifies the three key pieces of information to estimate total spending: (1) total visitors or trips (N),

(2) segment shares (M), and (3) spending profiles for each segment (s_j).

ERRORS IN VISITOR SPENDING SURVEYS

All of the usual sources of error in surveys must be considered when estimating spending via surveys. Accurate estimates of spending averages from sample surveys require reliable and valid measurements from a representative sample of the population. There are four general sources of error in spending surveys:

1. Measurement error
2. Errors because of unrepresentative samples
3. Sampling errors
4. Analysis and reporting errors¹

¹ Stynes, D. J., & White, E. M. (2006). Reflections on Measuring Recreation and Travel Spending. *Journal of Travel Research*, 45(1), 8–16. doi: 10.1177/0047287506288873