

2015



Flex Space buildings

# HUDSON-CIBA WATERFRONT REVITALIZATION PLAN



segment



Limited access po

Outdoor Industrial Museum with pedestrian path network raised landscape berm



This document was prepared for the New York State Department of State with the funds provided under Title 11 of the Environmental Protection Fund



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## ACKNOWLEDGEMENTS

The Hudson-Ciba Waterfront Revitalization Plan was prepared by an advisory committee that worked cooperatively to create a new and forward thinking vision to redevelop the former Ciba-Geigy plant site, providing new economic growth and open space opportunities. The Advisory Committee would like to thank the many citizens of Queensbury for contributing their ideas to the creation of this plan.

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## INTRODUCTION

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Now a quiet field of grass situated along the Hudson River and the historic Feeder Canal, the former Ciba-Geigy plant site was once the home of a thriving pigment production facility, employing nearly 1,200 people with over \$100 million in annual sales at its peak. Opening in the late nineteenth century as a wallpaper factory, operations quickly expanded to include pigment manufacturing. As operations continued to grow throughout the twentieth century, ownership transferred from American Wallpaper, Imperial Wallpaper, Hercules, and finally Ciba-Geigy in 1979. However, due to “competitive pressures,

unfavorable foreign exchange rates, and outmoded equipment,” business began to falter in the 1980s.<sup>1</sup> In 1989 the doors of the plant were shuttered forever, leaving behind nearly a century of industrial legacy.

Following the plant’s closing, Ciba-Geigy demolished the buildings and, through a cooperative agreement with Hercules, began remediating the site’s contaminated soils and groundwater. In 1991, a 15-acre portion of the site was remediated and sold to Warren County and is currently utilized by the Department of Public Works (DPW). The balance of the Main Plant site remediation was completed in 2004 and included sealing contaminated soils under an impermeable cap and the installation of a groundwater collection system. In 2006, the NYS Department of Environmental Conservation (NYSDEC) approved these corrective measures, opening the door for the site’s

<sup>1</sup> ColorantsHistory.org

eventual reuse and redevelopment. In 2009, BASF acquired Ciba-Geigy and its holdings, including the properties in Queensbury. Today, the site is subject to ongoing monitoring and maintenance of the corrective measures.

With existing sewer and water infrastructure, a 115 kilowatt transmission line, adjoining railroad, and waterfront access, the nearly 64±-acre site presents tremendous economic development and community revitalization opportunities. As one of the region's only heavily industrial zoned properties, the potential for manufacturing, research and development, transshipment, and warehousing are apparent. However, these prospects must be tempered with the interests and needs of the greater South Queensbury neighborhood. In addition to job opportunities, improved quality of life, increased access to recreation and cultural facilities, improved access to the Hudson River waterfront, and a healthy and safe environment are a must. Ultimately, these are the principles driving the Hudson-Ciba Waterfront Revitalization Planning initiative.

### *South Queensbury Neighborhood Revitalization*

The Hudson-Ciba Waterfront Revitalization Plan represents an effort to revitalize a once thriving economic, waterfront, and community resource. The 2008 Hudson River and Champlain Feeder Canal Regional Waterfront Plan (the region's intermunicipal Local Waterfront Revitalization Program plan) recognized the significance of the site and the need to partner with Ciba-Geigy in order to turn what is arguably the greatest cause of neighborhood-wide disinvestment into a community asset. While the Hudson-Ciba Waterfront Revitalization Plan focuses on the former Ciba-Geigy plant site, the Town of Queensbury is engaged in a broader South Queensbury neighborhood revitalization effort which complements the LWRP effort. This effort is funded through NYS Department of State (NYSDOS) Brownfield Opportunity Area (BOA) program.

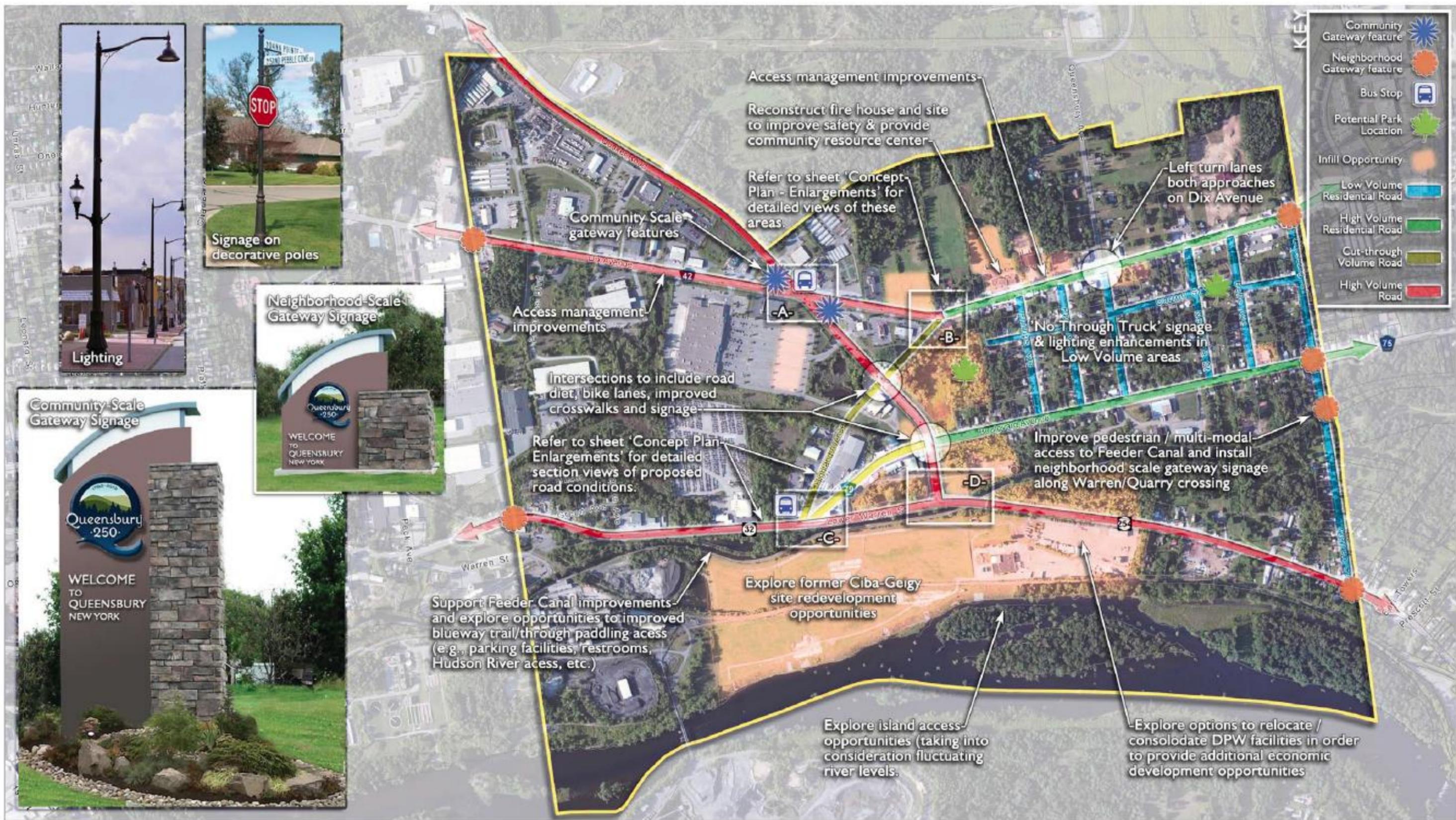
The NYSDOS administers the BOA program in cooperation with the New York State Department of Environmental Conservation (NYSDEC). The BOA program was developed to help address the increasing concern over the impact

of brownfields on communities that are trying to identify opportunities for reinvestment and economic development. The BOA program provides municipalities with the planning and decision making tools necessary to develop and implement revitalization strategies for areas impacted by the presence of suspected brownfield sites. The program is structured to be community driven through the participation of local residents, business owners, officials, and not-for-profit organizations. The revitalization strategy is formed around a collective vision and identified goals. The complete BOA program is a three step process that includes a pre-nomination study (see Appendix A), a nomination study, and an implementation strategy.

The South Queensbury BOA Study Area is comprised of nearly 360 parcels, totaling nearly 540 acres of land within the Town of Queensbury. The Study Area borders the City of Glens Falls to the west, the Hudson River and Town of Moreau to the south, and the Town of Kingsbury and Village of Hudson Falls to the east (see BOA Study Area, Figure 1, located at the end of this section). The BOA study principally focuses on data gathering, analysis, and community visioning for the broader South Queensbury neighborhood. The BOA study provides an understanding of the local context, housing conditions and needs, land use patterns, transportation networks, and infill and redevelopment opportunities. This work effort was also used to inform the planning advisory committee and community on how best to reuse and redevelop Hudson River waterfront and former Ciba-Geigy plant site. The BOA study provides preliminary revitalization recommendations for the South Queensbury neighborhood, including recreation and open space opportunities, transportation and pedestrian infrastructure enhancements, and land use and site-specific redevelopment strategies. The Concept Plan and Concept Plan – Enlargement (Figures 2 and 3, located at the end of this section) illustrate many of the BOA study recommendations.

The Hudson-Ciba Waterfront Revitalization Plan was supported by the NYSDOS Local Waterfront Revitalization Program (LWRP). Funded by the New York State Environmental Protection Fund (EPF), LWRP funding may be used

to prepare a wide variety of waterfront and community planning initiative and projects. For the purposes of the Hudson-Ciba Waterfront Revitalization Plan, the study area included all of the former Ciba-Geigy plant site, as well as the northern/outer parcels along Quaker Road and Lower Warren Street, and the current Warren County Department of Public Works (DPW) facility.



### Cut Through Volume Road

- 11' Travel Lanes
- 7' Shared Bike/Pedestrian Roadway
- Sidewalks will be used where space is available, and may alter on either side.



Crosswalk improvements within entire project boundary to increase pedestrian safety.



Where space is limited, for bike lanes, consider the use of "sharrows" to delineate bike traffic.

Dix/Quaker Intersection improvements include signalized pedestrian islands for improved crosswalk performance and aesthetics. Bike lanes provided.



Dix/Highland Intersection realignment to form a T-intersection. Includes a left turn lane on Dix and improved signage.



### High Volume Residential Road

- 11' Travel Lanes with 5' Bikes Lanes
- 5' Sidewalk(s) with landscape buffer strip where possible



### High Volume Road

- 11'-14' Travel Lanes
- 6' Bikes Lanes
- 5' Sidewalk(s) where pedestrian demand warrants



Warren Street 4 point intersection improvements include a road diet, turning and bike lanes, access management and general greening for improved aesthetics.



Warren & Quaker intersection improvements include sidewalks, bike lanes, turning lanes and improved crosswalks placed for optimal pedestrian sight distance.

## CIBA-GEIGY SITE CONDITIONS

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The site has a lengthy and complex environmental history. Hercules Incorporated purchased the site in 1960 and subsequently sold it to Ciba-Geigy in 1979. As indicated previously, production activity at the site ceased in 1989. The site structures and related facilities on the Main Plant site were decommissioned and demolished from 1989-1991. Ciba Specialty Chemicals Corporation (“CIBA”) took title to the property in 1996. BASF acquired CIBA in 2009. Hercules continues to manage the environmental issues on the site and ownership of the site rests with BASF.

The site is subject to the terms of a Site Management Plan (SMP) and managed under a Resource Conservation and Recovery Act (RCRA) Post-Closure Permit. Ongoing site monitoring and reporting are performed under the guidance of the NYS DEC.

The site is described in the environmental record as consisting of the Main Plant site, the Pre-Treatment Plant site, and three outparcels. The Main Plant site is approximately 44 acres in area and bounded on the west by Lehigh Cement Company, on the north by the Feeder Canal and the Feeder Canal Trail, on the east by the Warren County DPW site (formerly a part of the Main Plant site) and the easterly flowing segment of the Hudson River on

the south. An east-west rail spur divides the Main Plant site. A hazardous waste disposal landfill (also called the RCRA Cap area) occupies the western-most portion of the Main Plant site.

The Pre-Treatment Plant site is located to the north of the Main Plant site on the opposite side of Warren Street (see Corrective Action Figure below). The Pre-Treatment Plant is no longer operational and portions of the plant have been removed; however remnants still remain.

The out parcels are the North Lot (a former parking lot) approximately 3.1 acres in area located on the north side of Warren Street and the west of Quaker Road, vacant lands located north of Warren Street and south of the canal (sometimes referenced as the “East Area”), and vacant lands north of the canal and south of Warren Street. The environmental record also recognizes an area within the Hudson River as the Poned Backwater Area, where contamination from historical site activities extends downstream of site along the riverbank.



According to the environmental record, corrective measures have been completed on the Main Plant site. This included the demolition and removal of the site’s principal structures and the removal of soils (and/or waste deposits) most significantly impacted by former site activities. These materials have been placed in the area designated as the RCRA Cap area which is managed as an inactive hazardous waste site. The Main Plant site is

*Ciba-Geigy Site Undergoing Remediation*



covered by a minimum of 2 feet of soil. Stormwater originating uphill of the Main Plant (and surface water emanating from the Feeder Canal) is managed and conveyed via a series of stormwater structures to the Hudson River to avoid contact with the subsurface site materials. Several measures to control off-site migration of groundwater are also employed including a french drain system at the southern limits of the Main Plant and a groundwater extraction system (series of wells). Historically, the

groundwater extraction system pumped water to the pre-treatment plant site prior to discharging to the municipal wastewater collection/conveyance system. Groundwater is now directly discharged to the municipal system and conveyed to the City of Glens Falls WWTP.

Corrective measures on the out parcels have also been completed. BASF has planned additional testing and soil removal activities for the North Lot and the Pre-Treatment Plant Site (believed to have been completed summer of 2014).

It should be noted that BASF owns and manages the site consistent with the NYS DEC requirements and during communications with the Town, BASF indicated its corporate environmental policies often extend beyond the state regulatory requirements. Future use of the property is subject to the NYSDEC and ultimately to BASF requirements.

The Site Management Plan (SMP) is comprised of several component parts which include the RCRA Post Closure Permit, deed restrictions, a Groundwater Monitoring Plan, a Statement of Basis (similar to a ROD- or a Record of Decision) and a series of maps which document the closure activities as-built. Key elements of the SMP as they impact future programming of the site are summarized as follows:

1. The Main Plant site is currently restricted to Industrial Use. Any change in use requires notification to NYSDEC. 6 NYCRR Part 375 provides guidance on the definition of industrial, commercial and residential uses as they relate to the uses permissible on the site. DER-10 provides guidance on the required engineering controls (i.e., minimum soil cover) based on planned use.
2. The deed restriction allows the site to be used for industrial purposes based in part on the site's zoning and the noted permit. An amendment to the deed restriction/permit can be requested from the NYSDEC. Additional information (i.e., analytical characterization, verification of cover thickness) is likely required to support a petition to amend the deed restriction.
3. Lots and/or land area may be removed from the permit by petition to NYS DEC if site conditions warrant.
4. Construction of any new facilities requires NYSDEC review.
5. The site must accommodate long term monitoring and remediation of groundwater and unrestricted access to these facilities (i.e., well, conveyance systems/piping). The groundwater extraction system will be in place for some time. Vapor evaluation will be required for development of the Main Plant.
6. Purchase of the property by a third party requires the purchaser to be added to the RCRA Post-Closure Permit. It is unknown if a third party lessee of the property (such as the Town) would require similar action.

A series of discussions (meetings and conference calls) with BASF corporate representatives were conducted as a part of this effort. Key findings from these communications are as follows:

- BASF environmental standards for redeployment of the site are more stringent than state/federal regulations
- BASF is pursuing marketing of the site. They have engaged a real estate broker for this purpose.
- The out parcels are likely to be available (on the market) before the Main Plant site.
- BASF has not determined if properties will be sold or land leases will be offered.
- The deed restrictions in place have 'reverter' clauses which would trigger return of the property if terms of the restrictions are violated.
- Deed restrictions by BASF would prohibit residential use.
- Future development/land uses need to accommodate access and operation of groundwater extraction systems. Penetration of the Main Plant soil cover by foundations, landscaping and stormwater management elements is problematic and requires additional engineering detail and evaluation.
- BASF is open to continued dialogue and collaboration on redevelopment for the site.

## COMMUNITY VISIONING PROCESS

The figure below depicts the overall Hudson-Ciba Waterfront Revitalization Plan community visioning process. A summary of this process is included below (next page). In addition to the process below, inventory and analysis, and public outreach for the South Queensbury Brownfield Opportunity Area (BOA) Plan informed the advisory committee throughout the creation of Hudson-Ciba Waterfront Revitalization Plan.



## Hudson-Ciba Waterfront Revitalization Plan Advisory Committee



The Hudson-Ciba Waterfront Revitalization Plan was created by an advisory committee comprised of local residents, businesspersons, local officials, and Town staff. Committee members represented a broad spectrum of the community, ensuring a fair and balanced planning process. The Committee was assisted by a planning consultant, The Chazen Companies and their sub-consultants, Riverstreet Planning & Development.

The Hudson-Ciba Waterfront Revitalization Plan Advisory Committee met regularly while developing the plan. The Advisory Committee solicited input from all portions of the community, hosting public workshops and focus

group meetings, conducting stakeholder interviews, and taking part in site visits. A project website ([www.queensburysouth.com](http://www.queensburysouth.com)) was used to notify the public of upcoming events, report on planning milestones, and solicit public input. After gathering and examining all information and public input, the advisory committee formulated the redevelopment plan. Meeting summaries of the Advisory Committee are included in Appendix B.

### Focus Group & Stakeholder Meetings

Given the economic development and recreation potential of the site, the Advisory Committee hosted two focus group meetings with representatives from each of these constituencies on April 11, 2013. The first meeting was held at Navilyst Medical (now AngioDynamics) and included representatives from the economic development

community. The second meeting was held at the Town's municipal center and it included representatives from the recreation and open space community. Participants offered their personal and professional insight on a variety of issues and opportunities:

- **Economic Development Focus Group Meeting:**

Economic development and business representatives offered the following comments and opinions:

- The South Queensbury neighborhood has a limited tax base.
- The CP Railroad line could provide intermodal service if demand were to increase. There are limited direct railroad opportunities related to GLOBALFOUNDRIES.
- Lehigh Cement's (neighboring business) quarry has an 80 to 100 year life expectancy/capacity. As a heavy industrial processing facility, careful consideration regarding adjoining land uses needs to be considered.
- There exists significant water and wastewater service capacity for the site. According to Glens Falls officials the wastewater treatment plant has approximately five (5) million gallons per day (MGD) of available capacity (approximately 1MGD is uncommitted). It was noted that site's current groundwater system captures 150,000 to 300,000 gallons per day.



- The site has access to a 115 kilowatt transmission line, which is one of the few high electric transmission lines in the region.
- The site is one of the few properties zoned heavy industrial in the region.
- Providing support for the region’s existing industries (e.g., medical device manufacturing) should be considered.

- **Recreation and Open Space Focus Group:**

Recreation enthusiasts offered the following comments and considerations:

- Access to the Hudson River is a priority.
- Fishing is popular at several nearby locations. Additional fishing access would be beneficial.
- Art and industrial heritage installations situated on the site’s open fields along the Hudson River waterfront could make for an interesting cultural experience.
- Opportunities to connect with other nearby recreation facilities should be explored. This may include improvements to the Feeder Canal Trail (e.g., restrooms, bicycling amenities, parking, etc.) and a Hudson River blueway trail. It may also include an alternative to the existing Shermantown Feeder Canal bypass/access. It was noted that approximately 90,000 people a year use the Feeder Canal Trail.
- Smart phone technology and interpretive signage could be used for self-guided tours.



- Repairs to the Feeder Canal are needed to mitigate seepage into adjoining properties.

A full summary of the focus group meetings is included in Appendix C.



In addition to the Focus Group Meetings, the advisory committee met separately with NYS Department of Environmental Conservation (NYSDEC) and BASF representatives in order to get a better understanding of the site's existing conditions and potential redevelopment. The NYSDEC meeting took place on July 16, 2013. The NYSDEC provided a summary of the site's remediation history. This included information regarding corrective measures, permitting, and possible restrictions on future use of the site. A summary of the NYSDEC meeting is provided in Appendix D. The first meeting with BASF took place on November 21, 2013. BASF provided an overview

of the site's ownership structure and remediation roles and responsibilities. A second meeting took place with BASF's property brokers, Pyramid Brokerage Company, on September 15, 2014. Pyramid Brokerage Company reviewed the final concept plan and discussed redevelopment opportunities, the indemnification process, and municipal incentives. A summary of the BASF meetings is provided in Appendix E. Information from these meetings was then incorporated into the above-mentioned existing conditions summary and informed the implementation strategy as outlined at the end of the plan.

## Community Visioning Workshops

The advisory committee hosted two community visioning workshops at the South Queensbury Fire Department located in the South Queensbury BOA Study Area and within close proximity to the site. The first public workshop



was held on March 20, 2013. The workshop included an overview of the planning process and presentations on the South Queensbury and Ciba-Geigy site's existing conditions and neighborhood characteristics as well as some revitalization ideas and opportunities. The presentation also included a review of land use maps, photographs, 3D renderings, and illustrative drawings to help people gain a better understanding of the study area. After the presentation participants were led through a group discussion. Residents and business owner offered their ideas regarding economic and quality of life

improvements for the neighborhood. A summary of the workshop is included Appendix F.

The advisory committee hosted a second community vision workshop on April 29, 2014, during which the draft South Queensbury BOA and Hudson-Ciba Waterfront Revitalization Plan recommendations and concept redevelopment plans were presented. Workshop participants provided positive feedback and primarily discussed implementation strategies and considerations. This included funding resources and phasing strategies.

## **Market Analysis**

In order to better understand the redevelopment potential of the former Ciba-Geigy Plant site, the project sub-consultant prepared a market analysis. The basic intent of the analysis was to identify potential redevelopment scenarios for the former Ciba-Geigy plant site. The analysis was conducted in two phases. The first phase consisted of an initial scan and market analysis of the study area to identify current economic conditions and opportunities as well as key demographic parameters. It was initiated by defining the market area and examining the various demographic trends related to population, income, and employment affecting the Town, the surrounding neighborhood, and the region. Migration trends were also evaluated. The existing land use inventory of the study area was also examined in order to provide some context for what development opportunities might exist to stimulate revitalization of the site. Based on community input and the region's competitive advantages, the second phase of the market analysis identified several redevelopment opportunities to consider. This included: 1) the use of the site as an intermodal facility, 2) the use of the site as a distribution center for goods brought in by rail, 3) use of the site for industries supporting semiconductor fabrication and other regional high tech initiatives, 4) use of the site for the manufacture of medical devices, 5) locating a ground solar array for the generator of electricity, and 6) development of the waterfront for recreation/tourism related uses. The full market analysis is included in Appendix G.

## **Ciba-Geigy Site Visit**

The advisory committee, in partnership with BASF (the owners of the former Ciba-Geigy site), conducted a site visit on June 6, 2013. The advisory committee, along with BASF representatives, toured the 60-plus acre site, exploring the Hudson River waterfront, examining its remediation infrastructure, and discussing what types of public amenities and economic development activities are possible. Based on the community visioning workshops, focus group meetings, and market analysis, a variety of options were considered, including open

space and cultural facilities, solar arrays, medical device facilities, technology and support services, distribution center, intermodal facility, and mixed use development. Additional opportunities that were discussed ranged from a regional wastewater treatment plant, a transshipment center for agricultural products or quarried stone, to a collaborative venture between academia, local industries, and/or high tech research companies, and a cultural center. Examples of these proposed uses are included in Appendix H. Following the site visit, the Committee began evaluating these redevelopment options more closely.



### **Potential Reuse Evaluation**

Based on the community visioning process and market analysis the advisory committee prioritized the proposed development scenarios, taking into consideration the Ciba-Geigy plant site's infrastructure and environmental remediation corrective measures. As a result of this exercise, the advisory committee prepared three (3) alternative concept plans, including 1) a warehousing distribution center and multimodal facility, 2) a professional office and retail development, and 3) a professional office and mixed use development (see Appendix H).



While preparing these alternatives factors such as parking requirements, transportation access, pedestrian and waterfront access, recreation and cultural amenities, enhanced quality of life, economic growth potential, and overall feasibility were taken into consideration. To that end, the alternatives were forward to BASF for their review and comment. At the advisory committee’s meeting with BASF (July 16, 2013), BASF provided their feedback on the proposed alternatives. BASF noted that certain uses are less viable due to their liability protocols. Specifically, residential related land uses are unlikely because of BASF’s deed restrictions. In addition, BASF noted that careful consideration regarding ground

penetration for buildings, utilities, roadways, stormwater controls, and landscaping will have to be made during the design and construction process. Measures that avoid disturbance to the site’s soil cover, limit exposure during construction, and maintain the groundwater capturing system will be necessary. Finally, BASF noted that long-term lease agreements are their preferred operating procedure in order to ensure that all health, safety, and liability standards are met and remediation infrastructure is maintained. However, BASF and Pyramid Brokerage Company did note that the northern/outer parcels would likely be for sale in the near future.

Following BASF’s review, the advisory committee reevaluated the proposed alternatives and prepared a massing diagram that depicted a conceptual layout illustrating preferred uses and the overall scale of development (See Massing Diagram, Figure 4, located at the end of this section). The figure depicts the following elements:

- An approximately 200,000 square foot (SF) warehouse and/or distribution center and three (3) 40,000 SF professional office buildings located along the northern side of the Canadian Pacific Railway (CP Rail). For planning purposes, the warehousing and distribution center was located on the current Warren County Department of Public Works (DPW) site.
- Approximately 20 acres of public open space along the Hudson River waterfront with access via a pedestrian bridge over CP Rail.
- A large-scale solar array (five acres), with panels affixed to non-ground penetrating foundation situated atop the RCRA landfill. Similar facilities can produce one (1) megawatt (MW) of solar power, which is enough to power approximately 1,000 homes.
- Approximately 35,000 SF of nonresidential mixed-use development located at the corner of Lower Warren Street and Quaker Road.
- A Hudson River waterfront and Feeder Canal Trail visitor center (located at the corner of River Street and Quaker Road) that provides parking for trail access, restrooms, bicycle facilities, space for information and cultural displays, flexible meeting space(s) for events, and perhaps office space for the Feeder Canal Alliance.

The Advisory Committee felt that this plan more clearly reflected the redevelopment vision for the site. Based on this effort the committee prepared a market proforma for the 40,000 SF professional office building in order to test the financial viability as a private standalone project, recognizing that this was likely the most expensive component of the preliminary concept. Assuming \$175 per SF of construction, the proforma found that the current economic conditions in the region are not ideal to support the proposed development. Based on income and expense figures developed during the market analysis research, the most limiting factor is the region's rental/lease rate for similar facilities. The current achievable rent for office space in the area is approximately \$8.00 per SF. Given this parameter, the project development could only support 30 percent of the projected

development cost (\$8.4 million) in debt financing including a \$1.5 million subsidized loan and a \$1.0 million traditional bank loan. This scenario would therefore require a 70 percent equity investment in project development (\$5.9 million), which is extremely unlikely at the present time given the current economic conditions and competing development opportunities (the full proforma is included in Appendix G). Furthermore, these figures do not take fully into account the costs associated with the installation of utility and service road infrastructure that is needed to access the lands along the former Ciba-Geigy site, which would certainly drive up the development costs.

Although the market analysis identified several light industrial uses for consideration, it was recognized that attracting large-scale operations is challenging at best. Throughout the planning process, interest in attracting firms serving or complementing the new semiconductor operation in Malta and other high tech operations was on the forefront of the Committee's mind. According to the recently prepared *Saratoga County Economic Development Strategic Plan*, "The semiconductor industry, unlike other major industries such as automotive and aerospace, does not have place dependent requirements. After the construction and equipment phase, inputs into the fab are wholly unlike that of most manufacturers. Consequently, the idea of Tier One and Tier Two suppliers that are required to be within a prescribed radius does not apply."

Acknowledging these realities, the advisory committee determined that the viability of the draft concept plan was questionable. As such, they reevaluated the proposed approach and identified a more flexible redevelopment concept plan, potential incentives, and incorporated a public and private phasing strategy that is more financially tenable and likely to attract private developers. The results of this effort are outlined in the following section.



A large-scale solar array, with panels affixed to non-ground penetrating foundations, can generate significant energy. Similar facilities can produce 1 MW of solar power, which is enough to power approximately 1,000 homes.



New Commercial Buildings along Lower Warren Street could set a new tone for the area.



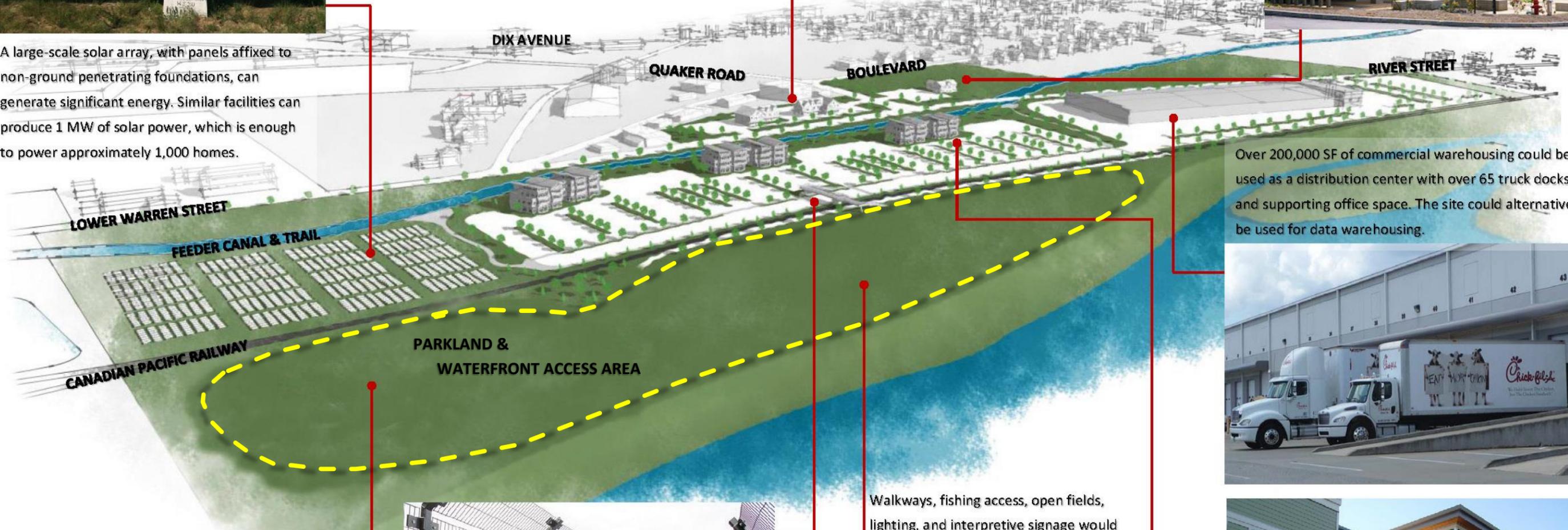
A visitors center with restroom facilities along the Feeder Canal Trail could help attract tourism.



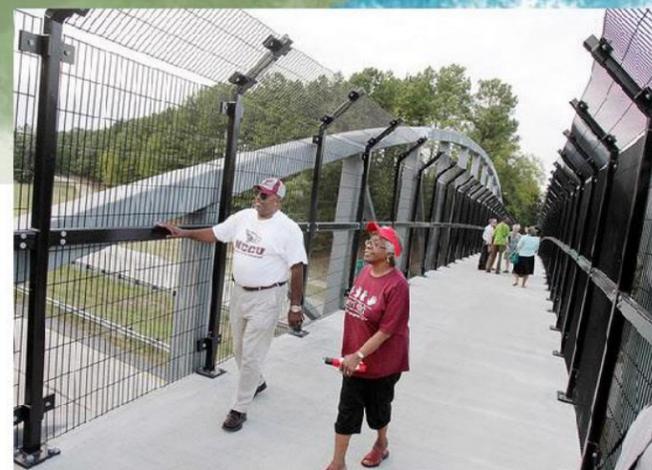
Over 200,000 SF of commercial warehousing could be used as a distribution center with over 65 truck docks and supporting office space. The site could alternatively be used for data warehousing.



120,000-180,000 SF of professional office space (perhaps with some commercial) could be used by existing business or used to attract new opportunities, including ACC related initiatives.



Consider Additional Uses for lower portion of the site. This may include cultural and/or educational facilities or needed municipal infrastructure



Pedestrian bridge over Canadian Pacific Railway can provide safe access to Hudson River waterfront and proposed recreational amenities.



Walkways, fishing access, open fields, lighting, and interpretive signage would provide tremendous waterfront recreation opportunities

## REDEVELOPMENT PLAN

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### *Redevelopment Vision & Objectives*

The Hudson-Ciba Waterfront Revitalization Plan recognizes the need for strong public and private partnerships and development incentives in order to transform the former Ciba-Geigy plant site and adjoining parcels into a community resource and economic asset. This includes building a positive relationship between the Town of Queensbury, BASF, economic development communities, and the business owners and residents of the South Queensbury neighborhood. Such a relationship should be based on mutual respect, open and meaningful communication, and a shared resolve to enhance the quality of life for current and future generations.

### *Redevelopment Plan*

The final redevelopment plan can be divided into two categories, public and private. With respect to private development the plan envisions the following components:

- Three (3) 40,000 SF flexible development space buildings located north of the CPR line on the Main Plant site and 140,000 SF of flexible development space/warehousing located on the Warren County DPW site. The intent of flexible development, or “flex space,” is to allow for a wide range of land uses. This may include light manufacture or small warehousing with front office space, research and development facilities, data warehousing, and the like. The advisory committee discussed a number of partnership opportunities that could help advance such development ranging from SUNY Adirondack to a variety of local industries. Several of these ideas are highlighted in the Implementation section below.

- Approximately 35,000 SF of nonresidential mixed-use development located at the corner of Lower Warren Street and Quaker Road. Development at this location could benefit from the high number of vehicle trips and improved pedestrian amenities along Lower Warren, River, and Quaker. Encouraging or requiring more aesthetically appealing development at this location could also improve the character of the immediate neighborhood and attract higher rental and lease rates and/or sale prices.



- A one (1) megawatt (MW) solar power array (or larger) located atop the Resource Conservation and Recovery Act (RCRA) landfill site. NYS Energy Research and Development Authority (NYSERDA), the US Environmental Protection Agency (EPA), and solar industry are interested and actively utilizing potentially contaminated and/or remediated sites for renewable energy generation. According to the EPA, there are more than 11,000 potentially contaminated sites that could support solar, wind, biomass and geothermal facilities with the potential to generate an estimated one million megawatts (MW) of renewable energy, or enough to power 1.5 to 2.5 million homes annually.<sup>2</sup>

In addition to private development, the proposed revitalization of the former Ciba-Geigy plant site includes a variety of public access and recreational opportunities and amenities. This includes the following:

- A Glens Falls Feeder Canal & Regional Trail System Visitor Center. The proposed visitor center would be located at the intersection of River Street and Quaker Road. In addition to parking and trail access, it would

<sup>2</sup> US EPA, *Handbook on Siting Renewable Energy Project While Addressing Environmental Issues*, 2013

provide a location where visitors and trail enthusiasts could obtain information, maps, lists of accommodations, and information about nearby recreational opportunities, cultural attractions, and events. It could also serve as a multi-use facility offering flexible space for community and economic development events and as a host of public venues and programs. The visitor center could also serve as the home of the Feeder Canal Alliance, include public restroom facilities, and provide bike accommodations (e.g., bicycle racks, simple repair stations with fixed hand tools and tire pumps, etc.).

- A Hudson Waterfront Park. The proposed waterfront park along the Hudson River would provide approximately 15 acres of recreational, open space, and cultural opportunities. The park would include a series of meandering walkways interwoven through an undulating landscape of grasses, wildflowers, and shade trees. Situated along the walkways would be a series of historic and artistic exhibits. Envisioned as an outdoor museum, historic exhibits could include logging, paper making, and mining equipment.



*Representative park along the Ohio River*

Interpretive signage (with smart phone technology) would tell the story of the region’s industrial heritage. With respect to art exhibits, the Town could collaborate with local schools, SUNY Adirondack, and other art organizations on a selection and administration process. Some displays could be permanent, while others may rotate regularly. Ultimately, the intent is to not only create a one-of-a-kind cultural experience, but also to complement the City of Glens Falls’ effort to develop a “museum district” along

the Warren Street corridor. The proposed park also includes a universally accessible kayak access and fishing pier. Finally, with restricted roadway access and overflow parking, the park could be used to host a variety of waterfront events, including community performances and educational seminars, and as a staging ground for sporting events. Pedestrian access over CP Rail would occur via a universally accessible bridge that linked to a network of walkways, the Feeder Canal Trail, and shared parking.

The proposed redevelopment plan also includes expanded utilities and roadway network. Access to the site would be located at the existing entrance near the current Warren County DPW facilities. Given the likely increase in traffic volumes, a new traffic signal at the intersection with River Street is proposed. From the intersection the roadway would continue south then westward along CP Rail, providing access to the proposed development. An extensive walkway and sidewalk network would provide safe pedestrian access throughout the site, linking the Feeder Canal trail, new business ventures, and the waterfront park. Finally, attractive landscaping (e.g., street trees, planted medians, vegetated areas, etc.) and stormwater controls (e.g., bioretention basins, vegetated swales, etc.) are incorporated into the proposed design to provide for an attractive and environmentally friendly setting. However, such features will be designed in such a way that they do not penetrate the land cover. Because the Hudson River is a fifth order stream, stormwater controls must temporally retain the first flush of a storm event, which can then be directly discharged without ground infiltration; these controls can be developed without penetration of the protective soil cover.

The complete **Ciba-Geigy Site Redevelopment Plan**, Figure 5, is provided below (next page).



Path connection to future pedestrian road crossing

Add traffic signal

Potential redevelopment of DPW site

± 140,000sf Flex Space / warehouse building

± 40,000sf Flex Space buildings

ADA accessible pedestrian bridge over railroad tracks

Gated / controlled access

Limited access porous pavement

Outdoor Industrial Museum / Art Park with pedestrian path network through raised landscape berm

Waterfront access with fishing pier

Potential event space with overflow parking

Stormwater management area (typ)

Solar Array (No public access)

Undeveloped Buffer Zone / future community use

# Former Ciba Geigy Site Redevelopment Plan

Town of Queensbury, Warren County, New York

March 2014

**THE Chazen COMPANIES**  
Proud to be Employee Owned

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Tel: 518.275.0818

North County Office  
575 Bay Road, Queensbury, NY 13804  
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South County Office  
117 Pine Street, Poughkeepsie, NY 12601  
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### *Preliminary Cost Estimates*

Based on the proposed Ciba-Geigy Site Redevelopment Plan, the preliminary cost estimate of improvements is approximately \$50 million. This includes predevelopment (design), site preparation, utilities, roadway infrastructure, lighting, stormwater controls, waterfront parklands and features, pedestrian access and amenities, mixed commercial and flex use buildings, visitor center, and related labor costs. The cost estimates do not include the proposed solar array since such facilities are generally installed and maintained by solar providers for reduced or fixed energy costs. The cost estimates for the proposed development are included in Appendix I.

The total cost can initially be divided into two components: public and private.

Public development costs include the proposed visitor center and the waterfront park. These improvements are estimated at approximately \$2.7 million and include a \$600,000 pedestrian bridge over CP Rail line. Infrastructure improvements to serve the Main Plant site are not included.

Private costs include the development of the flex and commercial buildings spaces on the Main Plant site and at the intersection of Quaker Road and Lower Warren Street. The total private cost is estimated at approximately \$44.1 million, which includes \$37.3 million in building construction with the balance utilities and infrastructure.

Private development costs can be supported or underwritten in part with public dollars in support of an economic development initiative. It is important that the public benefits to the community such as jobs, fiscal/economic impact, and advancement of community goals be clearly understood.

### *Economic Impacts*

While the cost to redevelop the former Ciba-Geigy site is high, the potential economic benefits can be significant. Direct benefits include both construction jobs and full time employment. Based on total building and site

development costs, it is estimated that approximately 625± construction jobs could be supported as a result of the full buildout of the site.

Wages for new fulltime jobs in technology/knowledge based manufacturing as well as office tend to be higher than average, and would have a significant positive effect on the Town and surrounding communities. Fulltime employment and annual wages were calculated based on the full buildout of the site. According to these estimates, the proposed development of the former Ciba-Geigy site could generate approximately 700 fulltime jobs, with annual wages of approximately \$26 million, which would have a significant positive impact throughout the local economy. This estimate would likely increase if a greater number of science, technological, engineering, and math related jobs (known as STEM) were attracted to the site.

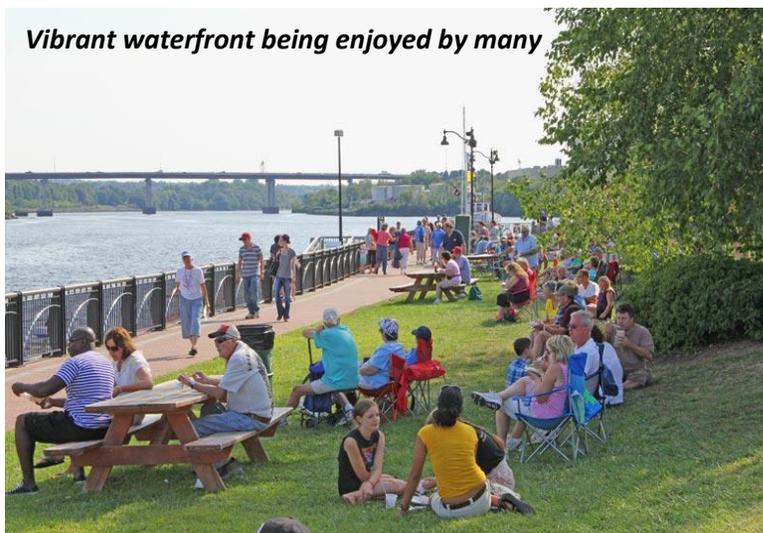
### *Solar Array*

Placement of a solar array on the RCRA hazardous waste landfill could generate approximately one (1) megawatt (MW) of electricity for the Town of Queensbury and/or on-site private development. Typically, such facilities are built in partnership with a solar company that completes all of the engineering, permitting, and construction work, as well as the long-term operations and maintenance. Cost savings are realized by locking into a fixed rate purchase agreement with the solar company for a select period (e.g., 20 years) and the local utility applies a net metering credit to the account.

For example, a one (1) acre solar array with a \$0.09 purchase agreement and \$0.12 net meter credit could result in approximately \$42,000 annual cost savings to the end user. An alternative to the standalone solar array facility is development of a localized power grid or 'microgrid' that would use the Ciba-Geigy site solar array as one of its power sources. According to the U.S. Energy Department, microgrids are often comprised of multiple electricity sources and loads and are connected to the existing (centralized) power grid. When power is disrupted to the

larger supply network, the microgrid can “break off” and operate from its own local energy source (e.g., generators, solar/renewable). While microgrids can offer some cost savings to users, their real value is derived from their local, sustainable, and reliable (and redundant) energy supply.

### *Other Community Benefits*



***Vibrant waterfront being enjoyed by many***

There are significant recreational and quality of life benefits that would result from the redevelopment of the site. Repurposing a vacant former industrial site, developing opportunity for employment on a brownfield, and waterfront access are important goals for the Town. The proposed waterfront park, Hudson River access, improved access and connection with the Feeder Canal Trail, the planned Feeder Canal Visitor Center, would all serve as a tremendous community resource. In addition to their intrinsic value, it is important to note that these resources would likely assist in attracting new homeowners and business to the site and

region. Corporate site selection representatives routinely identify recreation, parks, open space, and other quality of life amenities among the most important factors when they are deciding where to locate new businesses. Similarly, studies identify open spaces, such as parks and recreation areas, as having a significant positive effect on nearby residential property values, which leads to proportionately higher property tax revenues for local governments.

Finally, the former Ciba-Geigy site may offer additional public infrastructure and utility opportunities. More specifically, the Adirondack Gateway Council (AGC) recently engaged an engineering consultant to examine the

potential to develop a regional sewer system that could serve portions of Warren, Washington, and northern Saratoga counties. The AGC has preliminarily identified the former Ciba-Geigy site as potential biosolids recycling facility. Based on the proposed redevelopment plan, the former Ciba-Geigy site offers approximately five (or more) acres that could be used as a biosolids handling facility (i.e., adjacent to the RCRA cap and Lehigh Cement Company, the Warren County DPW site, or in place of one of the proposed flex space buildings).



Biosolids are the natural byproduct of the wastewater treatment plants that are typically operated by municipalities, and occasionally, private entities. They result from the ongoing treatment of septic sludge via physical, chemical and biological processes to remove all pollutants and pathogens from wastewater. Today, these materials are almost always incinerated or landfilled. However, biosolids can easily be recycled (processed) into inexpensive, nutrient-rich fertilizer or composting material for a variety of agricultural and

landscaping uses. As such, this alternative presents a cost-effective, environmentally friendly and profit-producing option for many communities.

In order to be approved for land fertilization purposes, biosolids must meet the highest federal and state quality and application standards. This level of quality is known as “Class A” biosolids. Additionally, lower grade or Class B biosolids can be re-purposed in alternative ways, including ground cover at abandoned mine sites to re-establish lost vegetation, in timberlands to promote rapid re-growth, on golf courses to improve greenways, and in compost for lawns, home and community gardens.

## IMPLEMENTATION

---

Given the significant costs associated with the proposed Ciba-Geigy Site Redevelopment Plan, the advisory committee worked to identify an implementation strategy that provided opportunities for phasing, sharing the costs of development between the public and private sources, and leveraging state/federal funding support. Recognizing the need manage development costs, the advisory committee developed a phased approach whereby essential sewer, water, and roadway infrastructure would be constructed in phases, providing utilities and access to a single lot at first, then to a series of shovel ready sites. In addition to phasing, strategic partnerships, land use approaches, various programmatic initiatives, and funding and implementation strategies were also identified for the other components of the redevelopment plan (e.g., waterfront park, Feeder Canal Visitor Center, etc.).

### *Ciba-Geigy Site Redevelopment Plan Phasing Strategy*

Redevelopment of the former Ciba-Geigy site includes development in four phases. Phase I & II include access and utility improvements designed to create utility ready development sites funded with public dollars. Phase III & IV are focused on construction of flex and manufacturing/warehouse space. The Phasing Plan is provided as Figure 6 and the individual phases are described in greater detail as follows:

- **Phase I:** Includes public improvements to existing sewer connections from across Lower Warren/River Street and the installation of a new sewer line along the Warren County DPW parcel boundary. It also includes an improved entrance and traffic signal along River Street with a new service road extending south towards the Hudson River, then westward along CP Rail line. Requisite stormwater controls as well as electric, natural gas, lighting, sidewalks, and pedestrian improvements would also be included. The County's facilities could remain operational. The installation of this infrastructure would allow for two of

the proposed building sites to come on line. The approximate cost for this phase is \$1.93 million. It is anticipated that this would be publicly funded.

- **Phase II:** This phase includes extension of service roads, sewer, electric, natural gas, lighting, and sidewalks (as well as requisite stormwater controls) westward along the CP Rail. Additional sewer, electric, and natural gas infrastructure would be installed south of the Feeder Canal Trail as well. The extension of this infrastructure would allow for the remaining buildings to come on line. The approximate cost for this phase is \$1.16 million. It is anticipated that this would be publicly funded.
- **Phase III:** Phase includes 120,000 SF of development. The three 40,000 SF flex space buildings would be brought on line. This could occur as individually or as a group. Costs include site preparation, utility connections, parking, stormwater controls, and building construction. The approximate cost for this phase is \$24 million. While it is anticipated that much of this would be privately funded, it is likely that strategic partnerships and funding opportunities would help offset these costs (see Organizational and Funding Strategy below for more information).
- **Phase IV:** Includes the redevelopment of the Warren County DPW site along River Street. Once part of the Ciba-Geigy facility, it was sold to Warren County. It currently houses a DPW substation and an outbuilding is leased for scrap recycling. Much of the site is vacant. Proposed development on the site includes 140,000 SF warehousing flex space. Similarly to the previous phase, it is anticipated that this phase would be mostly privately funded. The approximate cost for this phase is \$15.12 million.

- Other Public Project Components:** This includes the proposed Feeder Canal Visitor Center, Hudson River Waterfront Park and pedestrian access bridge, and commercial development at the intersection of Quaker Road and Lower Warren Street. The Feeder Canal Visitor Center could range in cost from \$600,000 to \$1.1 million, depending on building design and desired programming. The proposed waterfront park and pedestrian bridge has an estimated cost of \$1.7 million. Finally, the proposed commercial development has an estimated cost of \$4.74 million.

The table below provides a cost overview of the above phasing strategy. Figure 6, the Ciba-Geigy Site Redevelopment Plan Phasing Strategy (located at the end of this section) illustrates the location of each phase.

DESCRIPTION	FUNDING SOURCE	TOTAL
<b>PHASES</b>		
Phase I	Public	\$1,930,000
Phase II	Public	\$1,160,000
Phase III	Private	\$24,270,000
Phase IV	Private	\$15,120,000
<b>Phases Subtotal</b>		<b>\$42,480,000</b>
<b>OTHER COMPONENTS</b>		
Phase V (Park)	Public	\$1,710,000
Visitor's Center	Public	\$1,030,000
Commercial/Mixed-Use	Private	\$4,740,000
<b>OTHER COMPONENTS SUBTOTAL</b>		<b>\$7,480,000</b>
<b>TOTAL ESTIMATE</b>		<b>\$49,960,000</b>



**Phase I**

**Phase II**

**Phase III**

**Phase IV**

**Other  
Elements**

**Ciba-Geigy Site Redevelopment Phasing Strategy**

Town of Queensbury, Warren County, New York

## Organizational Strategy

Redevelopment of the former Ciba-Geigy site will require strong public and private partnerships, dedicated leadership, and good old fashioned perseverance. Establishing a strong working relationship with BASF, the current property owners, is of greatest importance. According to BASF, they are considering the sale of the northern (or outer) parcels at the intersection of Quaker Road and Lower Warren Street. However, in order to maintain the Main Plant site's corrective measures, they have expressed the desire to retain ownership of the property. BASF indicated that they would be interested in a long-term lease arrangement and that they have used a similar strategy in order to redevelop other properties. An arrangement that would alleviate BASF from nearly \$100,000 annual tax liability (based on 2013 tax assessments) would seem attractive to the company.



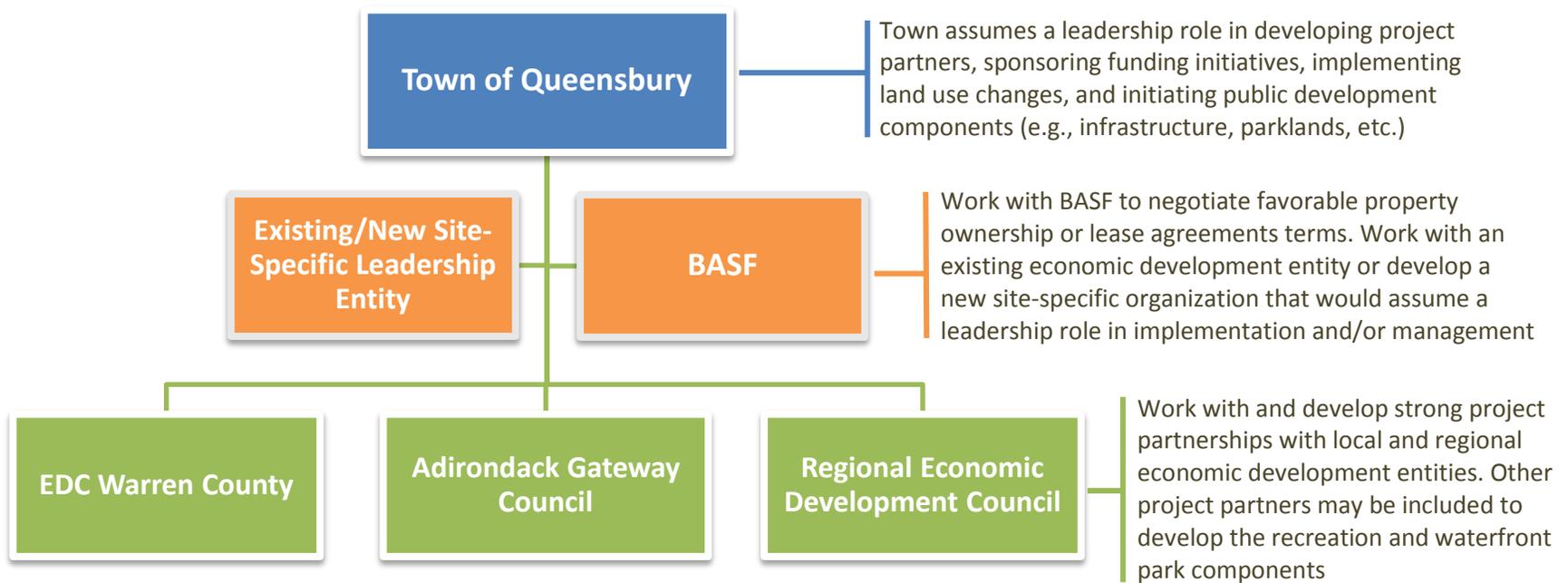
A long-term lease of the land may be viable option; however because of the high costs of installing the infrastructure, and the area's low lease rates, attracting a standalone private entity that would redevelop the site is a challenge. Under this scenario, the Town would secure a low (or zero) cost lease agreement and provide BASF a relief of its tax liability in return. With control of the site, the Town (or its management entity) would be positioned to drive redevelopment by securing funding to install Phase I and II infrastructure and developing a marketing strategy that aligns with the Town's vision. The Town should explore establishing a property development entity, providing enhanced PILOT agreements, and identify target grant and funding programs. The Town would be in a position to adopt favorable land use controls (see land use recommendations below) permitting a shovel ready site attractive to site selectors and the business

community. To further entice BASF, the Town could consider a lease agreement that would provide some form of payment if future revenue is derived from an end lease or other payments from a user.

Alternatives to this approach may include the Town partnering with BASF to help broker a lease agreement and encourage redevelopment of the site by adopting favorable land use controls. Under this arrangement the Town could act as sponsor for grant applications and offer tax incentives and/or programs (e.g., PILOT agreements, etc.). From the Town's perspective, the drawback to this strategy is that it would have less influence in the timing of the process, limiting the ability to install the necessary infrastructure on private property, and control the final redevelopment scheme.

Regardless of the approach, indemnification of future owners/lessees from environmental liability is a key concern. While it is understood that BASF would like to shield itself from potential liability, the development of the site will be severely impeded by an agreement that seeks to place all liability on a future leaseholder/landowner. Therefore the Town, along with its economic development partners, should work with BASF and property brokerage firm to identify reasonable terms that will encourage redevelopment opportunities.

The following organizational chart (next page) depicts key players, roles, and actions for consideration. There are a number of options moving forward and this is illustrative of one approach:



### *Business/Technological Park Considerations*

The project site could be developed as individual opportunities arise or the Town may decide to create a business or technological park with a management entity to oversee development and operation. An existing organization, or one created specifically for this purpose, would serve as the developer and broker of incentives and benefits to prospective tenants, as well as oversee operations and maintenance. Successful business or technological parks create a theme to differentiate themselves and ensure compatibility of uses. A focus on innovation, strategic partnerships, and workforce development needs can provide a resource to tenants and target tenants.



According to the recently published *Saratoga County Economic Development Strategy* (2014), which examined issues and opportunities related to the Saratoga County’s business and technological parks (including Luther Forest Technology Campus) “innovation-oriented” parks “increasingly offer cost advantages that are difficult for other parks to compete with.” In a region that has a significant amount of greenfield development opportunities and competing business and technological parks, there is a need for the redevelopment of the former Ciba-Geigy site to differentiate itself by deemphasizing profitability and

focusing more holistic and sustainable economic growth. In addition to cost competitiveness, the *Saratoga County Economic Development Strategy* identifies the following management and services strategies:

- Allowance for a diversity of tenants;
- Efficient and responsive management;
- Dedicated marketing, promotion, and networking efforts; and,
- Ability to adapt to different business needs.

In order to achieve broad-based community economic goals, an innovation-oriented approach often requires strategic partnerships and collaboration with local business, industries, and institutions of higher learning (see Funding & Partnership Strategies below for more information). The goal of these partnerships is to promote synergies that result in an increasingly skilled labor force, collocation of interrelated or supply-based businesses, opportunities for new spinoffs, and indirect job growth.

While traditional business and technological parks are often isolated auto-oriented complexes, more innovative parks are being developed as “mixed-use, live-work-play environments.” As such, this raises the importance of revitalizing the entire South Queensbury Neighborhood as described in the South Queensbury BOA Pre-Nomination Study (Appendix A), which recommends attractive, mixed use development, enhanced recreational and cultural amenities (including Hudson River waterfront access), and the provision of more/safer multimodal opportunities. Simply put, the *Saratoga County Economic Development Strategy* notes that innovation-oriented parks are “following market demand for more urban, lifestyle-oriented and amenity-rich places” that “attract high-skilled and entrepreneurial technology professionals.”

### *Land Use Considerations*

The Town should consider the following land use controls:

- **Zoning Revisions:** The former Ciba-Geigy site is primarily zoned Heavy Industry (HI). Permitted uses (through Special Use Permit or Site Plan Review) include asphalt, cement, chemical plants, food service, fuel supply depots, junkyards, light manufacturing, railroad service, recycling centers, sand and gravel processing, truck depots, and warehouses. Setback requirements range from 50 feet (side) and 200 feet (shoreline). In order to accommodate the redevelopment plan, the Town should explore additional permitted uses in order to allow for greater flexibility and opportunities. This may include academic, agricultural service use, assembly operation, business service, distribution center, health-related facility, office, public or semipublic building, research and development facility, and wholesale business. Depending on the use, the Town should consider zoning revisions that include enhanced design standards (e.g., architecture and landscaping requirements) and improved pedestrian/multimodal connectivity to the South Queensbury Neighborhood and proposed Hudson River Waterfront Park.

- **Planned Unit Development District:** As an alternative to revising the existing zoning, the Town could consider adopting a Planned Unit Development (PUD) district. Unlike conventional zoning, PUD's often allow for a mixture of land uses and afford a greater degree of flexibility with respect to overall densities and site layout. PUDs often include performance standards or community benefits that have to be met by the developer. These performance standards typically include incentives, such as density bonuses and/or removal of select regulatory obstacles. Using this approach, the Town could prepare a PUD ordinance that allowed for a wide range of building types and/or uses and offer incentives that encouraged attractive designs and pedestrian/multimodal connectivity to the South Queensbury Neighborhood and proposed Hudson River Waterfront Park.
- **Generic Environmental Impact Statement:** Preliminary engineering, permitting, and approval related development costs (i.e., soft costs) can be significant to a developer. The environmental review (SEQR) and approval process can be complicated, lengthy, and an impediment to site selection decisions. Given the scope and scale of the Ciba-Geigy redevelopment plan, the environmental review and approval process could be considerable in time and costs. As a means of encouraging and enticing development the Town could develop a Generic Environmental Impact Statement (GEIS) evaluating the potential environmental impacts for the site based on buildout of the site consistent with the conceptual redevelopment plan. By preparing a GEIS the potential impacts and appropriate mitigation measures can be identified upfront, and the cost of these measures can be equitably distributed to future tenants. This mechanism has been used successfully in the development of the Luther Forest Technology Campus and the Glens Falls Veterans Field/Tech Meadows sites.

It is recommended that the Town consider preparing a GEIS that would fully evaluate the anticipated environmental impacts of rezoning and redeveloping the site. In this manner, the Town would create a permit ready site and alleviate the need for a private entity to conduct this effort.

### **Funding & Partnership Opportunities**

Innovation-oriented developments typically require strong partnerships between government, businesses, and institutions of higher learning. Such partnerships are often referred to as the “Triple Helix” in the economic development community. The goal of such a partnership is to promote synergies that result in product innovation, increasingly skilled labor force, collocation of interrelated or supply-based businesses, opportunities for new spinoffs, and indirect job growth. In our region, SUNY Polytechnic Institute’s (formerly University at Albany’s) Colleges of Nanoscale Science and Engineering (CNSE) is perhaps the best example of the Triple Helix, whereby New York State, SUNY, and a multitude of businesses have converged to develop some of the most innovative technology in today’s market. While it is not suggested that the redevelopment of the former Ciba-Geigy site result in regional, national, or international technological hub, there are certainly many opportunities to leverage the region’s existing industries and academic institutions.

#### *START-UP NY*

In an effort to encourage such partnerships, New York State’s START-UP NY program allows every SUNY community college and four-year institution to establish a tax-free area for eligible start-up businesses that are within a one mile radius of a campus (note a waiver can be obtained for lands outside of the one mile requirement). Given SUNY Adirondack’s proximity to the former Ciba-Geigy site (approximately three miles) and the site’s economic redevelopment potential, it is recommended that the Town collaborate with SUNY Adirondack and NYS Empire State Development Corporation (ESDC) to designate the site as a Tax-Free NY area.

Recognizing this opportunity, SUNY Adirondack has already listed the former Ciba-Geigy site as a “potential” Tax-Free NY area within its approved START-UP NY program.<sup>3</sup> According to START-UP NY, “in order to locate in a Tax-Free NY community, businesses need to be aligned with or further the academic mission of the campus, college or university sponsoring the Tax-Free NY community, and their participation must have positive community and economic benefits.” The program offers “wide-latitude with respect to academic mission.” The intent of the program is to encourage new jobs. In order to qualify, a prospective business must be:

- A new startup-up company;
- A company that is relocating from out-of-state; or
- An existing NYS business that is expanding its operations (in such instances business must demonstrate that they are creating new jobs).

While attracting new business would certainly benefit the region, the Town and SUNY Adirondack could also work with existing industries to develop new opportunities. For example, Finch Paper could collaborate with SUNY and the Town on specialty fiber research and development or a local medical device manufacturer, or (as presented by IBM’s Dr. John E. Kelly III at Warren County EDC’s 2013 economic forum) a big data warehousing or high-tech environmental research firm.

### SUNY Adirondack START-UP NY Program

According to SUNY Adirondack’s approved START-UP NY program, the primary focus for the college is to support partnerships with the following business types:

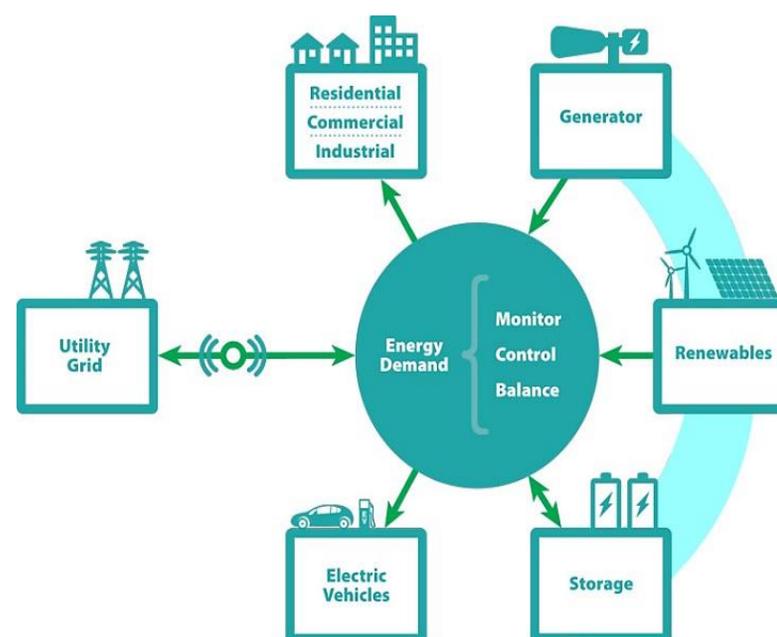
- Large and small scale manufacturing. This may include industrial or consumer products, medical device and supportive industries, clean room technology and processing, agricultural or beverage products (particularly local), recycling of industrial or consumer products
- Software, IT, and new media solutions development
- Environmental research or product development
- Biological/health sciences lab/research facility

<sup>3</sup> <http://www.startup-ny.com/system/files/Adirondack%20Community%20College%20Campus%20Plan.pdf>

Development of a solar array also presents additional implementation and funding opportunities. As previously noted, such facilities are typically built in partnership with a solar company that completes all of the engineering, permitting, and construction work, as well as the long-term operations and maintenance. Several companies have already expressed an interest in partnering with Queensbury to develop a solar array.

### *Microgrid*

There has also been some interest in developing part of a microgrid on the former Ciba-Geigy site. In order to advance this idea the Town should meet with interested parties and discuss alternatives. This may include meeting with representatives from NYS Research and Development Authority (NYSERDA), National Grid, and Boralex. GE has also indicated an interest in developing a microgrid pilot project in the area. The Town could also meet with the Town of Moreau and City of Glens Falls, who were recently awarded NY Prize funding as part of the state’s [Reforming the Energy Vision](#) (REV) strategy. As part of this effort, the Town should consider developing of a more comprehensive, town-wide sustainable energy plan.



In addition to the above program and project partnerships, the Town should consider the following funding opportunities. The funding opportunities have been divided into private and public categories, consistent with the Phasing Strategy outlined previously. For organizational purposes, public infrastructure improvements (e.g.,

Phase I and Phase II roadways and utilities) that are intended to incentivize private development are included in the private funding opportunities below. For a complete list of funding opportunities, please see Appendix J.

### *Private Development Funding Opportunities*

- **Consolidated Funding Application:** In 2011, New York State made dramatic changes to the grant funding arena by developing 10 Regional Economic Development Councils (REDC) and a Consolidated Funding Application (CFA) process. This has created an efficient system for New York State funding agencies, and is an innovative approach to community and economic development. This is a highly competitive process with many funding programs due all at the same time (typically during the summer). The Town of Queensbury is in the boundaries of the Capital Regional Economic Development Council (CREDC). The CREDC, coupled with select NYS funding agencies, is responsible for reviewing and prioritizing CFA applications based on relevant program criteria and/or CREDC funding priorities. The CFA process includes the following funding opportunities that Town and/or businesses should consider in order to redevelop the former Ciba-Geigy site:
  - **Priority Projects Funding:** As part of the CFA process, Regional Economic Development Councils may identify priority projects that align with their respective economic development plan. If the REDC identifies your project as a priority for the region, there is a greater likelihood of receiving funding. There is a separate priority project application that is included in the CFA a process. The Town should consider reaching out to REDC representatives to discuss the project and perhaps attend the REDC's regularly scheduled meetings.
  - **Empire State Development Grant Funds:** Empire State Development (ESD) funds are for business, infrastructure, and economic growth investments. While ESD will fund infrastructure projects (e.g.,

Phase I and Phase II roadways and utilities, etc.), it needs to be tied to job creation/commitments and project ready. Funds may be used for:

- ✓ Acquisition of land, buildings, machinery and/or equipment;
  - ✓ Demolition and environmental remediation;
  - ✓ New construction, renovation or leasehold improvements;
  - ✓ Acquisition of furniture and fixtures;
  - ✓ Soft costs of up to twenty-five percent (25%) of total project costs; and
  - ✓ Planning and feasibility studies related to a specific capital project or site.
- **Empire State Development Excelsior Jobs Tax Credit Program:** The Excelsior Jobs Program is intended to promote job creation and incentives to such industries as biotechnology, pharmaceutical, high-tech, clean-technology, green technology, financial services, agriculture and manufacturing.
  - **Empire State Development Strategic Planning and Feasibility Study Project Grants:** funding is available for working capital grants to support 1) technical assistance to local businesses and 2) training and career development opportunities to local workers.
  - **Environmental Facilities Corporation Green Innovation Grant Program:** The Green Innovation Grant Program (GIGP) provides grants on a competitive basis to projects that improve water quality and demonstrate green stormwater infrastructure. Funding could be used for need and creative stormwater practices. Some green infrastructure practices may also provide added landscaping design features (e.g., bioretention basins or rain gardens, etc.).
  - **Community Development Block Grant Program:** Community Development Block Grant (CDBG) is a federally funded program that is administered by the Office of Community Renewal (OCR). The program includes funding for the following relevant initiatives:

- Economic development funding for private development (e.g., property acquisition, select construction financing, etc.)
  - Small business assistance
  - Public Infrastructure (e.g., water, sewer, and/or stormwater improvements, etc.)
- **Build Now-NY Shovel Ready Site Program:** While there is no funding support, according to the Build Now-NY program, it is an initiative designed to “pre-permit” sites for development. Build Now Shovel Ready-NY includes an inventory of locations for a wide range of other business profiles, making them ready for development when the opportunity arises and even creating opportunity. The site profiles include high technology manufacturing; warehouse/distribution/e-commerce centers; and multi-tenant business and technology parks. Locally, the Airport Industrial Park, Quaker Ridge Technology Park, Queensbury Industrial Park, Tech Meadows, and Wilton Global Development Campus are designated as Build Now and/or Shovel Ready sites.
- **Brownfield Opportunity Area:** Used to fund the Queensbury South Brownfield Opportunity Area Pre-Nomination Study (See Appendix A), the NYSDOS Brownfield Opportunity Area (BOA) is a three-phased program that focuses on community revitalization and economic development. After the completion of the Pre-Nomination phase, the Town of Queensbury is eligible to peruse Nomination phase funding, which can be used to further explore improved business collaboration, marketing initiatives, and site-specific redevelopment opportunities.

### *Public Development Funding Opportunities*

- **Consolidated Funding Application:** In addition to the private development funding opportunities, the CFA process includes a myriad of public funding opportunities that can be used to develop the proposed Feeder Canal Trail improvements and Hudson River Waterfront Park. This includes the following programs:

- **NYS Department of State Local Waterfront Revitalization Program:** Having funded the Hudson-Ciba Waterfront Revitalization Plan, the NYSDOS Local Waterfront Revitalization Program (LWRP) can be used to fund a host of waterfront, recreational, and cultural improvements, including trails, waterfront access, the proposed visitor center, etc.
- **NYS Office of Parks, Recreation, and Historic Preservation Municipal Grants:** NYS's Office of Parks, Recreation, and Historic Preservation (OPRHP) offers funding for the acquisition, development, and planning of parks and recreational facilities to preserve, rehabilitate or restore lands, waters or structures for park, recreation or conservation purposes and for structural assessments or planning for such projects. Similar to LWRP funding, OPRHP funding may be used for many of the proposed recreation and cultural amenities/facilities.
- **NYS Canalway Matching Grant:** The Canalway Grants Program is a competitive matching grant program available to eligible municipalities and non-profit organizations along the New York State Canal System. Funding is for Capital Projects that meet the objectives of the Regional Economic Development Councils and the NYS Canal Recreationway Plan. This may include proposed Feeder Canal Trail improvements and waterfront park.
- **Environmental Facilities Corporation Green Innovation Grant Program:** As previously noted, the Green Innovation Grant Program (GIGP) funds improved water quality and green stormwater infrastructure projects. Green infrastructure practices within the proposed waterfront park may also provide added landscaping design features (e.g., bioretention basins or rain gardens, etc.).
- **NYS Council on the Arts:** Funds are available for the study of and presentation of the performing and fine arts; surveys to encourage participation in the arts; to encourage public interest in the cultural heritage of the state, and to promote tourism by supporting arts and cultural projects. Culture & Heritage Project Grant (CHPG); Workforce Investment Program (WIP); Artistic Program Capital

Equipment (APCE); Technology Improvements Program (TIP). Such funding could be used towards the proposed waterfront park cultural amenities/facilities.

- **Empire State Development Market New York:** New in 2013, Market New York funding is intended to support “regionally themed New York focused projects.” Focused on “bolster tourism growth by promoting tourism destinations, attractions, and special events” funding can be used to create such tourism facilities as the proposed visitor center.

For further assistance, the following table (next page) illustrates the proposed recommendations and identifies potential leadership roles. While implementation will/should depend upon the availability of funding and/or partnership opportunities, the table also provides short (1-4 years), medium (4-6 years), and long-term (6-10 years) priorities for the Town’s consideration. However, it is important to note that short-term projects may require a significant amount of resources and time to complete. Conversely, long-term projects may be accomplished in a brief amount of time or with limited effort.

## Hudson-Ciba Waterfront Revitalization Plan Implementation Strategy

Initiate	Project	Implementation Steps	Leadership & Partnerships
<b>Short Term</b>	<ul style="list-style-type: none"> <li>▪ Redevelopment land use strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare GEIS and revise zoning and/or adopt a Planned Unit Development</li> </ul>	Town Board
	<ul style="list-style-type: none"> <li>▪ Ownership or Land Use Agreement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Negotiate favorable ownership or lease agreement with BASF (work with real-estate broker)</li> <li>▪ Work with local and/or regional economic development entities to establish existing or new site-specific leadership strategy</li> </ul>	Town Board, BASF, EDC Warren County, Adirondack Gateway Council
	<ul style="list-style-type: none"> <li>▪ Phase I Development: new service road; improved sewer and water connections; intersection/entrance improvements; select stormwater improvements and extended electric, gas, lighting, and sidewalks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pursue grants and/or funding mechanisms for Phase I design and construction</li> <li>▪ Pursue NYS Shovel Ready status</li> <li>▪ Pursue Tax-Free NY Area status</li> </ul>	Town Board, EDC Warren County, Adirondack Gateway Council, Regional Economic Development Council, NYSDOT
	<ul style="list-style-type: none"> <li>▪ Solar array or microgrid facility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with preferred company to develop solar array or microgrid facility</li> </ul>	Town Board, Preferred Private Project Partner
	<ul style="list-style-type: none"> <li>▪ Pedestrian/trail and parkland facilities/amenities (e.g., improved Lower Warren crosswalk, Feeder Canal Trail improvement and/or visitor center, etc). Take into consideration the long-term work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pursue grants and/or funding mechanisms for public facilities/amenities</li> </ul>	Town Board, Regional Economic Development Council, The Feeder Canal Alliance, Lakes to Locks Passage, NYS Canalway, OPRHP, NYSDOS

Initiate	Project	Implementation Steps	Leadership & Partnerships
	that will be needed to create a pedestrian bridge over railway		
<b>Medium Term</b>	<ul style="list-style-type: none"> <li>Phase II Development: extension of service roads, sewer, electrical, natural gas, lighting, and sidewalks.</li> </ul>	<ul style="list-style-type: none"> <li>Pursue grants and/or funding mechanisms for Phase II design and construction</li> </ul>	Town Board, EDC Warren County, Adirondack Gateway Council, Regional Economic Development Council
	<ul style="list-style-type: none"> <li>Ongoing Pedestrian/trail and parkland facilities/amenities (e.g., waterfront park, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Pursue grants and/or funding mechanisms for public facilities/amenities</li> </ul>	Town Board, Regional Economic Development Council, The Feeder Canal Alliance, Lakes to Locks Passage, NYS Canalway, OPRHP, NYSDOS
	<ul style="list-style-type: none"> <li>Phase III Development: 120,000 SF of development and associated infrastructure connections</li> </ul>	<ul style="list-style-type: none"> <li>Work with established site development leadership entity to attract business through funding programs and incentives</li> </ul>	Town Board, EDC Warren County, Adirondack Gateway Council, Regional Economic Development Council, SUNY Adirondack, NYSESD
	<ul style="list-style-type: none"> <li>Ongoing Pedestrian/trail and parkland facilities/amenities</li> </ul>	<ul style="list-style-type: none"> <li>Pursue grants and/or funding mechanisms for public facilities/amenities</li> </ul>	Town Board, Regional Economic Development Council, The Feeder Canal Alliance, Lakes to Locks Passage, NYS Canalway, OPRHP, NYSDOS

Initiate	Project	Implementation Steps	Leadership & Partnerships
<b>Long Term</b>	<ul style="list-style-type: none"> <li>Phase IV Development: redevelopment of the Warren County DPW site</li> </ul>	<ul style="list-style-type: none"> <li>Work with established site development leadership entity and Warren County DPW to attract business through funding programs and incentives</li> </ul>	Town Board, EDC Warren County, Adirondack Gateway Council, Regional Economic Development Council, SUNY Adirondack, NYSESD
	<ul style="list-style-type: none"> <li>Ongoing Pedestrian/trail and parkland facilities/amenities</li> </ul>	<ul style="list-style-type: none"> <li>Pursue grants and/or funding mechanisms for public facilities/amenities</li> </ul>	Town Board, Regional Economic Development Council, The Feeder Canal Alliance, Lakes to Locks Passage, NYS Canalway, OPRHP, NYSDOS

APPENDIX A:  
SOUTH QUEENSBURY BOA PRE-NOMINATION STUDY  
(ON CD)

APPENDIX B:  
ADVISORY COMMITTEE MEETING SUMMARIES

## Meeting Summary

**South Queensbury BOA (C303857)  
& Ciba Geigy Master Redevelopment Plan (C0070066)  
Project Scoping/Kick-off Meeting  
October 16, 2012  
T/O Queensbury Town Hall**

### **Attendees:**

Stuart Baker (Town), Andy Labruzzo (NYS DOS), David MacLeod (NYS DOS), Chris Round (Chazen), Margaret Irwin (Riverstreet-by phone)

### **The following topics were discussed:**

#### Project Advisory Committee (PAC)/Public Meetings

- Stu would like it a manageable size – 6-8 people
- DOS would like to review draft committee list
- Andy would like to be listed (but not a member) on PAC list to ensure this occurs
- Dave does not need to be a member, but likes to attend the first meeting.
- Neither wish to attend most committee meetings unless the community asks
- All scheduling public meetings should be coordinated with DOS
- Andy likes to be at public meeting

#### Project Documents & Communications

- Dave and Andy would like to be copied on all correspondence
- Andy is ok with electronic copies of interim stuff and paper copies and CD of final products. Dave would like paper copies of all. BOA would prescribe specific number of draft and final documents. Final products must be delivered in hard copy and on CD. The CD must contain the products in their original format (e.g., Word, Arc GIS, CAD, etc.) as well as PDF.
- EPF attribution (including logo) must be on all documents.
- Contract and work plan task number on all documents.
- Invoicing should include adequate information to identify what are BOA task and what are LWRP tasks.
- Department must review and approve all PRs prior to distribution.
- Town needs to provide procurement documentation; NYSDOS (Andy) will provide form for this purpose. BOA grant deadline is March 6, 2013. The Town can get an extension or submit the BOA in advance of the LWRP completion.
- LWRP grant deadline is Jan 2, 2014.
- Start reimbursement immediately. Process is currently slow (~6months). BOA allows for 25% advance.



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Project Scope

The following discussion/clarifications were made on the work plans for the respective projects:

<b>Master Planning for Redevelopment of the Ciba-Geigy Parcel (Ciba Master Plan)            NYSDOS Contract C007066</b>	
<b>Task</b>	<b>Notes</b>
7 Second Project Meeting	This task is satisfied by today's meeting
8 Public Participation Plan	<p>Very important and should be updated throughout the process. Riverstreet has a model and will help town with this. This plan will serve both projects.</p> <p>There are unique needs to each project. As an example the Ciba project should include meetings with the property owner and the County. Focus Group meetings to include Working and Recreational Waterfront</p> <p>The number of meetings will be established through the Public Participation Plan in consultation with the Project Advisory Committee and DOS. Three meetings are anticipated.</p> <p>Visioning- basic background, BOA components integrated. Stu prefers Ciba Geigy as focused vision. Then general vision for LWRP area.</p>
9 Site reconnaissance	<p>The scope in general includes a laundry list of information. Only relevant information from the list will be required to be included in the Site Reconnaissance. Relevant information will be determined in consultation with the Town, project advisory committee and DOS. A property survey will not be performed. This effort is focused on preparing a base map for the site to be prepared from information made available or routinely available through the public domain (i.e., GIS data coverage). It's important to understand that assets and constraints. Need to know more about rail line. The property owner may have data from past marketing. Important to bring assumptions to the communication. Communication between the team is essential. Stu does not think this is a problem</p>
10. Visioning Workshop	<p>The visioning workshop will be conducted concurrently with the 1<sup>st</sup> BOA workshop. Riverstreet will lead.</p>
11. Economic & Market Analysis	<p>The first phase of the analysis is preliminary</p>



	economic/market screen to demonstrate general support in the marketplace for potential uses. The more detailed work will be used to analyze the economic feasibility of a specific use at a specific site through a pro forma (or similar) analysis.
12. Evaluation of redevelopment Alternatives	Tasks 12 and 13 will be completed together The work program calls for the preparation of 3 alternatives; however the number of alternatives may be adjusted based on consultation with the Town, project advisory committee and DOS
13. Alternative Schematic Designs	See above.
14. Public Informational Meeting	Presentation of plans – no comments.
15 Selection of Preferred Alternative	The selection of a preferred alternative or alternatives will be accomplished based on consultation with the Town, project advisory committee and DOS.
16 Implementation Techniques/Action Plan	This should be a matrix of actionable items. This can include identification of additional studies and support a request for additional funds from DOS. Does not need to be a narrative. The matrix of action items should be categorized, described in priority order, characterized as short-, medium- or long-term, and include concept level cost estimates, responsible entity, and potential funding sources.
17 Draft Master Redevelopment Plan	The draft master plan may be presented as a schematic (conceptual) plan <u>with supporting documentation</u> . The format of the master plan will be determined in consultation with the Town, project advisory committee and DOS Product can be part of BOA but should be stand-alone. This task does not include the preparation of construction documents.
18 Public Informational Meeting	No comments
19 Final Master Redevelopment Plan	See 17 above



<b>South Queensbury BOA Scope (BOA) NYSDOS Contract C303857</b>	
<b>Task</b>	<b>Comments</b>
1.6 Project Scoping Session	Today's meeting satisfies this task
1.7 Project Outline	No comments
2.1 NYS Community Seminar Series	Training has not been conducted and not mandatory. Attendance at NPCR is of value and is reimbursable.
2.2 Interagency Workshops	Same as 2.1
3 Community Participation	See Task 8 from LWRP/
4 Draft Pre-Nomination Study	David indicates this is simple, straight forward, pre-planning information. It should include relevant information and not be an exercise in gathering data –for data sake.
A. Community Overview & Description	All of the BOA Inventory info should some value to informing the decision making for revitalization activities and at the CIBA site Task 4.1 – not overlapping. Boundary is just BOA area boundary.
B. Project Overview & Description	David indicates to be brief
C. BOA Boundary Description & justification	David suggested expanding boundary to include the Ciba Geigy site.
D. Community Vision Goals & Objectives	Vision should paint a picture of the future state. Goals are more concrete steps about what you want to achieve to achieve that vision. Objectives should be actionable. There should be a clear 'thread' between them.
E. Community Participation Techniques and/or Process	Comments similar to LWRP project
4.2 Preliminary Analysis of BOA A. Existing Land Use and Zoning B. Brownfield, Abandoned, and Vacant Sites C. Transportation & Infrastructure D. Land Ownership Pa E. Natural Resources F. Summary of Preliminary Analysis & recommendations	Key is to focus on relevant sites. Site profiles are include as an appendix. Sites are not only actual brownfields. Don't need basic spills records. If site is not available for reuse don't need to be documented. In body of site- brief summary with reference to profiles. List F page 11 lists types of sites. Level of detail for Ciba Geigy at higher level of detail. Particular attention to housing rehab programs, infill, opportunity for mixed use and Gateway treatments  Dave referenced key recommendations section, wants you to identify the specific studies you will need to do in Step 2. This drives future grant applications
5. Completion and Approval of Pre-	Its OK to submit a draft in order to make an

Nomination Study 5.1 Draft Pre-Nomination Study 5.2 Final Pre-Nomination Study	application for the next round of funding
6 SEQRA	Long EAF is OK. If the Town does not complete SEQRA at this stage it can/should be done at Step 2. The Project should acknowledge that a GEIS may be prepared and that the work completed should have value in preparing a GEIS
7 Project reporting	No comments

### Other Comments

- BOA Area is low/moderate income. Town has made investment w/ both NYS and federal funds in housing rehabilitation. The area lacks recreation resources.
- The DOS wants community to be thinking about next grant round. Public components may actually move forward more quickly
- The Ciba It is the only real 'heavy' industrial site and the Town may feel that is important to retain.
- Despite name of BOA is really community revitalization plan. How will you use brownfield to make the community a better place? BOA does not care what uses are in the final plan as long as the community benefits.
- May end up with preferred alternative or multiple components that are analyzed later in subsequent
- Stu commented that there will be certain "givens". Need to communicate those to the public.
- Town should submit payment requests on a fairly frequent basis, as there is currently a 6-8 month delay from NYS. A request for payment on partially completed tasks is OK.
- BOA will offer a 25% cash advance upon request from Town.
- Once BOA Step 1 is complete, sending in final reports and payment request regardless of where LWRP project is.
- Andy anticipates 1-2 weeks required to review draft materials submitted for review/comment.

### **Follow Up:**

1. Chazen to forward agreement to Town for review and approval. (Received by Town on 10/19/12.)
2. Stu to identify committee members and coordinate first committee meeting
3. Andy to provide Town with Procurement certification form. (Received by Town on 10/16/12).

Notes prepared by C. Round  
[cround@chazencompanies.com](mailto:cround@chazencompanies.com)



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**Town of Queensbury  
Queensbury South Vision Plan  
Draft BOA Community & LWRP Public Participation Plan**

**Queensbury South Vision Plan Committee (Committee)**

The Committee will be responsible for the development of the Queensbury South Vision Plan. The Committee consists of Town residents, staff, elected officials, recreationists, and property and business owners.

<b>Name</b>	<b>E-Mail</b>
Chris Harrington	chrish@queensbury.net
Chris Hunsinger	hunsingerc@co.warren.ny.us
Ronald Montesi	ronm@queensbury.net
Joe Strauss	jts.hje@verizon.net
John Strough	ward3@queensbury.net
John Wheatley	jwheatley@edcwc.org

**Key Contact**

Stuart Baker, Senior Planner  
Planning  
Town of Queensbury  
(518) 761-8222  
stuartb@queensbury.net

**Public Workshops**

The Queensbury South Vision Plan Committee will seek meaningful public participation throughout the planning process. The will include the following workshops:

**Public Visioning Workshop (Workshop No. 1)** – The inventory of the Study Area, site reconnaissance, and the preliminary market analysis and stakeholder sessions will provide the basis for the first public workshop. This work effort will serve the dual purpose of informing the vision for the BOA Pre-Nomination Study and visioning for the redevelopment of the Ciba-Geigy site. An outline of the BOA/LWRP Program, a discussion of existing study area limits, an overview of the BOA Study Area existing conditions and the Ciba-Geigy site characteristics will be presented. We will review the study area inventory as a large group and then break out into small groups to conduct a community mapping exercise, initially focused on refining the



inventory elements and identifying BOA Study Area opportunities.

The second component of the small group effort will be to identify initial ideas about the Ciba-Geigy site's reuse opportunities and long-term redevelopment goals.

**Concept Design Public & Draft BOA Recommendations Workshop (Workshop No. 2)** – Using information gathered during the inventory and analysis process, the public vision workshop, stakeholder meetings, preliminary market analysis, and project website (see below) the Committee and the Consultant Team will develop draft BOA recommendations and a series of schematic plans that will include a mix of potential reuses for the Ciba-Geigy LWRP site.

During the public workshop a discussion of the BOA study focusing on the associated draft recommendations will be presented. In addition to the draft BOA recommendations, various designs/uses alternatives will also be presented. The public workshop will include a ranking method for use by the public during this meeting to identified preferred schematic designs. Input obtained during the public workshop will be used to revise the alternative designs/uses and BOA recommendations.

**Public Workshop No. 3** – A public information meeting to present the final Queensbury South Vision Plan concept plans and recommendations will be held. The Committee will first review and approve the Vision Plan prior to this presentation.

### **Additional Outreach Strategies**

In addition to the above Public Workshops, the following methods will be used to obtain public input.

- **Focus Group Meetings** – Focus group meetings will occur at the onset of the planning process. Focus groups will be organized according to their particular expertise and the desired end use of the property. This may include a working waterfront focus group and recreational waterfront focus group.
  - Working Waterfront Focus Group – The working waterfront may include representatives from the GF Cement Co., DA Collins/Jointa-Galusha, the Town's Water/Wastewater Departments, Finch Pruyn, ED Warren County, NYS Empire State Development, and the Warren/Washington IDA. Discussion may focus on development opportunities, local industry clusters, state economic development initiatives and incentives, etc.
  - Recreation Waterfront Focus Group - Representatives of the recreational waterfront focus group may include the Feeder Canal Alliance, NYS Canal Corporation, NYS Parks, and Warren County Safe and Quality Bicycling Organization. The recreational waterfront focus group may explore improvements to the Feeder Canal, a Hudson River Visitor's Center, and regional bicycle/pedestrian initiatives.

Focus group discussions would occur after a brief project overview was presented. Participants would offer their insight as to the assets and opportunities that are worthy of further exploration by the Committee.

- **Queensbury South Vision Plan Website** - Information related to the planning process will be posted on the Queensbury South Vision Plan website ([www.queensburysouth.com](http://www.queensburysouth.com)). The website will help with and/or include the following:
  - Share content with the public (i.e., meeting summaries, maps, concepts and plans, pictures, links, etc.)
  - Public outreach (i.e., public workshop announcements, etc.)
  - Obtain public input (each post/page will include a place for people to comment)
  - Conduct online surveys (i.e., Survey Monkey, onsite QR codes for smartphone users, etc.)
  - Integrate with Town website and social media outlets (i.e., Facebook, Twitter, etc.)
  - Interactive mapping that will incorporate GIS related information

These public participatory methods will be incorporated into the overall planning process as outlined in the Table 1, Planning Process.

**Table 1 - Planning Process**

Task	Month												
	1	2	3	4	5	6	7	8	9	10	11	12	
A. Project Scoping	▲												
B. Community Participation Plan	★												
C. Stakeholder Sessions & Initial Outreach		█											
D. Preliminary Market Analysis		█		★									
E. Inventory of Existing Conditions		█		★	Draft Pre-Nomination Study (Part 1)								
F. Community Visioning Workshop			☉										
G. Evaluation of Redevelopment Opportunities			█		★	Draft Pre-Nomination Study (Part 2)							
H. Alternative Schematic Designs			█		★	☉							
I.1 Selection of Preferred Alternative						█							
I.2 Implementation Techniques & Action Plan							█		★	Action Plan			
I.3 Public Informational Meeting								☉					
I.4 Draft Master Redevelopment Plan				Draft Redevelopment Plan				█		★	☉		
J. Final Master Redevelopment Plan					Final Master Redevelopment Plan				█		★		
Project Advisory Committee Meetings	①		②		③		④		⑤		⑥	⑦	

Meeting/Public Participation Events:

- ▲ = Project Initiation meetings
- ① = Steering Committee Meetings (seven planned)
- ☉ = Community Meeting (Visioning Workshop, Informational Meetings)
- ★ = Deliverable Issued



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## Meeting Summary

**South Queensbury BOA (C303857)  
& Ciba Geigy Master Redevelopment Plan (C0070066)  
Advisory Committee Meeting No. 2  
May 23, 2013  
New Beginnings Community Church (487 Dix Avenue)**

### **Attendees:**

Supervisor Ron Montessi, Councilman John Strough, Chris Hunsinger, Stuart Baker (Town), John Wimbush (NYSDOS), Paul Cummings, Chris Round

### **The following topics were discussed:**

1. Mr. Round reviewed the Agenda. Much work has been completed since the initial meeting. Work focused principally on the BOA Study Area, information gathering and public visioning.
2. Mr. Cummings reviewed the key points of the Public Workshop and the Focus Group meetings. Notes from each meeting were distributed.
3. Mr. Cummings reviewed the Draft Study Area Concept Plan (copy distributed) and the key recommendations that were developed in response to public input and based on previous Town and AGFTC studies. They include:
  - a. Street Hierarchy and alternative street treatments to address transportation issues and bicycle and pedestrian safety and connectivity.
  - b. Streetscape improvements (e.g., lighting, signage, street trees, etc.)
  - c. Gateway treatments
  - d. Pocket park(s) opportunities
  - e. Infill development opportunities

The Committee discussed the draft concept plan and provided feedback. They discussed additional signage opportunities, gateway enhancements, and connectivity improvements to the Feeder Canal.

4. Mr. Round provided a brief synopsis of the status of remedial activities at the Ciba Geigy site. Hercules is responsible for clean-up activities; CIBA provides some oversight and financial resources. BASF is the current owner and does not have an active role. The site is classified as Class 2 Inactive Hazardous waste site. All "active" remediation of the site has been completed. Contamination of site soils and groundwater remains. Institutional controls (i.e., fence, deed restrictions, etc.) prevent exposure. Groundwater collection continues; approximately 100,000 GPD is treated and sent to GF WWTP. A copy of NYSDEC document summarizing on-site status was provided.

Based on previous discussions with NYSDEC, it is possible to use the site for industrial



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- purposes and it may be possible to provide further clean-up for a broader range of uses. A meeting with NYSDEC is pending. A site visit with BASF representatives is scheduled for June 6<sup>th</sup> at 1:30 PM. We will meet at the Warren County DPW building on-site
5. Mr. Round provided a brief overview of the Mark Analysis that was prepared by Riverstreet. The analysis is to be completed in two phases. Phase I (complete) is a broad overview of the market potential for the site. Phase 2 will include a more in-depth analysis of the preferred alternatives that will be selected during subsequent planning phases. Based on the visioning workshop and focus group meetings, Riverstreet examined six alternate uses:
- Intermodal facility
  - Distribution Center
  - Technology/ Chip Fab Manufacturing Support
  - Medical Device Manufacturing
  - Solar Array
  - Waterfront/Recreation/Cultural Tourism Uses
6. The Committee reviewed site profiles for each of the alternatives and discussed their viability. The Committee also discussed academic and private research and development partnership opportunities that could occur on the site. While the Committee showed some preliminary interest towards an intermodal facility (that perhaps distributed food related products or slate), a technology-oriented facility (e.g., chip fab related, data warehousing, environmental research, etc.), a solar array (particularly along the most restricted portions of the site), and/or a cultural/recreational facility, they agreed that they needed additional time to review the site profiles in order to make a decision. Mr. Round suggested that they a survey aid be distributed amongst the Committee to garner additional input and to identify preferences.
7. The Committee discussed next steps, including revision to the concept plan, preparation of the draft BOA Pre-Nomination study, the Ciba-Geigy site visit, and preparation for the next public workshop.

#### Follow Up:

1. Chazen to coordinate with BASF for June 6<sup>th</sup> site visit.
2. Chazen to revise draft concept plan based on the Committee's input.
3. Chazen to prepare draft BOA Pre-Nomination study for distribution to DOS and Committee.
4. Chazen to prepare Ciba-Geigy site alternative preference study and distribute to the Committee.

Notes prepared by C. Round  
[cround@chazencompanies.com](mailto:cround@chazencompanies.com)



## Meeting Summary

**South Queensbury BOA (C303857)  
& Ciba Geigy Master Redevelopment Plan (C0070066)  
Advisory Committee Meeting No. 3  
August 29, 2013 2:00 PM - Town Hall**

### **Attendees:**

Supervisor Ron Montesi, John Strough, Chris Hunsinger, Joe Strauss, Stuart Baker, Paul Cummings, Chris Round

### **The following topics were discussed:**

#### 1. Draft BOA Pre-Nomination Study

Chazen provided a brief overview of the Draft Pre-Nomination Study identifying the recommendations and the concept plans depicting the recommendations. Hard copies of the documents were distributed for review. Supervisor Montesi discussed NYS DOT's plans to make improvements to Dix Avenue. He also indicated that Town recreation funds may be available for a pocket park. Comments on the draft plan should be provided to Stuart Baker no later than September 17, 2013.

#### 2. NYS DEC Meeting - CIBA Environmental/Regulatory Constraints

A brief review of the July 16, 2013 meeting with NYSDEC officials was discussed. A summary of the meeting was previously provided (copy attached). Based on the environmental/regulatory constraints, the property may currently be used for industrial purposes and a broader range of uses is achievable through consultation with NYS DEC (see the referenced meeting summary for additional details). Development of the "out" parcels (located at River Street and Quaker Road) were identified by the group as having greater short term potential.

#### 3. CIBA Site Redevelopment Concepts

The group reviewed the three initial concepts: 1) Distribution/Transportation, 2) Professional/Retail, and 3) Mixed Use/Professional. All three alternatives include a solar array component and an open space/waterfront component. The open space component could include a historic/cultural resource facility as depicted on Option 2. The group discussed monitoring well locations, extraction well locations, and subsurface stormwater infrastructure. Chazen noted proposed structure placement is conceptual and monitoring well locations may be impacted.

Councilman Strough indicated consideration should be given to discussing the site's potential for locating a Regional WWTP. Some discussion about compatibility of a WWTP with professional office uses etc. ensued. Neighboring communities have expressed an interest in pursuing a regional facility.



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Mr. Strough indicated the plan should also include a reference to the Governor tax free zones- "StartUp NY," and the potential for SUNY ACC to establish a business incubator on the site. It was noted that each of the alternatives could accommodate the program.

Mr. Strauss indicated that key to development of the site will be to provide some incentive to an end user that will make the site attractive given its environmental issues and the availability of other property.

The group discussed site control/acquisition alternatives including purchase, lease, leaseholder (i.e., Town, IDA, LDC), terms, etc. BASF previously indicated that they preferred to lease the site rather than a fee simple sale. Because the Town does not own/control the site, discussion with the landowner as a next step is important to understand acquisition options.

### **Next Steps**

- a. Committee comments on the Draft Pre-Nomination Study by September 17th
- b. Chazen will explore WWTP concept/site needs
- c. Chazen to contact BASF Representatives for meeting to discuss current status and Town's interest development.



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## Meeting Summary

**South Queensbury BOA (C303857)  
& Ciba Geigy Master Redevelopment Plan (C0070066)  
Advisory Committee Meeting No. 4  
January 8, 2014 1:30 PM - Town Hall**

### Attendees:

Supervisor John Strough, Chris Hunsinger, Joe Strauss, Stuart Baker, John Wheatley, Victoria LaMarque, Paul Cummings, Chris Round

### The following topics were discussed:

#### 1. Draft BOA Pre-Nomination Study

Chazen provided a final Draft Pre-Nomination Study to Stuart Baker; addressing the Town's comments. A final copy has been placed on the Chazen Dropbox and Stuart will transmit a copy to NYSDOS's David McLeod for review. NYSDOS need to accept the study and the Town would then 'adopt' the plan.

#### 2. BASF Meeting – Property Restrictions/Disposition

Chris Round provided an overview of the meeting with BASF officials (Nov. 11, 2013) utilizing their PowerPoint to assist with the overview. (Summary notes from the 11/13 meeting were distributed in advance of the meeting). Key points from the discussion include:

- BASF will entertain sale of the outparcels and may lease the Main Plant site.
- No residential use will be permitted.
- The concerns with office and other non-industrial uses is the use of landscaping and stormwater management measures that may penetrate the protective soil cover and introduce stormwater into the subsurface.
- Leakage water from the Feeder Canal is an issue to BASF.

#### 3. Site Redevelopment Concept Discussion

Paul reviewed the various concepts discussed with BASF officials. Based on discussions, collectively the group would like the preferred concept to include:

- A focus on Flexible space (Manufacturing/Research/Office)
- Opportunities for ACC/Startup NY
- End uses may include support facilities related to Global Foundries or solar, battery, LED production, and/or training facilities (similar to HVCC).
- More information/design concepts for the park space should be prepared prior to public input.



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#### 4. Developer Enhancements

The committee discussed the need to entice developers to the site, which may include getting the site shovel ready via a Planned Development District and Generic Environmental Impact Statement (GEIS). It should also leverage new NYS tax incentives, including no taxes on new manufacturing operations. This may also include marketing strategies (CP Rail, National Grid, etc.).

#### **Next Steps:**

- a. Prepare a Draft Redevelopment Plan depicting the preferred concept.
- b. Engage Riverstreet to complete the Market Pro-forma. We anticipate this will take approximately 6 weeks.
- c. Schedule an Advisory Committee Meeting for late February.
- d. Public Workshop targeting mid to late March.



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APPENDIX C:  
FOCUS GROUP SUMMARY

**Queensbury South Vision Plan**  
**Economic & Recreation and Open Space Focus Group Meetings**  
**April 11, 2013**

**1. Economic Focus Group (@ AngioDynamics)**

Participants included Town of Queensbury Wastewater Department, City of Glens Falls Engineer, representative from CP Rail, AngioDynamics (medical device manufacturer), Lehigh Cement, EDC Warren County, Town Board members, and Queensbury Planning Department.

- **The neighborhood** is one of two housing rehab areas, but there has been a slow response from this neighborhood, which has a lot of rental property. The neighborhood is not a big tax base generator and does not get attention. The neighborhood would like an emphasis on bike and pedestrian issues, housing conditions, and neighborhood pocket parks.
- BASF owns Ciba Geigy site and was not at the meeting. They are hard to engage but not totally negative. The site is not really on their radar.
- **CP Rail** offered background on CP rail. They are being assertive about growth. Any local improvements are based on traffic volumes. The facility would benefit from some kinds of industrial development. But he observed that taking a part in the high tech industries and/or industries that support GlobalFoundries, while it makes sense, those businesses don't move goods by rail so it would not result in improvements, but that might not be necessary. The track they have in the area will need to be updated in a few years. CP is definitely interested in being a partner. They serve five local industries including Lehigh Cement and Finch Pruyn. The line currently terminates at Finch Pruyn. The line cannot handle double stacked containers. There could be an option of an intermodal function if volume increases (moving goods from rail to truck and vice versa). With regards to GlobalFoundries spin offs, it may be necessary to evaluate the many industries that typically follow a chip fab into the area. For example, such facilities typically use specialty gasses. Perhaps that is an option.
- **Lehigh Cement** observed that the nature of their operation makes for a difficult neighbor and that they would prefer to have similar heavy industry on the Ciba site so there are not conflicts. Their quarry has an expected 80-100 year life/capacity. There have been a number of people advocating for an on-site solar array. If that were to be pursued there is a need to speak to some potential developers. However, Lehigh noted that the cement company is a very heavy user of electricity (12 MW a day). They noted that if they were to pursue solar they have enough land to do on-site. Lehigh has 70-80 acres on the north side of the Hudson River and 250 acres on the south side. They are not looking to expand the plant, though they expect an increased number of employees in the future. Lehigh noted that they have safety concerns regarding canoe and kayak access within the vicinity of their site given the nature of their operations.
- **The Glens Falls Wastewater Treatment Plant** has approximately 5 mgd available capacity. However, much of it is committed to other municipal users for future expansion. They have about 1 million mgd that is not committed. The plant could be expanded to 12-18 mgd. Ciba helped construct the plant and when it was fully operational it used 3 mgd. Today, the site generates 150,000 mgd and can peak to 300,000 mgd. The infrastructure is likely in good condition and can carry the original load. There is an operating pre-treatment plant on the Ciba site that is processing the captured groundwater.

- **Water capacity** is not a problem at all.
- **Electrical capacity:** The area has 115 MW transmission line and can service heavy industry. Not usually available. Certain industries look at high electric transmission sites – what industries have these needs?
- **Other Market Ideas:** It was noted that there is not enough industrial development land within the area. Others noted that industrial land in nearby Moreau is going unused. Regarding redevelopment, the question whether NYS will offer some indemnification was raised. Concerns regarding liability for future property owners were also raised. From a revitalization perspective, any redevelopment of the site would help the entire region.
- With respect to manufacturing and medical device manufacturing, there is a facility closing in Argyle that is moving jobs to Mexico. That has been happening regularly within the industry. The businesses related to medical device manufacturing are plastics, tubing manufacturing, extrusion, injection molding. Any support business may be helpful.
- There is the perception that the Town will acquire the site, which may be an option, but not necessarily the only path forward. It was noted that private and public partnerships present great opportunities.
- Participants noted that people enjoy recreating in the area, including fishing and walking their dogs.

## 2. Recreation and Opens Space Focus Group (@ Queensbury Town Hall)

Participants included Moreau State Park representatives; Warren County Safe and Quality Bicycling Organization, AGFTC, Feeder Canal Alliance, Supervisor of Queensbury, and Queensbury Planning Department.

- **Level of Contamination:** There is a perception that the Ciba site has a high level of contamination because it made paint pigments. However, it was noted the site is under active remediation and that a fully contained landfill was constructed to hold contaminated waste from the site. If there is future access, public education regarding the condition of the site would be necessary.
- **Warren County DPW site** is being considered available for development for planning purposes. Warren County DPW has acknowledged that they would like to consolidate their facilities at the Warren County Airport.
- **Lehigh:** Concerned with public access and safety within the vicinity of their facility. It was noted that the Lehigh cement quarry has 80-100 years left in operational life. As such, the current operations will likely not change in the near and distant future.
- **Fishing:** People are currently fishing from a spot at Shermantown Road. It is a portage point, and the dock is in very bad shape.
- **Arts :** Participants liked the idea of using the waterfront like Storm King in Ulster County for art and culture facilities/attractions.
- **Moreau Park:** There is an opportunity to connect Saratoga State Park with Moreau State Park. They now have permission to go through Mt. McGregor Correctional Facility property, which was the last point of conflict. The trail will connect to other assets and waterbodies.

- **Strategic Location:** The Ciba site has a great convergence of regional trails. This includes Feeder Canal Trail, Champlain Canal Trail, Warren County Bikeway, future trail improvements on Pruyn Island, etc. The roadways are opportunities for improved access for the region and from the neighborhood to these trails.
- **Feeder Canal:** Feeder Canal travels through this area. Feeder Canal use is divided by City of Glens Falls, usage study suggest that there are two user groups, those who travel along the trail east of the City (Finch Pruyn) and those that travel points west of Finch. Improved links throughout the city, coupled with key access points, would help through traffic/travel along the Feeder Canal.
- **Heritage:** Site opens the possibility to tell story of industrial history of the area, including logging, paper manufacturing, and mining. There is huge social history of the Hudson River (e.g., Spier Falls Dam, which in 1902 was fourth highest dam. A hotel was built so people could come and watch the dam be constructed).
- **Canoe and Kayaking:** Network trying to map this part of the river for portage around/within the City and around Glens Falls. When the dams are relicensed, there is a need to take into consideration canoe and kayak portage. Feeder Canal below Murray Street small portage, go into canal, get to Shermantown and bypass the fall. Kayaking is the fastest growing recreation sport in the nation. Lack of control over river velocity and volume is a concern. Since it is regulated and they will open the dam and water level changes dramatically. The stretch of river ranges from class 1-3 (depending on water levels) in a very short distance.
- **Facilities:** There is a lack of bathroom and other facilities along the trail. The Ciba site is a logical point. The Feeder Canal Alliance now tells people to stop at Stewarts (or similar business) at this point. 90,000 people per year use the Feeder Canal Trail. The area also needs safe parking.
- **Biking:** Road biking needs pavement so consider paving trails eventually. Perhaps there are off-road biking possibilities? Moving through the City along the trail is difficult given the trail and road configuration. Additional bike lanes, widened roadways, or shared road facilities (e.g., signage, sharrows, etc.), would be beneficial. Bikers noted that it is acceptable for people to ride bikes on sidewalks on Warren Street. A longstanding issue regarding bike access along Oakland where there is no room for bikes and they do not want a bicycle in a sidewalk. It was noted that the sidewalk along the Civic Center is wide and could be narrow/used for bike access. In general, there is a need to consider the needs of all types of bicyclists.
- **Roadway network and connections to neighborhood:** Residents would like to get to waterfront and have parks locally.
- People are walking and biking along Dix Avenue without pedestrian facilitates. Boulevard is a great biking road. Dix Avenue and Warren Street are deficient for pedestrians and bikes. The current at-grade Feeder Canal trail road crossing on Warren/River is dangerous given line of sight and travel speeds. Riding on Queensbury Avenue is not hard
- Should consider cell phone tours along trails and at park/public access and cultural facility locations.
- Good time to focus on recreation because there will \$90 million in funding over the next five years for parks through OPRHP.

APPENDIX D:  
NYSDEC MEETING SUMMARY

## Meeting Summary

### South Queensbury BOA (C303857) & Ciba Geigy Master Redevelopment Plan (C0070066)

**Subject:** Former Ciba Geigy Inactive Hazardous Waste Site- Status  
**Location:** NYSDEC Offices 625 Broadway Albany NY  
**Date:** July 16, 2013  
**Attendees:** NYSDEC - James Harrington, P.E.; John Swartwout, P.E.; and  
Brian Jankauskas, P.E.;  
Town of Queensbury - John Strough, Stuart Baker  
Chazen Companies- Chris Round, Arlette Meader

#### The following items were discussed

1. Active remediation has been completed on the Main Plant site and upland properties. Investigation/remediation of sediments located in the Hudson River and below Bakers Falls Dam have not been completed and therefore the site remains a Class 2 inactive HWS (and not Class 4). These sediments may be investigated after the GE/PCB dredging project comes to a close.
2. The site (all properties) is being managed under a RCRA Post-Closure Permit and the ongoing management of the site is subject to a Site Management Plan (SMP). The SMP is not a conventional SMP (i.e., using the NYSDEC template available today) as the remediation and closure documents predated the current standards. The SMP is comprised of component parts which include the RCRA Permit, the deed restriction, a Groundwater Monitoring Plan, a Statement of Basis (similar to a ROD- or a Remedy Selection Report) and an as-built of the closure. Lots and/or land area may be removed from the permit by petition to NYS DEC if site conditions warrant.
3. Preliminarily it's understood there is 2 feet of soil cover over the Main Plant site. This portion of the site is currently restricted for Industrial Use. A solar array, a municipal WWTP, and other manufacturing type uses fall into this category and would be permissible. Passive recreation would be allowed under the commercial use restrictions and active recreation would be permitted under the residential use classification.
4. Any change in use requires notification to NYSDEC. In addition, NYSDEC will need to review design plans for proposed site reuse.
5. 6 NYCRR Part 375 provide guidance on soil clean-up objectives, and the definition of industrial, commercial and residential uses as they relate to the uses permissible on the site. DER-10 provides guidance on the required engineering controls (i.e., minimum soil cover). The simple version is that the existing soil cover (18 inches of select fill and 6 inches of top soil) should be adequate for either commercial or industrial uses.
6. We understand that the deed restriction allows the site to be used for industrial purposes, and not commercial, only based on the site's zoning as two feet of clean cover



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- were installed at the site. We understand that additional soil cover and/or sampling may be required to allow a greater variety of uses.
7. An amendment to the deed restriction can be requested from the NYSDEC. Additional information (i.e., analytical characterization, verification of cover thickness) is likely required to support a petition to amend the deed restriction.
  8. A re use plan needs to consider long term monitoring and remediation of groundwater and provide free access to these facilities (i.e., well, conveyance systems/piping). The groundwater extraction system will be in place for some time. Vapor evaluation will be required for development of the Main Plant.
  9. The environmental status of properties located outside the Main Plant is not completely understood at this time. It's likely additional soil testing of the Pre-treatment Plant parcel and the triangular wooded lot would be required, prior to identifying permissible reuse options, as an example. Several properties may not require any further work.
  10. Purchase of the property by a third party requires the purchaser to be added to the RCRA Post-Closure Permit. It is unknown if a third party lessee (such as the Town) or the property would require similar action.
  11. Copies of the key documents – specifically the SMP can be made available to Chazen (Brian has already provided the documents that comprise the SMP).

#### **Follow Up:**

1. Chazen to request copies of SMP and key documents (underway).
2. Chazen to provide NYSDEC copy of draft redevelopment concept/plan for informal review.
3. Longer term, review of the environmental characterization of the upland parcels is necessary to ascertain re-use potential.

Notes prepared by C. Round  
[round@chazencompanies.com](mailto:round@chazencompanies.com)



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APPENDIX E:  
BASF MEETING SUMMARY

## Meeting Summary

**South Queensbury BOA (C303857)  
& Ciba Geigy Master Redevelopment Plan (C0070066)  
Meeting with BASF Representatives  
T/O Queensbury Town Hall**

**November 21, 2013**

### **Attendees:**

Town of Queensbury: Ron Montesi, John Strough, Brian Clements, Stuart Baker.  
BASF: Charlie Waltz, Brian Diepeveen, Steve Havlik, Wayne St. Clair.

Jeff Tennyson (Warren Co. DPW), Ed Bartholomew (Warren Co. EDC),  
Chris Round (Chazen), Paul Cummings (Chazen).

### **The following topics were discussed:**

BASF provided a PowerPoint presentation (attached) outlining a series of topics and issues relating to the Ciba Geigy site. Briefly:

- Remediation work on the Ciba site has occurred over a 20 year period and corrective measures were completed in 2004
- BASF has over 120 Inactive sites and has redeployed ~90 sites
- BASF Environmental Standards for Redeployment are more stringent than NYSDEC/USEPA
- Much of the Main Plant site has 2' of clean fill and the 'East Area' has never been developed
- BASF includes deed restrictions and deed reverter clauses. Property is returned to BASF if future user proposes use other than permitted- end user only returned their initial investment (i.e., purchase price). BASF is more stringent in this regard than most chemical companies. DuPont more so.
- BASF decision makers regarding disposition of the site are "in the room" (Brian, Charlie, Steve)
- Some lands may be available for sale (North Lot, Pre-Treatment Plant lot) some lease only. In general, BASF will desire long term control of any engineered structure to ensure compliance/maintenance and may entertain a 95 year lease.
- Jeff Tennyson discussed WCDPW current uses/lease of property to recycler.
- Steve reviewed the remedial activities completed. Site now in post closure/maintenance
- Steve reviewed the status of the various properties (details contained on PPT)
  - Contaminants on site limited to VOCs in groundwater and metals in soils
  - Current restrictions include Deed notice and Hazardous Waste Site Permit obligations
  - Post closure Inspection and Monitoring required



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- Specific restrictions include: Industrial use only, maintain access to all monitoring wells (wells could be moved)
  - No use of groundwater
  - Construction limited to slab on grade
  - Vapor Intrusion precautions (i.e., passive venting, membrane protection) would be required
- 
- The Feeder Canal is leaking and contributes a significant amount of the groundwater flow through the site. Prevention of this leakage would be beneficial. Stormwater travel through the site is problematic and needs to be managed.
  - There are use restrictions on Warren County's property as well as a condition of sale/purchase- similar conditions
  - Steve reviewed the various concepts provided by Chazen/Town.
    - Generally- no residential use would be permitted
    - Some concern with certain aspect of professional/office uses (landscaping was an issue noted)
    - Passive recreation use may be permissible- several site design issues were discussed that may be prohibited. These include the introduction of stormwater, landscaping-trees/root balls, penetration of protective cover, and exposure of soils.
  - Pretreatment Plant site
    - Some additional soil removal. Property available for sale ~1<sup>st</sup> quarter 2014
    - No planned removal of tank. Obsolete infrastructure could be removed as a condition of sale
  - North Lot
    - Similar soil removal. No mandate by NYSDEC to do so
  - BASF is currently negotiating real estate listing with Broker. The North Lot could be available for sale as soon as 6 months.
  - Ed Bartholomew expressed concern that all of the Town's efforts to date will be lost if the sale of the property occurs without engaging the Town
  - The group discussed how to collaborate moving forward. The Rensselaer site provides a good example/case study. Clifton, NJ skateboard park and Wyandotte, Michigan, MI on the Detroit River are also good example/case studies
  - The Town might explore possible zoning revision to support desired development or creation of a Planned Development District.

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TOWN OF QUEENSBURY 742 BAY ROAD QUEENSBURY, NEW YORK 12804 518.761.8201 WWW.QUEENSBURY.NET

October 2, 2013

James Bero,  
Sr. Vice President of Environment, Health & Safety  
BASF Corporation  
100 Campus Drive  
Florham Park, New Jersey 07932

*Re: Hercules/Ciba Geigy Brownfield Site- Lower Warren Street, Queensbury, NY*

Dear Mr. Bero:

The Town of Queensbury would like to open dialogue with BASF representatives regarding the redevelopment of the former Hercules brownfield site. It's important that the Town be in communication with leaders at BASF who have decision making authority regarding the future disposition of the property. The site has been inactive for over 20 years and the Town has worked to engage BASF representatives with no success.

The Town of Queensbury has undertaken a study focusing on developing revitalization initiatives for the southeast corner of the Town-identified as South Queensbury. This area is home to the former Hercules site. As a part of the study, we are working with environmental and planning consultants, the Chazen Companies, to develop potential reuse concepts for the brownfield site. We have been in communication with representatives of NYSDEC Environmental Remediation Division and understand the current environmental/regulatory status of the site.

We have been in communication with local BASF representative, Wayne St. Claire during this process. Mr. St. Claire has been helpful in our initiative. We understand that BASF is undergoing an internal review of the environmental status of the site, remediation of the site is a long-term initiative, and that (preliminarily) BASF may entertain lease of the property for industrial use.

The Hercules site is the sole heavy industrial zoned property located in the Town. The Town has an active interest in seeing the site reoccupied and redeveloped, improving our tax base, and creating jobs. Innovative redevelopment opportunities for this property could include such things as solar energy production on the RCRA portion of the property, industrial heritage interpretation, or even a collaborative project with the nearby SUNY Adirondack campus as part of NYS Governor Cuomo's Tax-Free NY Initiative.

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I encourage you to visit our project website at <http://queensburysouth.com/> to get an idea of the scope of our efforts and the diverse ranges of opportunities we are currently discussing.

Economic development projects are long term initiatives and require public/private partnerships. The Town desires to work collaboratively with BASF to identify a vision for the property and leverage public incentives to bring the vision to reality. For example, the Town (or other governmental entity i.e., IDA, LDC, etc.) may be interested in some form of ownership of the lands in order to fully take advantage of these incentives. We have invested Town tax dollars for the performance of the planning study as evidence of our resolve.

We are requesting a meeting with senior representatives of your real estate and environmental divisions to outline a plan of action for reuse of the site. Please contact me at your earliest convenience to discuss this important initiative.

Respectfully,

Ronald S. Montesi  
Supervisor

Cc: Donna Jakubowski, BASF Communications Manager  
Wayne St. Claire, BASF Inactive Site Manager  
NYS Senator Elizabeth Little  
NYS Assemblyman Daniel Stec  
Mr. John Wimbush, NYS Dept. of State



The Chemical Company

Environment, Health and  
Safety

October 24, 2013

James L. Bero  
Senior Vice President

Mr. Ronald S. Montesi  
Supervisor  
Town Of Queensbury  
742 Bay Road  
Queensbury, NY 12804

Received by

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Town of Queensbury  
Supervisor's Office

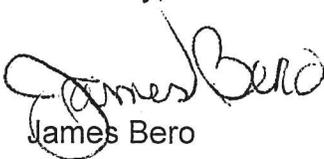
Dear Mr. Montesi,

Thank you for your October 2 letter in which you request a meeting to discuss your development plans for the South Queensbury area of the town and the possible future use of the property currently owned by BASF on Lower Warren Street. As you know, BASF assumed the ownership of the property when it acquired Ciba in 2009. Since then, we have been working cooperatively with Ashland (as successor to Hercules) and the NYSDEC to address legacy environmental issues related to the former operations of Hercules and Ciba and nearly a century of industrial use at the site.

BASF has an interest in returning the property to a viable use. However, I'm sure you realize that any future use must comply with the environmental, health and safety provisions of the federal and state regulations governing the property. This includes specific deed restrictions on future use of the property that would, among other possible restrictions, limit such use to industrial/non-residential purposes only. In addition, any future use must also comply with BASF's internal requirements for the redeployment of former manufacturing properties, which are often stricter than the applicable government regulations.

To help you proceed with your development plans for the South Queensbury area, I have asked representatives from my team to meet with you. Mr. Wayne St. Clair will contact you by early November to set up a meeting. I have complete confidence that the members of this team will work with you in good faith to determine whether there is a future use for our property that fits in with your plans for the town while remaining protective of the environment, health and safety of the community.

Sincerely,



James Bero



The Chemical Company

cc: Donna Jakubowski, Communications Manager, BASF  
Wayne St. Clair, Inactive Sites Manager, BASF  
NYS Senator Elizabeth Little  
NYS Assemblyman Daniel Stec  
Mr. John Wimbush, NYS Dept. of State

## Ronald Montesi

---

**From:** J Wayne St. Clair <wayne.stclair@basf.com>  
**Sent:** Thursday, October 31, 2013 1:32 PM  
**To:** Ronald Montesi  
**Subject:** Meeting regarding BASF property, Lower Warren Street, in Queensbury

Dear Mr. Montesi,

I am writing as a follow up to Mr. Bero's letter to you on October 24, 2013 to suggest proposed dates for a meeting with the BASF team. We are available on the following dates: Nov. 21, Dec. 4, or Dec. 17. Our preference is for an early morning start, say 9 a.m., at a location designated by you.

The BASF team will consist of: Charlie Waltz, Sites Manager; Brian Diepeveen, EHS Remediation Manager; Steve Havlik, Sr. Remediation Specialist, and me. During this meeting, we hope to review the preliminary concepts developed by Chazen for the South Queensbury area, and provide a deeper understanding of the regulatory/BASF constraints that govern the redevelopment of the property owned by BASF.

We are happy to work cooperatively with you to determine whether there is a future use for our property that fits in with your plans for the town while remaining protective of the environment, health and safety of the community.

Please let me know which of the above dates would work best for you and your team.

Wayne  
**Wayne St. Clair**  
Inactive Site Manager

Phone: 518.465.6534 Mobile: 518.469.5234 Fax: 518.465.7095 E-Mail: [wayne.stclair@basf.com](mailto:wayne.stclair@basf.com)  
Postal Address: BASF Corporation, 70 Riverside Ave., Rensselaer NY, 12144

## Ronald Montesi

---

**From:** J Wayne St. Clair <wayne.stclair@basf.com>  
**Sent:** Thursday, October 31, 2013 4:11 PM  
**To:** Ronald Montesi  
**Subject:** RE: Meeting regarding BASF property, Lower Warren Street, in Queensbury

The 21st will be fine. Might I suggest you include someone from the Chazen Group? A review of their concepts with a focus on any restrictions that may preclude an idea would be good for them to understand as well.

I assume Town Hall is at the 742 Bay Road address?

Wayne  
**Wayne St. Clair**  
Inactive Site Manager

Phone: 518.465.6534 Mobile: 518.469.5234 Fax: 518.465.7095 E-Mail: [wayne.stclair@basf.com](mailto:wayne.stclair@basf.com)  
Postal Address: BASF Corporation, 70 Riverside Ave., Rensselaer NY, 12144

From: Ronald Montesi <[ronm@queensbury.net](mailto:ronm@queensbury.net)>  
To: "J Wayne St. Clair" <[wayne.stclair@basf.com](mailto:wayne.stclair@basf.com)>  
Date: 10/31/2013 03:16 PM  
Subject: RE: Meeting regarding BASF property, Lower Warren Street, in Queensbury

---

Thank you for the quick response. I would invite you and your group to our Town Hall and 9:00 on Nov. 21 is fine. If that is not a good date, I am also open on the 4<sup>th</sup> of Dec. at 9:00 I will have John Strough and myself at the meeting.

**From:** J Wayne St. Clair [<mailto:wayne.stclair@basf.com>]  
**Sent:** Thursday, October 31, 2013 1:32 PM  
**To:** Ronald Montesi  
**Subject:** Meeting regarding BASF property, Lower Warren Street, in Queensbury

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We are happy to work cooperatively with you to determine whether there is a future use for our property that fits in with your plans for the town while remaining protective of the environment, health and safety of the community.

Please let me know which of the above dates would work best for you and your team.

Wayne  
**Wayne St. Clair**  
Inactive Site Manager

APPENDIX F:  
PUBLIC WORKSHOP SUMMARY

**QUEENSBURY SOUTH VISION PLAN**  
**Public Workshop Meeting Summary**  
**South Queensbury Firehouse March 20, 2013**

Attendees were provided an overview of the project, a visual tour of the neighborhood and the CIBA Geigy site, as well as a series of slides depicting potential opportunities and ideas for the South Queensbury Neighborhood and the brownfield/waterfront site.

Participants were asked the following questions regarding the South Queensbury neighborhood:

- What is working?
  - Are there any special places or buildings to preserve?
  - Are there things about the neighborhood that are special to you?
  - Have Town programs for community revitalization been effective?
- What is not working?
  - What problems exist?
  - Are there underutilized assets?

Participants were also asked the following questions for the waterfront site:

- What is working?
  - Are there aspects of the Ciba Site that should be preserved?
  - Do you have concerns or questions?
- What is not working?
  - What problems exist?
  - Are there underutilized assets?
- What's Possible?
  - What would you like to consider for the site?
  - Mixed use? What use?

*What's Working – Where do People Visit?*

- Firehouse
- Walmart
- Stewart's
- Gardentime
- Feeder Canal Trail

*What's Missing? What are your concerns?*

- Sit down restaurant
- General services
- Need sidewalks at Dix Ave, Quaker, and Warren Street, River Roads
- Boulevard sidewalks need maintenance
- Sidewalks on River Street
- Pedestrian facilities needed from Hudson Falls to Glens Falls

- No Accommodations on the bike trail for bikers
- Concern about water quality of the Hudson River – status of biological/aquatic health
- Phillips Avenue is a cut through to avoid congestion
- Lack parks in neighborhood – should do something like West End Park
- Need for pocket parks and safer streets for kids
- There is a need to review accident reports
- Residents not necessarily traveling to school to recreate (where sport fields are located)
- Bike/vehicle pedestrian/vehicle conflicts
- Traffic congestion at Dix/Quaker
- No bathrooms no services/provisions on canal trail anywhere
- No Signage directing people to trails or river
- Safety at McDonalds/Dunkin Donuts is a concern (Dix Avenue)

### What's Possible

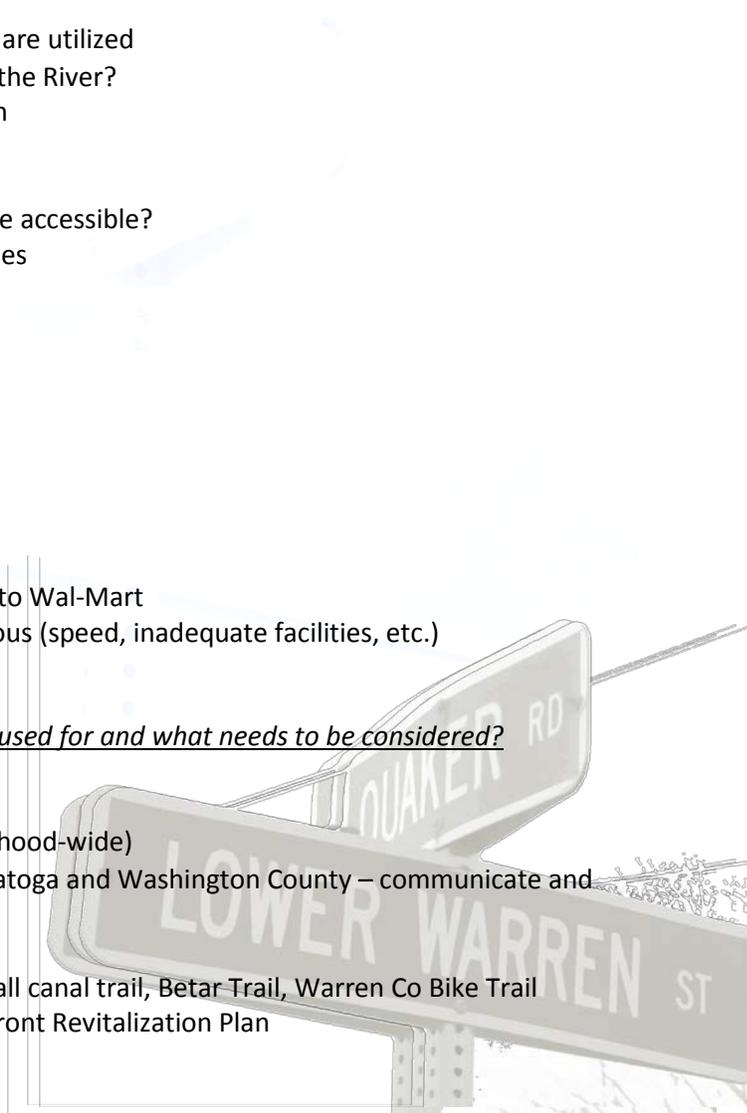
- Fishing opportunities – good immediate/short-term use of waterfront
- Some migratory birds
- Docks on Shermantown Road (Private) but are utilized
- What's the Status of the islands located in the River?
  - Water level fluctuation is a concern
  - Connection to Islands desirable
  - Picnic area on Islands desirable
  - Water velocity of Hudson – Is canoe accessible?
  - Improved kayak/canoe opportunities
  - No activity on River at this time
- Improve Park at Firehouse
- Little pocket park in neighborhood
- Improved signage

### How does age affect mobility?

- Need more sidewalks
- People are walking on Dix/Quaker to Wal-Mart
- More Bicyclists – currently dangerous (speed, inadequate facilities, etc.)

### What kinds of things could/should the CIBA site be used for and what needs to be considered?

- Like the idea of small shops
- Encourage young entrepreneurs (neighborhood-wide)
- Look at what's going on across river/in Saratoga and Washington County – communicate and coordinate with neighboring communities
- Canalway Trail
  - Connect to the Waterford/Whitehall canal trail, Betar Trail, Warren Co Bike Trail
  - Glens Falls – Pruyn's Island Waterfront Revitalization Plan
- Waterpark (indoor/outdoor)



- Look at Vermont as an example for Signage
- *Reusable Systems/Recycling* – “Greener Development”
- Solar Array/Educational Benefit
  - Muni/Commercial solar arrays at MW Scale
    - Clean power to industrial use – Lehigh Cement
    - Economic power – large scale - muni/district
    - Future community solar (Not Permitted) but could do so in future
    - Non-intrusive – no cost to municipality
- Commercial distribution center
- Connect trails to Glens Falls, Airport (Balloon Festival)
- How does active rail land affect site?
  - Conflict with access to river
  - How will this be addressed?
  - Can the rail line be used for the industrial site
- Commercial/industrial and recreational uses – don’t need to be mutually exclusive
- Plenty of regional fields/neighborhood scale facilities are required
- *Hackercraft* Boat Company – needs site
  - Could they go on brownfield?
  - 50 employees from Ticonderoga
  - Virginia Naval Shipyard (ship rehabilitation) is a good an example of waterfront use
- Look at water access, water dependent, water related uses
- Water/sewer treatment plant for Queensbury/Washington Co. was previously mentioned by the Town and no longer under consideration
- Remediation is driven by the type of end use that is desired
- Concern about use of public dollars - do we have the resources to spend on the site?
- The South Queensbury area lacks Identity gateway signage would help
- Development will add to tax base
- Cabela’s – or similar large scale development
- Event flex space might be a good fit



**QUEENSBURY SOUTH VISION PLAN**  
**Public Workshop Meeting Summary**  
**South Queensbury Firehouse April 29, 2014**

The Queensbury South Vision Plan Committee presented its draft plan recommendations at the South Queensbury Fire Department. The Queensbury South Vision Plan Committee developed draft recommendations that are intended to foster revitalization of the South Queensbury neighborhood and encourage the redevelopment of the former Ciba-Geigy site.

The first half of the presentation focused on the BOA Plan and included a description of the project funding sources including the NYS Department of State (NYSDOS) Brownfield Opportunity Area (BOA) program the South Queensbury neighborhood and the NYS DOS Local Waterfront Revitalization Program (LWRP) for reuse planning of the former Ciba-Geigy site.

Attendees were provided an overview of the project, a history of the public involvement process, a summary of key finding (presented previously) and a summary of recommendations for the neighborhood. The second half of the meeting focused on the Ciba Geigy site recommendations.

Comments of the Plans included the following:

- Consider constructing sidewalk and pedestrian improvements before attracting new development.
- Consider renaming the effort South Queensbury not Queensbury South.
- City of Glens Falls representative expressed interest in serving the Ciba site with sewer.
- Redevelopment of the CIBA site should address environmental issues first
- The Plan is ambitious, and the community is hopeful it can be achieved

APPENDIX G:  
MARKET ANALYSIS & PROFORMAS



Prepared Separately By:  
River Street Planning & Development

## Queensbury Economic and Market Analysis

The market analysis and economic evaluation was conducted in two phases. The first phase consisted of an initial scan and market analysis of the study area to identify current economic conditions and opportunities. This information was of value during the visioning process and discussions with economic development officials.

The basic intent of the market analysis was to identify potential development scenarios for the Ciba Geigy site in South Queensbury. The analysis was initiated by defining the market area and examining the various demographic trends related to population, income and employment affecting the Town, the surrounding neighborhood and the region. Migration trends were also evaluated. We reviewed the existing land use inventory of the study area to provide some context for what development opportunities might exist to stimulate revitalization of the target site.

An industry trends analysis was conducted to identify the key commercial growth sectors that could be targeted and recruited to the Ciba Geigy site. We also identified key recommendations from the Town's Comprehensive Plan, the Lake Champlain-Lake George Comprehensive Economic Development Strategy and the visioning workshop and focus groups sessions for guidance in selecting commercial/industrial uses that would best address the needs of the target area and surrounding neighborhoods.

### Queensbury Study Area Demographic Report Summary

To gain a broad perspective of the growth trends locally and within the region, we purchased demographic data from The Nielsen Company. We analyzed this data in two formats. One looks at the Glens Falls MSA which encompasses Warren and Washington Counties, the City of Glens Falls and the Town of Queensbury. The second format considers the market within a 5, 25, and 50 mile radius from the target area. For this analysis we used the intersection of Lower Warren and Boulevard Streets near the target site as the focal point.

**Table A. Population Growth by Market Area**

Population	5 mile	25 mile	50 mile	MSA	NYS
2018 Projection	62,797	244,510	1,150,434	129,476	
2013 Estimate	62,207	242,384	1,149,805	129,028	19,570,261
2010 Census	61,899	241,240	1,151,035	128,923	19,378,102
2000 Census	56,772	227,773	1,107,525	124,348	18,976,457
Growth 2013-2018	0.95%	0.88%	0.05%	0.35%	
Growth 2010-2013	0.50%	0.47%	-0.11%	0.08%	
Growth 2000-2010	9.03%	5.91%	3.93%	3.68%	

The MSA is defined as Warren and Washington Counties which includes the Town of Queensbury and the City of Glens Falls. The five mile radius includes most of the Town of Queensbury, all of the City of Glens Falls and South Glens Falls, and Village of Hudson Falls (Washington County). Additionally, it also includes parts of the Town of Moreau (Saratoga County), Village of Fort Edward (Washington County) and Town of Kingsbury (Washington County). The 25 mile radius includes most of Warren County, Washington County and Saratoga County and parts of Vermont. The 50 mile radius includes all of Warren County, Washington County and Saratoga County, most of Rensselaer County and Schenectady

County, and parts of Albany County, Fulton County, Montgomery County, Hamilton County and Essex County and Vermont.

Population in all of the service areas has exhibited decent growth since 2000 with projections for continued increases through the next five years. Table A delineates the recent and projected growth of the population in each of the market areas.

**Table B. 2013 Population by Age**

2013 Est. Population by Age	5 mile		25 mile		50 mile		MSA	
	Totals							
	62,207	%	242,384	%	1,149,805	%	129,028	%
Age 0 - 4	3,609	5.8	12,836	5.3	61,823	5.38	6,636	5.14
Age 5 - 9	3,623	5.8	13,374	5.5	63,026	5.48	6,872	5.33
Age 10 - 14	3,748	6	14,638	6	67,508	5.87	7,500	5.81
Age 15 - 17	2,413	3.9	9,683	4	45,229	3.93	5,044	3.91
Age 18 - 20	2,143	3.4	9,982	4.1	54,750	4.76	4,788	3.71
Age 21 - 24	3,065	4.9	12,316	5.1	64,235	5.59	6,328	4.9
Age 25 - 34	7,679	12	27,047	11	137,334	11.9	14,284	11.07
Age 35 - 44	7,964	13	30,559	13	138,566	12.1	15,577	12.07
Age 45 - 54	9,478	15	38,564	16	172,323	15	20,334	15.76
Age 55 - 64	8,227	13	34,323	14	160,291	13.9	19,116	14.82
Age 65 - 74	5,239	8.4	22,082	9.1	99,942	8.69	12,513	9.7
Age 75 - 84	3,304	5.3	11,541	4.8	56,013	4.87	6,922	5.36
Age 85 and over	1,715	2.8	5,438	2.2	28,766	2.5	3,114	2.41
Age 16 and over	50,449	81	198,405	82	942,678	82	106,382	82.45
Age 18 and over	48,814	78	191,852	79	912,219	79.3	102,976	79.81
Age 21 and over	46,671	75	181,870	75	857,469	74.6	98,188	76.1
Age 65 and over	10,258	16	39,060	16	184,720	16.1	22,549	17.48
2013 Est. Median Age	41.1		42		40.8		43.4	
2013 Est. Average Age	40.7		40.9		40.6		41.9	

Table B shows the age cohort distribution of residents of the MSA and the 5-mile, 25-mile and 50-mile market areas in 2013. Using these age cohorts as indicators of market orientation, it appears that the largest segment of the target area’s potential market is middle-aged adults (ages 45-54) and (ages 35-44); young adults (ages 25-34) followed by seniors (age 65 and over). These indicators suggest that there is a diverse distribution of ages within the populations in the market area giving potential new businesses to the site a wide range of potential consumers to target. The table also includes a number of summary cohorts. For example, “Age 18 and over” totals the age cohorts from Age 18-20 through Age 85 and over.

**Table C. 2013 Population by Sex**

	5 mile		25 mile		50 mile		MSA	
Total population	62,207	%	242,384	%	1,149,805	%	129,028	%
Male	30,095	48.4%	120,794	49.8%	562,643	48.9%	64,851	50.3%
Female	32,112	51.6%	121,590	50.2%	587,162	51.1%	64,177	49.7%
M/F Ratio	93.7%		99.3%		95.8%		101.1%	

As in the nation in general, a slight majority (approximately 51%) of the population in the 5 mile, 25 mile and 50 mile market areas are comprised of women. In the MSA market service area, a little over 50% of the population is comprised of men. This is mainly due to the higher concentration of men in the youth age segments including college aged (18-24).

Household and Per capita income figures are key indicators of the potential buying power of residents living in the market area. In general, Average and Median Household income and Per capita income figures are lower in the MSA than the region as a whole (25 mile and 50 mile market areas was higher than the region and the state as a whole. The 5 mile service area was also below the MSA figure.

**Table D. 2013 Average, Median and Per Capita Income**

	5 mile	25 mile	50 mile	MSA
2013 Est. Average Household Income	\$60,726	\$70,562	\$69,611	\$63,835
2013 Est. Median Household Income	\$49,732	\$56,373	\$54,261	\$51,506
Per capita income	\$25,653	\$28,453	\$28,648	\$25,971

**Table E. 2013 Educational Attainment (Age 25+ population)**

	5 mile		25 mile		50 mile		MSA	
<b>2013 Est. Pop. Age 25+</b>	43,606	%	169,554	%	793,234	%	91,860	%
Less than 9th grade	1,218	2.8	5,346	3.2	25,535	3.22	3,489	3.8
Some High School, no diploma	3,029	7	11,729	6.9	54,942	6.93	7,442	8.1
High School Graduate (or GED)	16,213	37	55,837	33	244,300	30.8	33,820	36.82
Some College, no degree	8,913	20	31,971	19	143,367	18.1	16,845	18.34
Associate Degree	5,063	12	18,292	11	85,226	10.7	9,424	10.26
Bachelor's Degree	5,338	12	26,077	15	133,841	16.9	11,677	12.71
Master's Degree	3,128	7.2	15,992	9.4	77,786	9.81	7,462	8.12
Professional School Degree	506	1.2	2,588	1.5	15,626	1.97	1,189	1.29
Doctorate Degree	199	0.5	1,722	1	12,612	1.59	512	0.56
High school degree +	39,360	90.3	152,479	89.9	712,758	89.9	80,929	88.1
Bachelor degree +	9,71	21.0	46,379	27.4	239,865	30.2	20,840	22.7

The 5 mile market area (which includes the Town of Queensbury) shows that the area has a well educated population with a much lower percentage of persons lacking a high school diploma. For the Town of Queensbury, 2010 census figures show that 88.8% of the Age 25 + population achieved high school degrees or higher and 29.7% with Bachelor degree or higher. The Bachelor degree + figure is

particularly impressive in comparison to national statistics. U.S. figures for percentage of high school or higher and percentage of Bachelor's degree or higher were 88.1% and 22.7% respectively.

**Table F. 2013 Employment Status (Age 16+ population)**

	5 mile		25 mile		50 mile	
2013 Est. Pop Age 16+ by Employment Status	50,449	%	198,405	%	942,678	%
In Armed Forces	116	0.23	797	0.4	2,123	0.23
Civilian - Employed	30,663	60.78	119,967	60.47	567,622	60.21
Civilian - Unemployed	2,328	4.61	8,686	4.38	47,496	5.04
Not in Labor Force	17,342	34.38	68,954	34.75	325,436	34.52
2013 Est. Civ Employed Pop 16+ Class of Worker						
For-Profit Private Workers	31,045	%	120,951	%	575,301	%
Non-Profit Private Workers	20,499	66.03	74,009	61.19	336,809	58.54
Local Government Workers	3,198	10.3	12,219	10.1	66,002	11.47
State Government Workers	2,530	8.15	11,476	9.49	53,055	9.22
Federal Government Workers	1,561	5.03	7,401	6.12	54,198	9.42
Self-Emp Workers	266	0.86	1,867	1.54	11,273	1.96
Unpaid Family Workers	2,983	9.61	13,875	11.47	53,450	9.29
Workers	6	0.02	103	0.09	514	0.09

For the 5, 25 and 50 mile market areas, the civilian employment participation rates are slightly over 60% while for the MSA it is 57.4%. The State and National figures are \_\_\_% and \_\_\_% respectively. For profit private workers made up the largest class of workers in each area comprising over 61% of the MSA workers and over 66% of the workers in the 5 mile market area.

**Glens Falls MSA**

2013 Est. Pop Age 16+ by Employment Status	106,382	%
%In Armed Forces	193	0.18
Civilian – Employed	61,014	57.35
Civilian – Unemployed	4,653	4.37
Not in Labor Force	40,522	38.09
2013 Est. Civ Employed Pop 16+ Class of Worker		
For-Profit Private Workers	61,747	
Non-Profit Private Workers	37,774	61.18
Local Government Workers	5,737	9.29
	5,817	9.42

State Government Workers	3,958	6.41
Federal Government Workers	817	1.32
Self-Emp Workers	7,590	12.29
Unpaid Family Workers	54	0.09

## Migration Trends

The Internal Revenue Service provides annual statistics that helps show migration patterns throughout the country. The County-to-County Migration data are updated annually and based on the year-to-year changes in the addresses shown on the population of returns from the IRS Individual Master File system. The data present migration patterns by county for the entire United States and each individual State, including inflows and outflows. The data are available for Filing Years 1984 through 2010, and include the following:

- Number of returns (which approximates the number of households)
- Number of personal exemptions (which approximates the population)
- Total "adjusted gross income" (starting with Filing Year 1993)

For this analysis, we examined migration data for 2010 for Warren and Washington Counties. The data is another useful tool in targeting populations for proposed new housing and commercial developments. The overall migration data is provided in spreadsheet format in the appendix. The following is a summary of the key data findings.

Total inflows to **Warren County** for the period 2009-2010 were 1,720 and total outflows were 1,728 or a net outmigration of 8 households. A little over half of the migration inflows came from the immediate neighboring counties of Saratoga (28.4%) and Washington (23.4%) while nearly 55% of the outflows migrated to these same two counties - 27.4% to Saratoga and 27.3% to Washington. Warren County experienced a net loss of 54 households to Saratoga and Washington counties during the period.

Warren County enjoyed a net migration gain of 77 households from the other counties in New York State. On the downside, outflows exceeded inflows by 31 households in the areas outside of New York State.

Total inflows to **Washington County** for the period 2009-2010 were 1,484 and total outflows were 1,369 or a net in-migration of 115 households. A nearly 55% of the migration inflows came from the immediate neighboring counties of Saratoga (23.0%) and Warren (31.8%) while nearly 52% of the outflows migrated to these same two counties - 29.4% to Saratoga and 22.3% to Warren. Washington County experienced a net gain of 107 households to Saratoga and Warren counties during the period.

This represents 93% of the overall net migration gain that Washington County enjoyed for the period.

**New York Inflow - 2009-2010**

**New York Outflow - 2009-2010**

County	# returns	# exemptions	AGI	County	# returns	# exemptions	AGI
Warren County Tot Mig-US & For	1,720	2,908	67,133	Warren County Tot Mig-US & For	1,728	2,811	57,893
Warren County Tot Mig-US	1,720	2,908	67,133				
Warren County Tot Mig-Same St	1,321	2,220	47,061	Warren County Tot Mig-Same St	1,265	2,062	39,068
Warren County Tot Mig-Diff St	399	688	20,072	Warren County Tot Mig-Diff St	463	749	18,825
Warren County Tot Mig-Foreign	d	d	d	Warren County Tot Mig-Foreign	d	d	d
Warren County Non-Migrants	25,892	52,201	1,374,042	Warren County Non-Migrants	25,892	52,201	1,374,042
Saratoga County	489	845	16,970	Saratoga County	473	799	15,782
Washington County	402	677	10,346	Washington County	472	826	13,375
Albany County	72	91	3,349	Albany County	65	84	2,382
Essex County	47	85	1,356	Essex County	43	66	1,012
Rensselaer County	28	44	1,281	Rensselaer County	25	38	594
Schenectady County	23	45	1,073	New York County	16	20	501
Nassau County	19	38	1,630	Onondaga County	16	17	379
Suffolk County	19	40	890	Clinton County	15	26	475
Clinton County	18	32	737	Schenectady County	14	19	373
Dutchess County	18	33	1,221	Suffolk County	12	12	420
Westchester County	16	25	1,188	Palm Beach County	11	16	571
Fulton County	13	22	470	Lee County	10	21	1,175
Hamilton County	11	13	244	Erie County	10	18	352

New York County	10	15	698				
Queens County	10	16	432				
Ulster County	10	24	396				
Other Flows - Same State	116	175	4,780	Other Flows - Same State	116	149	3,844
Other Flows - Diff State	399	688	20,072	Other Flows - Diff State	430	700	16,659
Other Flows - Northeast	148	248	11,047	Other Flows - Northeast	121	189	3,928
Other Flows - Midwest	38	75	1,661	Other Flows - Midwest	32	56	1,280
Other Flows - South	157	289	5,965	Other Flows - South	213	354	9,331
Other Flows - West	56	76	1,399	Other Flows - West	64	101	2,120
Washington Coun Tot Mig-US & For	1,484	2,534	47,650	Washington Coun Tot Mig-US & For	1,369	2,255	41,592
Washington Coun Tot Mig-US	1,484	2,534	47,650	Washington Coun Tot Mig-US	1,369	2,255	41,592
Washington Coun Tot Mig-Same St	1,113	1,881	34,163	Washington Coun Tot Mig-Same St	958	1,566	28,260
Washington Coun Tot Mig-Diff St	371	653	13,487	Washington Coun Tot Mig-Diff St	411	689	13,332
Washington Coun Tot Mig-Foreign	d	d	d	Washington Coun Tot Mig-Foreign	d	d	d
Washington Coun Non-Migrants	22,171	46,204	992,543	Washington Coun Non-Migrants	22,171	46,204	992,543
Warren County	472	826	13,375	Warren County	402	677	10,346
Saratoga County	342	563	10,627	Saratoga County	305	500	10,269
Rensselaer County	72	145	2,165	Rensselaer County	67	116	2,038
Rutland County	68	124	2,120	Rutland County	50	85	1,472
Albany County	49	76	1,791	Albany County	46	67	1,186
Bennington County	39	66	1,103	Bennington County	46	77	1,807
Essex County	26	42	662	Essex County	20	46	534
Schenectady County	24	34	1,008	Schenectady County	11	11	305

Kings County	11	14	331	St Lawrence County	10	14	225
Onondaga County	11	16	250				
Other Flows - Same State	106	165	3,954	Other Flows - Same State	97	135	3,358
Other Flows - Diff State	264	463	10,265	Other Flows - Diff State	315	527	10,053
Other Flows - Northeast	84	147	4,251	Other Flows - Northeast	96	154	2,655
Other Flows - Midwest	24	41	1,186	Other Flows - Midwest	25	37	661
Other Flows - South	105	193	3,547	Other Flows - South	148	261	5,237
Other Flows - West	51	82	1,281	Other Flows - West	46	75	1,500

# Industry Trends

The U.S. Bureau of Census prepares and releases an Economic Census every five years. This Economic Census provides information on the number of establishments and employees, amount of sales and annual payrolls for the various industrial sectors as shown below.

NAICS Industry Code	Industry Description
31-33	Manufacturing
42	Wholesale trade
44-45	Retail trade
	Information
53	Real estate & rental & leasing
54	Professional, scientific, & technical services
56	Administrative, support & waste management/remediation services
61	Educational services
62	Health care & social assistance
71	Arts, entertainment, & recreation
72	Accommodation & food services
81	Other services (except public administration)

The most recent Economic Census data is from 2007 and 2002. River Street analyzed the economic census reports for these years for Warren and Washington Counties (the MSA) in order to determine which sectors were trending upward or downward for the period. The full spreadsheet of this data is provided in the appendix to this report. The following is a summary of the key trends.

## Warren County

For Warren County, the industries showing the most growth during the period in order of growth included: Accommodations & Food Services; Health Care & social assistance; and Professional, scientific and technical services. Other Services and Real Estate also showed positive growth but these sectors comprised a much smaller portion of the industry mix.

Accommodations & Food Services was the strongest performing sector during the period in terms of new businesses to the county. The number of establishments increased from 381 to 418 and sector employment increased from 3,421 employees in 2002 to 4,956 employees in 2007.

The Health Care & Social Assistance sector had the greatest expansion during the period in terms of value of sales and annual payroll. Industry establishments increased from 234 to 259. Sector employment increased from 5,384 to 6,492 adding an average of 221 employees per annum to the County’s economy. This sector is now the number 1 employer in the County.

In the Professional, scientific and technical services sector, the number of establishments in the county increased from 165 to 180. Remaining data for 2002 was suppressed so we are not able to make additional comparisons.

Manufacturing was the weakest performing sector during the period. The number of establishments decreased from 92 to 74 and sector employment decreased by 4.7% from 4,450 employees in 2002 to 4,240 employees in 2007.

### **Washington County**

For Washington County, the industries showing the most growth during the period in order of growth included: Administrative and support and waste management and remediation services; Health Care & social assistance; and Arts, entertainment and recreation.

Administrative and support and waste management and remediation services was the strongest performing sector during the period in terms of new businesses to the county. The number of establishments increased from 26 to 44 and sector employment increased from 279 employees in 2002 to 325 employees in 2007.

The Health Care & Social Assistance sector also showed positive expansion during the period in terms of value of sales and annual payroll. Industry establishments increased from 87 to 106 but sector employment growth was negligible.

In the Professional, scientific and technical services sector, the number of establishments in the county decreased from 65 to 17. Remaining data for 2002 was suppressed so we are not able to make additional comparisons.

Manufacturing and Retail trade were both weaker performing sectors during the period. Manufacturing sector lost 3 establishments and 383 jobs and the Retail trade sector lost 17 establishments and 144 jobs while the wholesale trade sector lost 11 establishments and 74 jobs for the period.

Despite recent employment decrease, Manufacturing and Retail trade continue to be the major employers in Washington County. In 2007, Manufacturing provided 3,023 jobs in the County and Retail trade was second with 1,934 jobs. Health Care Services ranked third with 1,424 jobs.

### **Leakage Study/Analysis**

We obtained the retail leakage report on Queensbury from ESRI and at first glance it does not seem to offer much promise (see table below). Add to that the site's somewhat remote location and industrial neighbors and we do not think retail is the answer.

We also reviewed the CBRE Marketview reports on the Albany area, which includes the Glens Falls MSA. The office market in Glens Falls has the third highest vacancy rate and the industrial market in the "non-core Areas," which includes Glens Falls MSA, has the highest vacancy rate in the Albany area.

## Summary Demographics

2012 Population	9,287
2012 Households	4,302
2012 Median Disposable Income	\$40,034
2012 Per Capita Income	\$30,737

NAICS	Demand	Supply	Retail Gap	Leakage/Surplus	Number of
Industry Summary	(Retail Potential)	(Retail Sales)		Factor	Businesses
Total Retail Trade	\$104,430,003	\$416,735,091	-\$312,305,088	-59.9	131
Total Food & Drink	\$11,304,842	\$26,138,249	-\$14,833,407	-39.6	31
Total Overall	\$115,734,845	\$442,873,340	-\$327,138,494	-58.6	162

## Industry Cluster Analysis

Industry clusters are an important analytical tool for understanding New York's statewide and regional economies. They are particularly useful in a variety of workforce and economic development applications. The clusters framework is increasingly used by the State of New York to study important industry linkages in the state and regional economies.

The key aspect of cluster industries is they are export-oriented. Thus, industry clusters sell their services and products to customers outside their home market. These exports, in turn, generate income and employment in the local economy.

The Empire State Development Corporation (ESDC) has identified and defined 16 industry clusters in New York. Most clusters are further divided into sub-clusters. The 16 main clusters and their sub-clusters are listed in the table below. Some clusters contain more than 100 industries (at the 6-digit NAICS level). Data for certain industries are pro-rated because not all jobs in that industry are counted as export-oriented. For example, only 20% of restaurant jobs are counted as part of the travel and tourism cluster (i.e., 80% of industry jobs are due to spending by local residents).

## Background on Clusters

### New York State Clusters and Sub-Clusters

#### Back Office & Outsourcing

No Sub-Clusters

#### Biomedical

Drug & Chemical Manufacturing

Laboratories & Research

Medical Equipment & Supplies

#### Communications, Software & Media Services

Broadcasting & Telecommunications

Motion Picture & Sound Recording Industries

Printing

Publishing

#### Distribution

Air Freight

Logistics Management

Multimodal Freight

#### Food Processing

Beverage Manufacturing

Crop Production & Dairy

Food Manufacturing

#### Forest Products

Forest Product Manufacturing

Forestry & Logging

Furniture Manufacturing

Paper Manufacturing

#### Front Office & Producer Services

Business Services

Environmental Services

Headquarters

Organizations

#### Industrial Machinery & Services

Trucking  
 Warehousing  
 Water and Rail Freight  
 Wholesale (Non-Industry Specific)  
 Wholesale Durables  
 Wholesale Non-Durables  
**Electronics & Imaging**  
 Electronics  
 Imaging  
**Fashion, Apparel & Textiles**  
 Apparel Manufacturing  
 Apparel Wholesale  
 Jewelry & Miscellaneous Manufacturing  
 Leather Goods & Footwear Manufacturing  
 Textile Mills  
**Financial Services**  
 Bank Holding Companies  
 Banking & Credit  
 Funds & Trusts  
 Insurance  
 Securities, Commodities & Investments

Electrical Equipment Manufacturing  
 Fabricated Metal  
 Instruments  
 Machinery Manufacturing  
**Information Technology Services**  
 No Sub-Clusters  
**Materials Processing**  
 Chemicals  
 Petroleum Products  
 Plastics & Rubber  
 Primary Metals  
 Stone, Clay, Glass and Concrete  
**Miscellaneous Manufacturing**  
 No Sub-Clusters  
**Transportation Equipment**  
 Aerospace  
 Motor Vehicles  
 Railroads & Other  
**Travel & Tourism**  
 Accommodations  
 Culture, Recreation and Amusements  
 Food Service  
 Passenger Transportation  
 Travel Retail

*Source: Empire State Development Corporation*

A research report by the New York State Department of Labor dated October 2012 looked at 2011 statewide and regional data highlights for the 16 ESDC industry clusters. Data came from the Quarterly Census of Employment and Wages (QCEW) program. For the state as a whole and its 10 labor market regions, clusters are ranked using four different criteria:

- Total employment
- Total wages
- Annual average wage
- Location quotient (measure of employment concentration in an area)

In the table below we have summarized the data for the State as a whole and for the Capital Region which encompasses the Albany Schenectady Troy MSA and the Glens Falls MSA.

**New York State**

**Top 5 Clusters Ranked by Employment**

1) Front Office & Producer Services	587,100
2) Financial Services	558,000
3) Travel & Tourism	367,600
4) Communications, Software & Media Services	248,800
5) Distribution	234,000

**Top 5 Clusters Ranked by Total Wages (millions of \$)**

1) Financial Services	\$101,632
2) Front Office & Producer Services	\$61,498
3) Communications, Software & Media Services	\$22,079
4) Distribution	\$14,358
5) Travel & Tourism	\$14,249

**Top 5 Clusters Ranked by Annual Average Wage**

1) Financial Services	\$182,100
2) Information Technology Services	\$108,400
3) Front Office & Producer Services	\$104,700
4) Electronics & Imaging	\$91,300
5) Communications, Software & Media Services	\$88,700

**Top 5 Clusters Ranked by Location Quotient**

1) Fashion, Apparel & Textiles	1.79
2) Financial Services	1.54
3) Communications, Software & Media Services	1.53
4) Front Office & Producer Services	1.23
5) Electronics & Imaging	1.10

**Capital Region**

**Top 5 Clusters Ranked by Employment**

1) Front Office & Producer Services	30,100
2) Financial Services	21,500
3) Travel & Tourism	21,300
4) Distribution	14,100
5) Communications, Software & Media Services	9,500

**Top 5 Clusters Ranked by Total Wages (millions of \$)**

1) Front Office & Producer Services	\$2,084
2) Financial Services	\$1,384
3) Distribution	\$740
4) Industrial Machinery & Services	\$586
5) Biomedical	\$526

**Top 5 Clusters Ranked by Annual Average Wage**

1) Electronics & Imaging	\$118,700
2) Information Technology Services	\$77,600
3) Industrial Machinery & Services	\$75,500
4) Transportation Equipment	\$75,200
5) Materials Processing	\$74,100

**Top 5 Clusters Ranked by Location Quotient**

1) Biomedical	2.16
2) Miscellaneous Manufacturing	1.26
3) Forest Products	1.20
4) Front Office & Producer Services	1.17
5) Financial Services	1.10

New York State's 16 clusters included 253,000 establishments with total employment of 2,761,100 and total wages \$265.1 billion in 2011. Annual cluster wages averaged \$96,000. The Capital Region's 16 clusters included 12,300 establishments with total employment of 142,600 and total wages of \$8.2 billion in 2011. Annual cluster wages averaged \$57,200.

The final economic criteria listed above, location quotients (LQs) are more technical. LQs measure employment concentration in a regional economy. More specifically, they compare the concentration of industry employment in the local economy, relative to some base area -- usually the U.S. as a whole.

The formula for calculating a location quotient for local industry X is:

$$LQ = \text{Industry X's \% Share of Jobs in the Local Economy} / \text{Industry X's \% Share of Jobs in the U.S. Economy}$$

In general, Industries with:

LQ > 1.00 Industry is producing more than is consumed locally (i.e., exporting).

LQ = 1.00 Local production meets local demand.

LQ < 1.00 Industry is producing less than is consumed locally (i.e., importing).

## **Area's Competitive Advantage**

The idea behind clusters traces back to Michael Porter's 1990 book, *The Competitive Advantage of Nations*. According to Porter, the following factors are critical in conferring a competitive advantage to a regional cluster:

- Factor conditions. Factors of production, such as skilled labor or infrastructure, necessary for a region to compete in a given industry.
- Demand conditions. The nature of local market demand for the industry's product or service.
- Related and supporting industries. The presence or absence in the region of supplier industries and other related industries.
- Firm strategy, structure, and rivalry. The conditions in the region governing how companies are created, organized, and managed, as well as the nature of domestic rivalry.

In May 2012, the Glens Falls area was named among the top 10 "best small cities for jobs" by Forbes magazine. The publication, on its website at [forbes.com](http://forbes.com), ranked the Glens Falls Metropolitan Statistical Area, which consists of Warren and Washington counties, No. 8 overall out of 242 metropolitan statistical areas with fewer than 150,000 jobs. Forbes cited statistics provided by the U.S. Bureau of Labor Statistics. The magazine cited the area's growth in total non-farm jobs in its calculations. The Glens Falls MSA's ranking for the year was a marked improvement from the 2011 ranking — 59th — according to Forbes.

An April 2012 report about wage growth among the nation's MSAs — conducted by Garner Economics LLC — provided another sign the area's economy is improving faster than the national norm. The Garner analysis showed the average weekly wage in the Glens Falls MSA was \$780. That was competitive with other key MSAs in the state, many of which have higher costs of living. According to the Garner report, the Glens Falls MSA's average weekly wage ranked 90th among 372 MSAs nationwide as of February 2012. The area's wage growth over the previous six months was 4.1 percent, which put the region at 149th out of the 372 MSAs.

Job growth among the region's health care providers, including Glens Falls Hospital, Hudson Headwaters Health Network and Fort Hudson Health System are major contributing to the region's job market resilience. Also recent hiring at area medical device manufacturers, including AngioDynamics and Delcath are additional signs of further potential job growth.

## **Issues / Recommendations**

### **Economic Development Scenarios for the Ciba-Geigy site**

A number of ideas for the reuse of the Ciba-Geigy site in Queensbury have been developed by the persons participating in the visioning meetings and by the consultant team. These include 1) the use of the site as an intermodal facility, 2) the use of the site as a distribution center for goods brought in by rail, 3) use of the site for industries supporting semiconductor fabrication and other regional high tech initiatives, 4) use of the site for the manufacture of medical devices, 5) locating a ground solar array for the generator of electricity, and 6) development of the waterfront for recreation/tourism related uses. Each is discussed in the following narrative.

There are several considerations that must be taken into account in assessing the site. First is the presence of the Lehigh Cement operation to the west of the site. This facility will generate traffic, noise, and dust, as well as vibration from operations and the heavy truck traffic. To the east of the site is the County recycling operation, which will generate some truck traffic, noise, and likely some vibration. The

concern with vibration is that many high tech operations are very precise and avoid locations with heavy traffic volumes, rail traffic, heavy vehicles, and vibration from operations. It should also be noted that an operating rail line bisects the site, running east to west. Though the volume of rail traffic is low, the line is active and, as a practical matter, creates two sites. Lastly, it appears that the northwest corner of the site is a wetland and development of this portion of the area is problematic.

### **Summary analysis of potential development scenarios**

#### **Intermodal facility**

We do not deem the idea of using the site as an intermodal center viable because of the distance from and poor connection to the Interstate highway. The site is approximately three and one-half miles from the closest Interstate access, and that distance involves going through the heart of Glens Falls. It is doubtful that having a high volume of large trucks negotiating this distance through city traffic (and around the traffic circle where Warren Avenue meets Glen and Hudson) would be palatable to either the City or the truckers.

On the plus side, the site does have rail access, is on the waterfront and has proximity to hiking and biking trails so the idea of an intermodal facility is not beyond the realm of possibility. It could also be considered part of the Distribution cluster (see discussion below)

#### **Distribution Center**

The rail access does offer some potential if the site were used as a distribution center for rail transported materials or products. The goods most commonly shipped by rail are: coal, farm products, chemicals, food, minerals, automobiles, lumber and building products, paper, and metal products. The site does not appear to have a siding, though that could be added if necessary. Some of the goods noted above would not require covering or shelter, so the site could be developed at a relatively modest cost.

Though this use would create truck traffic, it would not be on the scale of the use as an intermodal site, and the existing roadways could likely accommodate this development. An analysis of area industries involved with these goods could reveal an opportunity for this use. Firms dealing in construction materials such as lumber, stone or brick, architectural metal, or glass, or automobile transport and delivery could use the site without new structures. Chemical distributors or food distributors could use the site after constructing appropriate warehouse or storage buildings.

This use is also part of the Distribution cluster which ranks 4<sup>th</sup> in total employment in the region. So the area has the employee skill set and support network that nurture the development of a distribution center on the site.

#### **Semiconductor Fabrication**

Firms related to the new semiconductor operation in Malta and other high tech operations were recommended for investigation for use of the site. The site is about a one-half hour drive from the new Global Foundry facility in Malta and about a one-hour drive from the new high tech campuses in the Albany area. It could thus serve as a distribution center for the specialized chemicals and equipment required by these industries. Many of these industries also require specialized industrial gases, and the site could serve as a distribution center for these materials. Preliminary research indicates that there are no industrial gas providers in the immediate region, so this has good potential. Further, the site might also serve as an extraction site for some gases, depending upon the quality of the air and level of dust generated by the cement operation.

From the demographic analysis, the local population has the education and skill set needed to support this industry. This falls under the Industrial Machinery and equipment cluster where it ranks 4<sup>th</sup> in total wages in the region. This industry generally provides high paying jobs.

### **Medical Devices Manufacturing**

The manufacture of medical devices was also suggested as an option. It should be noted that this industry encompasses a wide range of products, going from simple elements, such as tongue depressors and latex gloves to sophisticated electronic equipment. The development of the site for a manufacturer of sophisticated devices is unlikely because of the need for precision and stability, which are lacking at this site, as noted earlier. However, the manufacture of medical and dental supplies, equipment, and sundries has potential. Products in this field would include glassware, rubber products, paper products, or medical apparel.

This sector is part of the top ranked industry cluster in the region by location quotient. As such it has an experienced employee base and supplier network that could nurture development of other businesses in this industry sector.

### **Solar Array**

The idea of using the site as a solar farm to generate electricity was also noted. This idea is very plausible. The site is open and level and generally out of site, which is an asset, as many people do not wish to have a large solar array, which they consider unsightly, nearby. The site is approximately 65 acres and could be used to generate a significant amount of power. For example, an 80-acre farm in Delaware has 62,000 solar panels and generates 12 megawatts of power, enough to supply 1,250 homes.

This use could work in combination with the idea of creating a riverfront park, by providing river access at selected points through the solar farm.

### **Waterfront recreation/tourism related uses**

This development scenario would probably have the most positive impact on the surrounding Queensbury neighborhood. Improved park and recreation facilities, safer streets for kids, the need for accommodations and bathroom facilities on the Canal Trail and the bike trails were ideas mentioned at the visioning workshop. Folks also mentioned better utilization of the river for canoeing and kayaking if water movement and levels can be controlled and additional portage sites developed/improved and perhaps picnic areas on the islands

As noted in the Ciba-Geigy LWRP work plan, the focus will be on specific redevelopment opportunities to leverage the site's location and local infrastructure assets, exploring the possibilities for such new uses as manufacturing space, multi-modal facilities, or perhaps a museum that focuses on the region's industrial legacy. This effort will also explore waterfront access, improvements to the Feeder Canal trail, and recreational opportunities.

Development of the waterfront would require access over the rail lines. Vehicular traffic may not be a big problem because the rail lines are not heavily used. But we would require a marked crossing with appropriate signals and gates. Development of the islands for passive recreation use would require a pedestrian bridge.

There were also a number of tourism related ideas that we'd consider for the waterfront. An Industrial Heritage Museum could be used to tell the industrial history from logging to paper manufacturing to the Ciba-Geigy site itself. Other participants liked the idea of developing the waterfront like Stormking in Ulster County for art and culture. Folks attending the visioning workshop also suggested the

development of small shops and a sit down restaurant along the waterfront or event flex space. One or more of these ideas might work well as a major tourism draw using either the museum or perhaps a visitor center as the focal point.

Travel and tourism is the 3<sup>rd</sup> ranked industry cluster in the region by total employment although it does not create a lot of higher paying jobs.

### **Economic Impact of the Arts and related facilities**

When community leaders fund the arts, they not only enhance the community's quality of life, but also invest in its economic well-being. Numerous studies and research exists which supports the economic benefits of recreation, historic preservation, arts and cultural facilities to a community. These facilities cover a wide spectrum of tourism related uses including visitor centers, heritage and house museums, multi-purpose recreation facilities, artist workshops, environmental education centers and more.

To provide some perspective on the economic impact of the arts, the Arts & Economic Prosperity, Americans for the Arts organization conducted research in 2002 to show the economic impact nationally of the nonprofit arts industry. The highlight of this research is as follows:

- Arts organizations are responsible businesses, employers, and consumers. Spending by nonprofit arts organizations—only a fraction of the total arts and entertainment industry—was an estimated \$53.2 billion in fiscal 2000, and leveraged an additional \$80.8 billion in event related spending by arts audiences. This \$134 billion in total economic activity supports 4.85 million FTE jobs and generates \$24.4 billion in government revenue annually.
- From major metropolitan areas to small rural towns, this research shows that the nonprofit arts are an economically sound investment. They attract audiences, spur business development, support jobs, and generate government revenue. Locally as well as nationally, the arts mean business.

In summary we are leaning towards a two site solution which will give the Town a broader range of opportunities to achieve development success with the site. The portion of the site north of the rail line appears more suited for industrial or heavy commercial use. The solar array or distribution center might work well there. For the southern portion of the site, the recreation/tourism uses would work best to take advantage of the waterfront.

# Town of Queensbury

## Ciba Geigy Site Redevelopment

### Employment Impacts

	<u>Projected SF</u>	<u>Estimated jobs</u>
Office/RD @ 1 job per 300 sf	80,000	267
Manufacturing @ 1 job per 500 sf	40,000	80
Warehousing @ 1 job per 750 sf	200,000	267
Retail related @ 1 job per 400 sf	35,000	88
Total New Jobs	355,000	701

### Gross wages

	<u>Estimated jobs</u>	<u>Total Wages</u>
Office/RD @ \$35,000 per year	267	\$9,333,333
Manufacturing @ \$45,000 per year	80	\$3,600,000
Warehousing @ \$42,000 per year	267	\$11,200,000
Retail related @ \$21,000 per year	88	\$1,837,500
Total Gross Wages	701	\$25,970,833

### Construction Jobs Impact

Estimated total construction costs	\$60,000,000
Estimated labor costs @ 50% total	\$30,000,000
Average construction worker wage	\$40,000
Projected number of construction workers	750

# Town of Queensbury

Ciba Geigy Site Redevelopment					Phase I	
Economic Development Projects	unit	# units	unit cost	Total	Year 1	
Flex building 1	sf	40,000	\$175	\$7,000,000		0.0%
Flex building 2	sf	40,000	\$175	\$7,000,000		0.0%
Flex building 3	sf	40,000	\$175	\$7,000,000		0.0%
Warehouse building	sf	200,000	\$90	\$18,000,000		0.0%
Mixed use/Commercial	sf	35,000	\$185	\$6,475,000		0.0%
Community Enhancement Projects	unit	# units	unit cost	Total		
Park				\$800,000	\$100,000	12.5%
Visitor Center				\$780,000		0.0%
<b>Total Projected Cost of Prime Projects</b>				<b>\$47,055,000</b>	<b>\$100,000</b>	

Pre-development Costs	unit	# units	unit cost	Total	Year 1	
Site Acquisition	acres	35.00	\$50,000	\$1,750,000	\$500,000	28.6%
Demolition TBD				\$500,000	\$500,000	100.0%
Miscellaneous pre-development costs				\$250,000	\$250,000	100.0%

Infrastructure	See engineering estimate for details					
Phase I				\$2,899,244	\$579,849	20.0%
Phase II				\$1,618,988	\$323,798	20.0%
Phase III				\$3,718,164	\$743,633	20.0%
Phase IV				\$2,854,947	\$570,989	20.0%
<b>Total Pre-Development and Infrastructure</b>				<b>\$13,591,343</b>	<b>\$3,468,269</b>	

<b>Total Overall Development Costs</b>					<b>\$3,568,269</b>	
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New Construction	Year 1	
Building SF - Flex Building 1		0.0%
Building SF - Flex Building 2		0.0%
Building SF - Flex Building 3		0.0%
Building SF - Warehouse building		0.0%
Building SF - Mixed use/Commercial		0.0%
Building SF - Total	0	

Tax Base Impacts - Assessments		
Flex building 1		\$0 0.0%
Flex building 2		\$0 0.0%
Flex building 3		\$0 0.0%
Warehouse building		\$0 0.0%
Mixed use/Commercial		\$0 0.0%
Total New Assessments		\$0
Current Assessment	assumes 35 acres @ \$25,000 /acre avg	\$875,000
Net increase in Assessment		(\$875,000)
Net new tax revenues per yr		-\$50,663
Net new tax revenues per yr cumulative		-\$50,663

**Employment Impacts**

Flex building 1	Office/RD @ 1 job per 300 sf	0	0.0%
Flex building 2	Office/RD @ 1 job per 300 sf	0	0.0%
Flex building 3	Manufacturing @ 1 job per 500 sf	0	0.0%
Warehouse building	Warehousing @ 1 job per 750 sf	0	0.0%
Mixed use/Commercial	Retail related @ 1 job per 400 sf	0	0.0%
Total New Jobs		0	

**Gross wages**

Office/RD @ \$35,000 per year	Flex building 1	\$0	0.0%
Office/RD @ \$35,000 per year	Flex building 2	\$0	0.0%
Manufacturing @ \$45,000 per year	Flex building 3	\$0	0.0%
Warehousing @ \$42,000 per year	Warehouse building	\$0	0.0%
Retail related @ \$21,000 per year	Mixed use/Commercial	\$0	0.0%
Total Gross Wages		\$0	

Year 2		Phase II				Phase III and IV			
Year 2		Year 3		Year 4		Year 5		Year 6	
	0.0%	\$3,500,000	50.0%	\$3,500,000	50.0%		0.0%		0.0%
	0.0%		0.0%		0.0%	\$3,500,000	50.0%	\$3,500,000	50.0%
	0.0%		0.0%		0.0%		0.0%	\$3,500,000	50.0%
	0.0%		0.0%		0.0%		0.0%		0.0%
	0.0%		0.0%	\$1,750,000	218.8%	\$2,000,000	250.0%	\$2,000,000	250.0%
\$200,000	25.0%	\$200,000	25.0%	\$200,000	25.0%	\$100,000	12.5%		0.0%
\$200,000	25.6%	\$200,000	25.6%	\$380,000	48.7%		0.0%		0.0%
<b>\$400,000</b>		<b>\$3,900,000</b>		<b>\$5,830,000</b>		<b>\$5,600,000</b>		<b>\$9,000,000</b>	

Year 2		Year 3		Year 4		Year 5		Year 6	
\$500,000	28.6%	\$750,000	42.9%		0.0%		0.0%		0.0%
	0.0%		0.0%		0.0%		0.0%		0.0%
\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%		0.0%

\$579,849	20.0%	\$579,849	20.0%	\$579,849	20.0%	\$579,849	20.0%		
\$323,798	20.0%	\$323,798	20.0%	\$323,798	20.0%	\$323,798	20.0%		
\$743,633	20.0%	\$743,633	20.0%	\$743,633	20.0%	\$743,633	20.0%		
\$570,989	20.0%	\$570,989	20.0%	\$570,989	20.0%	\$570,989	20.0%		
<b>\$2,718,269</b>		<b>\$2,968,269</b>		<b>\$2,218,269</b>		<b>\$2,218,269</b>		<b>\$0</b>	
<b>\$3,118,269</b>		<b>\$6,868,269</b>		<b>\$8,048,269</b>		<b>\$7,818,269</b>		<b>\$9,000,000</b>	

Year 2		Year 3		Year 4		Year 5		Year 6	
	0.0%	20,000	50.0%	20,000	50.0%		0.0%		0.0%
	0.0%		0.0%		0.0%	20,000	50.0%	20,000	50.0%
	0.0%		0.0%		0.0%		0.0%	20,000	50.0%
	0.0%		0.0%		0.0%		0.0%		0.0%
	0.0%		0.0%	9,000	25.7%	11,000	31.4%	11,000	31.4%
0		20,000		29,000		31,000		51,000	

\$0	0.0%	\$2,091,250	50.0%	\$2,091,250	50.0%	\$0	0.0%	\$0	0.0%
\$0	0.0%	\$0	0.0%	\$0	0.0%	\$2,091,250	50.0%	\$2,091,250	50.0%
\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$2,091,250	50.0%
\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
\$0	0.0%	\$0	0.0%	\$941,063	25.7%	\$1,150,188	31.4%	\$1,150,188	31.4%
\$0		\$2,091,250		\$3,032,313		\$3,241,438		\$5,332,688	
\$875,000		\$875,000		\$875,000		\$875,000		\$875,000	
(\$875,000)		\$1,216,250		\$2,157,313		\$2,366,438		\$4,457,688	
-\$50,663		\$70,421		\$124,908		\$137,017		\$258,100	
-\$101,325		-\$30,904		\$94,004		\$231,021		\$489,121	

0	0.0%	67	50.0%	67	50.0%	0	0.0%	0	0.0%
0	0.0%	0	0.0%	0	0.0%	67	50.0%	67	50.0%
0	0.0%	0	0.0%	0	0.0%	0	0.0%	40	50.0%
0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
0	0.0%	0	0.0%	23	25.7%	28	31.4%	28	31.4%
0		67		89		94		134	

\$0	0.0%	\$2,216,667	50.0%	\$2,216,667	50.0%	\$0	0.0%		0.0%
\$0	0.0%	\$0	0.0%	\$0	0.0%	\$2,216,667	100.0%		0.0%
\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$1,800,000	50.0%
\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
\$0	0.0%	\$0	0.0%	\$472,500	25.7%	\$577,500	31.4%	\$577,500	31.4%
\$0		\$2,216,667		\$2,689,167		\$2,794,167			

Total acres  
 Total improved acres  
 Total Development Costs  
 Development cost per acre  
 Total Building SF  
 Development cost per bldg sf  
 Net increase in assessment  
 Net increase in assessment per acre  
 Net new tax revenues per annum  
 Net new tax revenues per acre  
 Total jobs  
 Development cost per job

Year 7		Total		Economic Development Projects		Total
	0.0%	\$7,000,000		Flex building 1		\$7,000,000
	0.0%	\$7,000,000		Flex building 2		\$7,000,000
\$3,500,000	50.0%	\$7,000,000		Flex building 3		\$7,000,000
\$18,000,000	100.0%	\$18,000,000		Warehouse building		\$18,000,000
\$725,000	90.6%	\$6,475,000		Mixed use/Commercial		\$6,475,000
Year 7		Total		Community Enhancement Projects		Total
	0.0%	\$800,000	100.0%	Park		\$800,000
	0.0%	\$780,000	100.0%	Visitor Center		\$780,000
<b>\$22,225,000</b>		<b>\$47,055,000</b>				<b>\$47,055,000</b>

Year 7	Total
	<b>2,500,000</b>
	0.0% \$1,750,000
	0.0% \$500,000
	0.0% \$250,000

	\$2,899,244
	\$1,618,988
	\$3,718,164
	\$2,854,947
<b>\$0</b>	<b>\$13,591,343</b>

**\$22,225,000      \$60,646,343**

Year 7	Total
	40,000
	40,000
20,000	50.0% 40,000
200,000	100.0% 200,000
4,000	11.4% 35,000
224,000	355,000

\$0	0.0%	4,182,500	100.0%
\$0	0.0%	4,182,500	100.0%
\$2,091,250	50.0%	4,182,500	100.0%
\$20,912,500	100.0%	20,912,500	100.0%
\$418,250	11.4%	3,659,688	100.0%

\$23,422,000      \$37,119,688  
 \$875,000      \$875,000  
 \$22,547,000      \$36,244,688  
 \$1,305,471      \$493,653  
 \$1,794,592



0	0.0%	133	100.0%
0	0.0%	133	100.0%
40	50.0%	80	100.0%
267	100.0%	267	100.0%
10	11.4%	88	100.0%
317		701	

	0.0%	4,433,333	
	0.0%	2,216,667	
\$1,800,000	50.0%	3,600,000	
\$11,200,000	100.0%	11,200,000	
\$210,000	11.4%	1,837,500	
		\$4,905,833	

Total	
	35.00
	35.00
	\$60,646,343
	\$1,732,753
	355,000
	\$171
	\$36,244,688
	\$1,035,563
	\$493,653
	\$14,104
	701
	\$86,535

## Sources of Funding

## Annual Town

Town/County	Federal	NYS	Private		Assessment	Year 1	
	\$50,000	\$2,300,000	\$2,500,000	\$2,150,000	<b>\$7,000,000</b>	\$4,182,500	\$0
	\$50,000	\$2,300,000	\$2,500,000	\$2,150,000	<b>\$7,000,000</b>	\$4,182,500	\$0
	\$50,000	\$2,300,000	\$2,500,000	\$2,150,000	<b>\$7,000,000</b>	\$4,182,500	\$0
	\$100,000	\$3,000,000	\$5,000,000	\$9,900,000	<b>\$18,000,000</b>	\$10,755,000	\$0
	\$100,000	\$1,000,000	\$1,500,000	\$3,875,000	<b>\$6,475,000</b>	\$3,868,813	\$0
	\$130,000	\$150,000	\$500,000	\$20,000	<b>\$800,000</b>		
	\$130,000	\$100,000	\$500,000	\$50,000	<b>\$780,000</b>		
	<b>\$610,000</b>	<b>\$11,150,000</b>	<b>\$15,000,000</b>	<b>\$20,295,000</b>	<b>\$47,055,000</b>	<b>\$27,171,313</b>	<b>\$0</b>
	1.3%	23.7%	31.9%	43.1%	100.0%		

**Tax Projections for Period:**

<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
\$0	\$47,670	\$95,340	\$95,340	\$95,340	\$95,340
\$0	\$0	\$0	\$47,670	\$47,670	\$95,340
\$0	\$0	\$0	\$0	\$0	\$47,670
\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$192,915	\$413,388	\$413,389	\$633,862
<hr/>					
<hr/>					
<b>\$0</b>	<b>\$47,670</b>	<b>\$288,255</b>	<b>\$556,398</b>	<b>\$556,399</b>	<b>\$872,212</b>
<hr/>					

APPENDIX H:  
REUSE ALTERNATIVES

## Redevelopment Opportunities



**Intermodal Facility** - An intermodal facility provides for transportation of freight in a container or vehicle from origin to destination by multiple modes of transportation including rail, ship, truck and, air through a central hub. This method reduces handling, improves security, reduces damage and loss, and allows for the movement of freight faster.



**Distribution Centers** - A distribution center is a specialized building that is stocked with products with the intent to be redistributed to retailers, wholesalers, or directly to consumers. Distribution centers operate throughout a commercial market in support of regional operations of national chain retailers.



**Technology & Support Services** - This category of uses includes a wide variety of businesses oriented towards the support of the changing technology landscape, including GlobalFoundries. Ancillary support operations could include data storage facilities, industrial gas suppliers, tool and machinery maintenance, and specialty packaging makers.



**Medical Device Manufacturing** - Medical device manufacturing can include design, manufacturing, packaging and labeling. Some or all of these steps may be performed in one physical location, or they may be outsourced to a specialty provider. Given the prevalence of the medical device manufacturing cluster here in the greater Glens Falls area there may be opportunities to provide these services to existing or new manufacturers.



**Solar Array** - A solar array is a group of photovoltaic solar panels that convert sunlight into electricity arranged and linked in a way that allows the panels to operate as a single unit. Arrays can vary widely in size and shape from a small installation on the roof of a single family home to one containing several hundreds or thousands of individual panels.



**Cultural/Industrial Heritage Center** – A cultural and/or industrial heritage museum can preserve the history of manufacturing and attract tourism while contributing to revitalization of an area where the decline of industry has brought significant challenges to the community. Such a facility could highlight the industrial and cultural heritage (e.g., logging, paper, power, mining, etc.) within the region and provide for educational programs and tours, collect and archive photos, document, and tools, and incorporate multi-use spaces for events.

# Illustrative Development Scenarios

## 1. Intermodal Facility

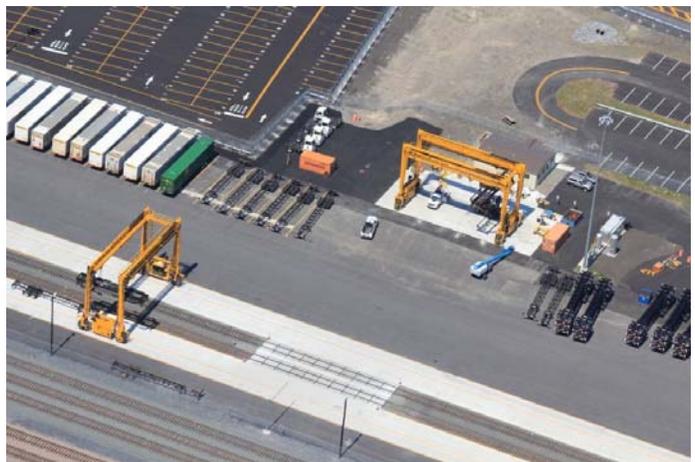
*The Capital District Intermodal and Automotive Terminal –  
Halfmoon/Mechanicville, NY*

This \$40 million facility is located on 205 acres, 185 acres located in the Town of Halfmoon, and the remainder in the City of Mechanicville. About 300 trucks enter the site daily to drop off or pick up containers. The Capital District Intermodal and Automotive Terminal is owned by Pan Am Southern LLC and employs approximately 100 people. Norfolk Southern, an affiliate, also has intermodal facilities in Buffalo, NY and Ayer, MA. CSX has operations in Syracuse, NY and Springfield, MA. The facility allows trains heading west to be double stacked while those heading east would be single-stacked so they can clear the Hoosac Tunnel in western Massachusetts.

The intermodal facility was constructed on an abandoned rail yard with renovations completed in January 2012.



Aerial view of intermodal facility



Aerial view of intermodal facility



The transfer cranes at the intermodal facility

*Worcester Intermodal Terminal – Worcester, Massachusetts*

The Worcester Intermodal Terminal was recently expanded to allow for relocation of the intermodal container operations in Boston. CSX invested approximately \$100 million to make improvements to the site. The facility employs approximately 85 workers and processes up to 150,000 containers annually with that number expected to grow in the long term. The State of Massachusetts provide additional improvements by raising 31 bridge crossings to allow for double stacked container transport to the New York State line.



*Container lifts*



*Aerial view of Worcester Intermodal Terminal*



*Entrance to Worcester Intermodal Terminal*

## 2. Distribution Centers



Aerial image of Ace Hardware Distribution located at the east, Target Distribution is located at the west. Wilton NY

### *Target Distribution Center – Wilton, New York*

The Target Distribution Center located on North Road in the Town of Wilton includes 1,600,000 SF of warehouse space and approximately 1,800,000 SF paved surfaces. The distribution center is located on a parcel 131 acres in size. In total, more than 1,000 trailers can be parked on the property in addition to those that can be located at the loading docks. The facility employs over 700 people.



Entrance to Target Distribution Warehouse on North Road

*ACE Hardware Distribution Warehouse – Wilton, New York*

The ACE Hardware Distribution Warehouse located on Ballard Road is 800,000 SF in size in addition to approximately 400,000 SF of paved surfaces. The distribution center serves hardware stores from Maryland to Maine and is located on a parcel 129 acres in size with room for future growth. The facility employs over 425 people.



Entrance to Ace Hardware Distribution Warehouse on Ballard Road

*Hille & Markes Distribution Warehouse – Amsterdam, New York*

Hille and Markes open a new 130,000 SF distribution warehouse in the City of Amsterdam in 2011. The \$12 million warehouse and corporate headquarters at 1997 State Highway 5S took a total of eight months to build. The facility employs more than 150 employees.



Exterior view of Hill & Markes Distribution Warehouse



Inside the Hill & Markes Distribution Warehouse

### 3. Technology & Support Services

#### *Google Data Center – Pryor, Oklahoma*

In the fall of 2011 Google opened a new data center in the 9,000 acre MidAmerica Industrial Park. The project represents a \$600 million investment, in addition to more than 100 jobs at the facility. The location was selected because Mayes County has the right combination of energy infrastructure, developable land, and available workforce for the data center. Availability of renewable energy was also a significant factor. The industrial park also has a 365 acre regional business airport with a 5,000 foot runway, and wastewater and water treatment plants.



*Aerial view of the Google Data Center in Pryor Oklahoma*



*Cooling towers at the Data Center*

#### *HostRocket Data Center – Clifton Park, New York*

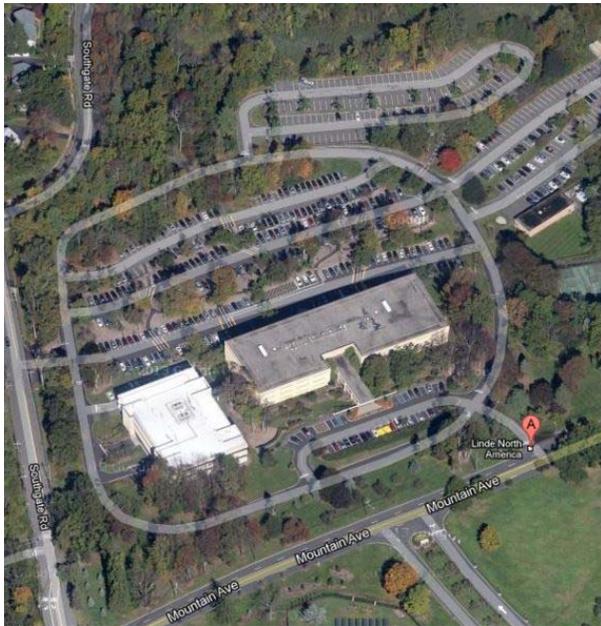
The 10,000 square foot web hosting data center is located in a new 52,000 square foot class a office building in Clifton Park. The facility provides redundant OC-12 fiber loops directly from the network to Time Warner Telecommunication's nationwide fiber network. Wiring is done with tested factory terminated cat5e gigabit Ethernet wiring and Cisco Routers and Switches are used to ensure sites will not go down as a result of an inferior hardware failure. Racks are run on multiple 30 Amp circuits. The server room is cooled by redundant rooftop 65 ton AC units.



*HostRocket Data Center*

*The Linde Group – Murray Hill, New Jersey*

The Linde Group is a world leading supplier of industrial, process and specialty gases and provides engineering services. Their location in Murray Hill is their U.S. Headquarters where they also provide industrial and healthcare gases. Worldwide, Linde has more than 62,000 employees in 100 different countries.



*Aerial view of The Linde Group – Murray Hill, New Jersey*



*Filling Station*

#### 4. Medical Device Manufacturing

##### *Angiodynamics – Queensbury/Glens Falls, New York*

The Queensbury manufacturing facility is 125,000 SF in size and employs approximately 400 people. The Glens Falls facility (formerly Navilyst Medical) is 167,000 SF in size and employs approximately 500 people. In addition, Angiodynamics headquarters is located in Latham and occupies 54,700 SF of commercial office space along NYS Interstate 87.



*Aerial Image of Glens Falls Facility*



*Aerial image of Queensbury Facility*



*Angiodynamics Headquarters, Latham NY*

## 5. Solar Array

### *Long Island Solar Farm – Upton, New York*

The Long Island Power Authority (LIPA), BP Solar International, Inc. (BP Solar), and Brookhaven National Laboratory developed the Long Island Solar Farm (LISF) which is part of the largest solar energy project in the state of New York, the largest photovoltaic array in the eastern U.S. and the largest in the country constructed on federal property.



*Aerial Image of Long Island Solar Farm*

The 32 megawatt LISF is made up of 164,312 solar panels across approximately 200 acres. The LISF is privately owned and can provide enough electricity for up to roughly 4,500 households. The project is located adjacent to Brookhaven National Laboratory. Construction of the solar farm was completed in approximately one year by over 200 construction workers.



*Solar Panels at Long Island Solar Farm*

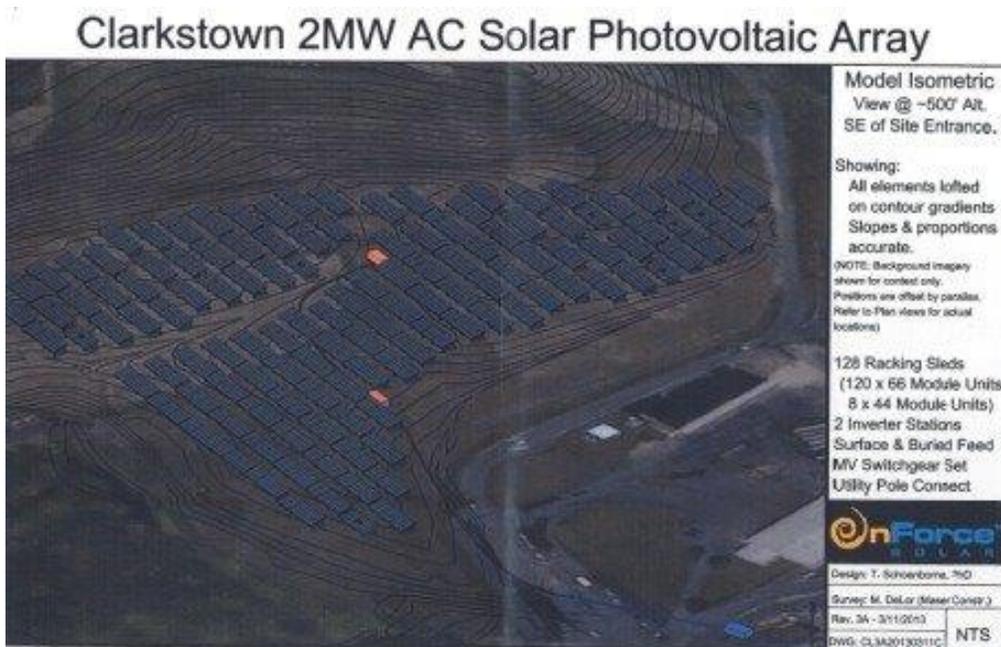
The project also had environmental benefits as is protected over 130 acres on the site, donated 2,339 acres to NY State Parks and an additional 530 acres as Upton Ecological Research Reserve, and contributed to LI Native Plant Initiative for environmental restoration.

*Proposed Solar Array – West Nyack, New York*

A solar installation is proposed at the former town landfill in West Nyack. This 11 acre project would generate up to 2 megawatts, or about 20 percent of the Town’s current usage. The project will consist of more than 8,000 solar panels and will operate through a remote net metering program. The overall cost of the project is estimated at approximately \$2 million.



*Aerial image of Clarkstown landfill*



*Illustration of proposed solar array located on the Clarkstown Landfill*



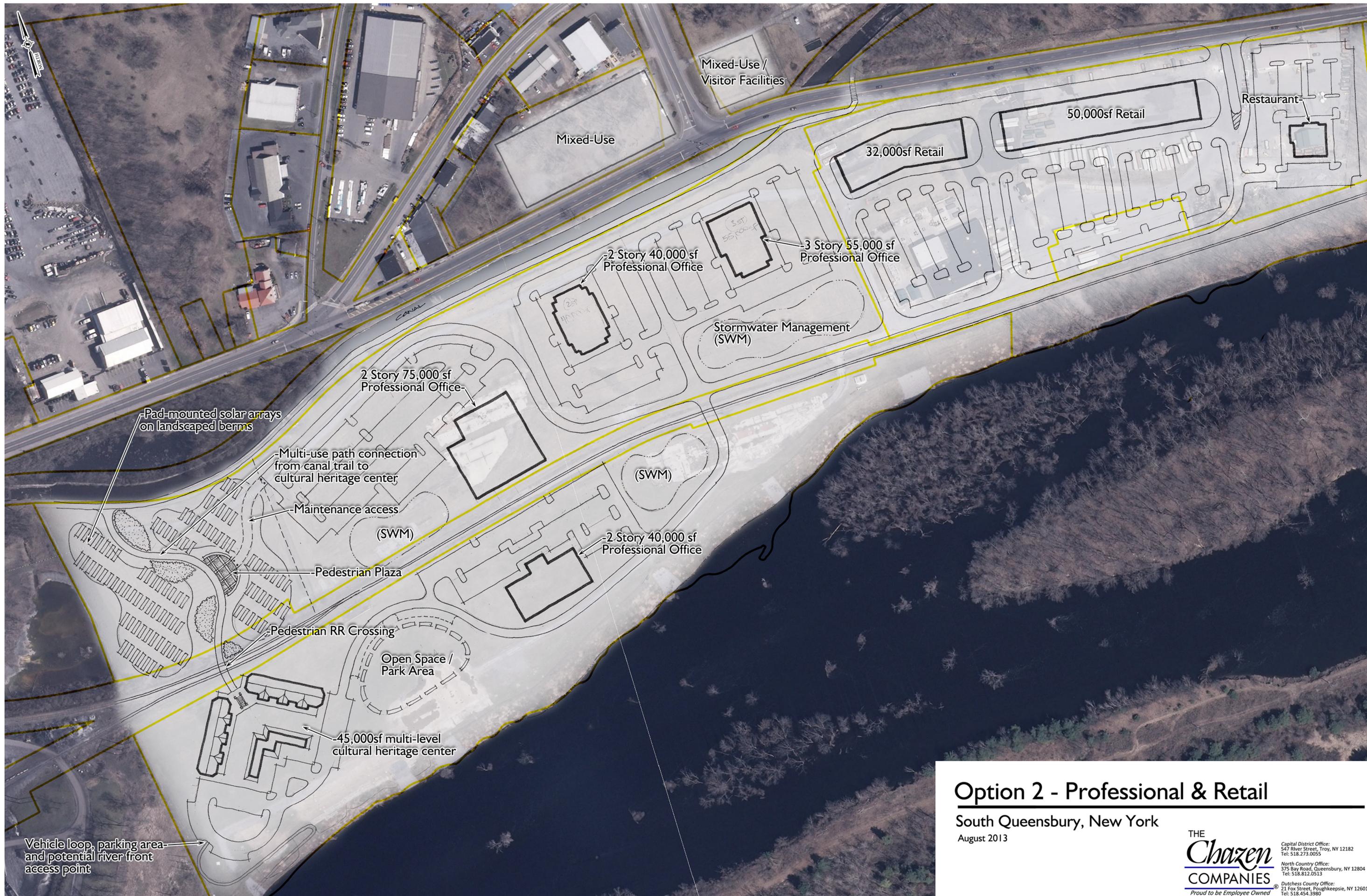
# Option I - Distribution & Transportation

South Queensbury, New York

August 2013

THE  
**Chazen**  
COMPANIES  
Proud to be Employee Owned

Capital District Office:  
547 River Street, Troy, NY 12182  
Tel: 518.273.0055  
North Country Office:  
375 Bay Road, Queensbury, NY 12804  
Tel: 518.812.0513  
Dutchess County Office:  
21 Fox Street, Poughkeepsie, NY 12601  
Tel: 518.454.3980

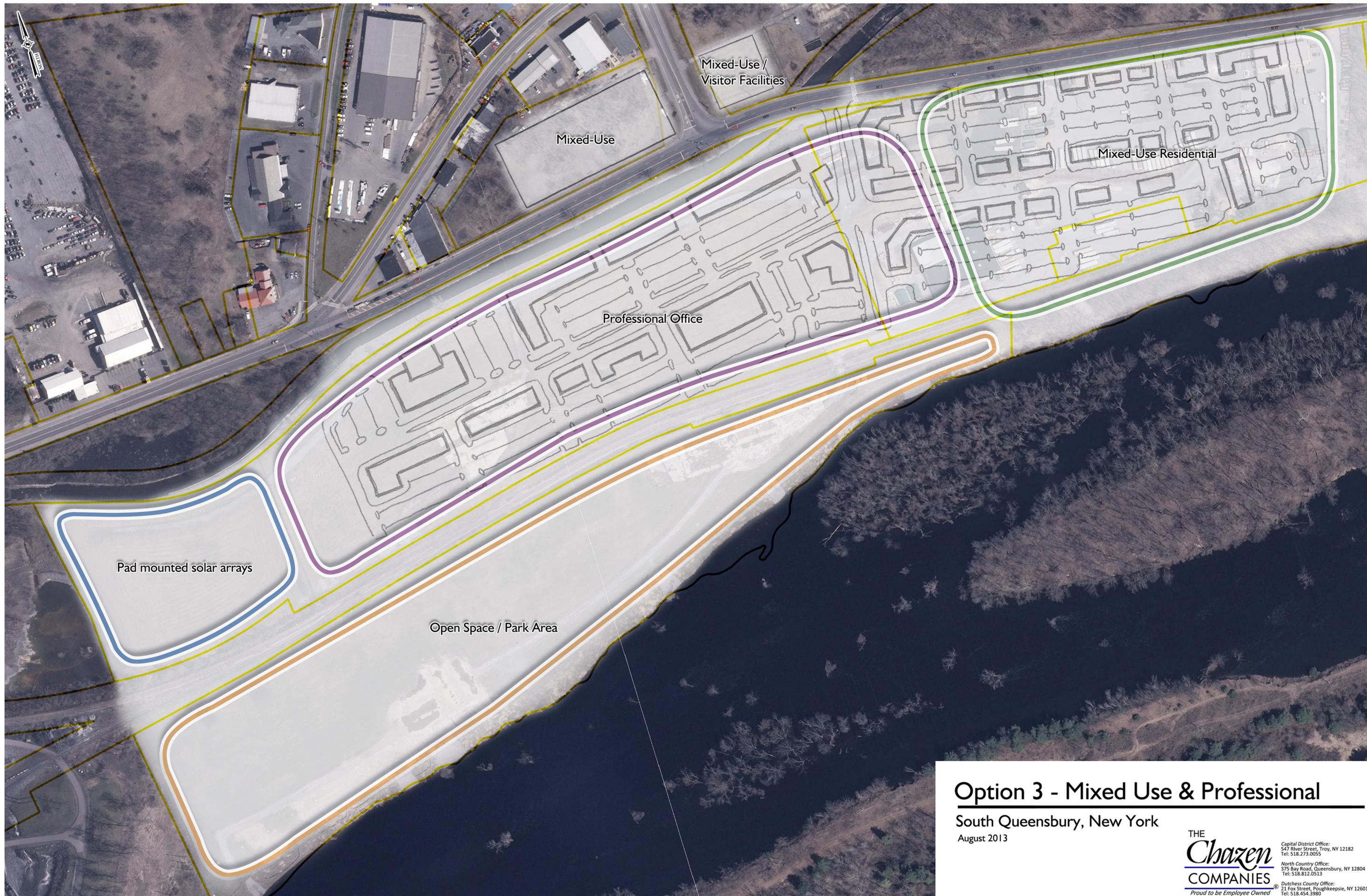


## Option 2 - Professional & Retail

South Queensbury, New York  
August 2013

THE  
**Chazen**  
COMPANIES  
Proud to be Employee Owned

Capital District Office:  
547 River Street, Troy, NY 12182  
Tel: 518.273.0055  
North Country Office:  
375 Bay Road, Queensbury, NY 12804  
Tel: 518.812.0513  
Dutchess County Office:  
21 Fox Street, Poughkeepsie, NY 12601  
Tel: 518.454.3980



## Option 3 - Mixed Use & Professional

South Queensbury, New York  
August 2013

THE  
**Chazen**  
COMPANIES  
Proud to be Employee Owned

Capital District Office:  
547 River Street, Troy, NY 12182  
Tel: 518.273.0055

North Country Office:  
375 Bay Road, Queensbury, NY 12804  
Tel: 518.812.0513

Dutchess County Office:  
21 Fox Street, Poughkeepsie, NY 12601  
Tel: 518.454.3980

1. Below are several alternatives that are being considered for the former Ciba-Geigy site. These alternatives are based on committee and public input and the results of the preliminary market analysis. Based on your review of the Illustrative Development Scenarios that was distributed via email (June 3, 2013), along with the examples (A-F) provided below, please indicated which uses you feel is worth pursuing (for each choice please provide a "yes" or "no" answer).

	Yes	No	Rating Count
(A) Intermodal Facility	80.0% (4)	20.0% (1)	5
(B) Distribution Center	60.0% (3)	40.0% (2)	5
(C) Technology & Support Services	100.0% (5)	0.0% (0)	5
(D) Medical Device Manufacturing	80.0% (4)	20.0% (1)	5
(E) Solar Array	100.0% (5)	0.0% (0)	5
(F) Cultural/Industrial Heritage Center	40.0% (2)	60.0% (3)	5
		Other (please specify)	5
		answered question	5
		skipped question	0

2. Based on the site visit and your review of the Illustrative Development Scenarios, please provide any additional input and/or ideas regarding the redevelopment of the former Ciba-Geigy site.

	Response Count
	5
	answered question
	5
	skipped question
	0

**Q1. Below are several alternatives that are being considered for the former Ciba-Geigy site. These alternatives are based on committee and public input and the results of the preliminary market analysis. Based on your review of the Illustrative Development Scenarios that was distributed via email (Ju...**

1	Drag strip. Seriously. The closest one is Fulton, otherwise nothing in a long distance. The noise may be an impediment, though.	Jul 1, 2013 9:20 AM
2	1. Regional Wastewater Sewer Facility 2. 1. Regional Wastewater Sewer Facility 2. SUNY STEM Center/Cellulose Research Facility 3. A variety of the above 4. Manufacturing/Use of recycled materialsSUNY STEM Center/Cellulose Research Facility 3. A variety of the above	Jun 17, 2013 8:02 PM
3	What of a new-urbanist transect, with development from residential/mixed use on the east to industrial on the west. We should aim for permanent (not just construction) jobs and a recreational component connected to the Feeder Canal & Trail.	Jun 17, 2013 6:33 AM
4	food processing to take advantage of sewer capacity and supply of raw materials in Washington County	Jun 12, 2013 10:39 AM
5	Technology based manufacturing i.e. solar, LED, plastic moulding/extrusion, general manufacturing	Jun 12, 2013 10:09 AM

**Q2. Based on the site visit and your review of the Illustrative Development Scenarios, please provide any additional input and/or ideas regarding the redevelopment of the former Ciba-Geigy site.**

1	The visit was certainly enlightening. There was more riverfront property than I imagined from the map so some development may be possible if the train traffic can be dealt with. I think the most important thing is how to transfer the land. Selling it to anyone involves transfer of liabilities so there may be few or no takers. Leasing it entails less risk but few will want to invest any infrastructure on leased land, other than a solar array. The next step will be to see what BASF will want to do or allow.	Jul 1, 2013 9:20 AM
2	1. Regional Wastewater Sewer Facility 2. SUNY STEM Center/Cellulose Research Facility 3. A variety of the above 4. Manufacturing/Use of recycled materials	Jun 17, 2013 8:02 PM
3	If not a cultural/historical center, we at least should have a strong interpretive component about the sites industrial and post-industrial (clean-up) heritage. What are the piles of rocks in the Hudson River at and downstream of the site? Are they worth discussion on interpretive signage? The east end of the site could provide an excellent opportunity for mixed income residential development (keeping in mind the current high LMI population % in the neighborhood ), perhaps as a component of a mixed use project. I could see a restaurant with outdoor seating facing the river (which is lacking in greater GF region) filling a unique niche.	Jun 17, 2013 6:33 AM
4	All of the options are "worth pursuing", but one or more may not be feasible; i.e., distrution facility there may not be sufficient space to meet market demand. Or intermodal facility, there may not be sufficient infrastructure. I'm not big on a heritage center unless it is not the main use at the site (similar to solar array - okay on the most highly contaminated portion but not okay on the developable portion.	Jun 12, 2013 10:39 AM
5	This is one of the only opportunities to incorporate rail into the mix of industrial sites in the region.	Jun 12, 2013 10:09 AM

APPENDIX I:  
COST ESTIMATES

# CHAZEN ENGINEERING, LAND SURVEYING & LANDSCAPE ARCHITECTURE CO., D.P.C.

Dutchess County Office  
Phone: (845) 454-3980

547 River Street, Troy, NY 12180  
Phone: (518) 273-0055 Fax: (518) 273-8391  
Web: www.chazencompanies.com

North Country Office  
Phone: (518) 812-0513

**Opinion of Probable Cost<sup>1</sup> for Queensbury/S. Queensbury BOA**  
**Chazen Project No. 91231.00**

**Date: March 2014**

## COST ESTIMATE SUMMARY

Description	Type	Site Construction Cost	Building Cost	Total
<b>PHASES</b>				
Phase I	Muni	\$1,930,000.00	n/a	\$1,930,000.00
Phase II	Muni	\$1,160,000.00	n/a	\$1,160,000.00
Phase III (A, B, C total)	Private	\$3,270,000.00	\$21,000,000.00	\$24,270,000.00
Phase IV (Building D)	Warren Co.	\$2,520,000.00	\$12,600,000.00	\$15,120,000.00
Phase V (Park)	Muni	\$1,710,000.00	n/a	\$1,710,000.00
<b>Phases Subtotal</b>		<b>\$10,590,000.00</b>	<b>\$33,600,000.00</b>	<b>\$44,190,000.00</b>
<b>OTHER PROJECTS</b>				
Visitor's Center	Muni	\$430,000.00	\$600,000.00	\$1,030,000.00
Commercial/Mixed-Use	Private	\$1,040,000.00	\$3,700,000.00	\$4,740,000.00
<b>Other Projects Subtotal</b>		<b>\$1,470,000.00</b>	<b>\$4,300,000.00</b>	<b>\$5,770,000.00</b>
<b>GRAND TOTALS</b>		<b>\$12,060,000.00</b>	<b>\$37,900,000.00</b>	<b>\$49,960,000.00</b>

<sup>1</sup> This Opinion of Probable Cost is intended to be used for order of magnitude pricing for budget purposes. Estimate is based on approximate dimensions measured from concept plan. A more detailed estimate can be prepared following land survey services and advancement of design.

THE  
*Chazen*  
COMPANIES

\$3,090,000.00  
\$2,740,000.00  
\$44,130,000.00  
\$39,390,000.00  
12.74757282

**CHAZEN ENGINEERING, LAND SURVEYING & LANDSCAPE ARCHITECTURE CO., D.P.C.**

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**Date: March 2014**

<b>PHASE I</b>				
Description	QTY	Unit	Unit Price	Total Cost
<b>SITE PREPARATION</b>				
Clearing and Grubbing	4	AC	\$5,000.00	\$20,000.00
Rough Grading	1	EA	\$5,000.00	\$5,000.00
			<b>Total Site Preparation</b>	<b>\$25,000.00</b>
<b>SITE CONSTRUCTION</b>				
Concrete Sidewalks (5-foot width - 4" thick)	3,250	SF	\$6.00	\$19,500.00
Roadway (asphalt, subbase, fabric)	1,600	LF	\$150.00	\$240,000.00
Roadway Concrete Curbing	3,200	LF	\$20.00	\$64,000.00
			<b>Total Site Construction</b>	<b>\$323,500.00</b>
<b>UTILITIES<sup>2</sup></b>				
Water Main 8"	650	LF	\$150.00	\$97,500.00
Sewer - 8" Gravity Main	250	LF	\$125.00	\$31,250.00
Sewer - 4" Force Main	1,200	LF	\$125.00	\$150,000.00
Sewer - Pump Station	1	LS	\$200,000.00	\$200,000.00
Electrical	1,200	LF	\$50.00	\$60,000.00
Natural Gas	650	LF	\$50.00	\$32,500.00
Pedestrian Lighting (Poles, Luminaires, Bases)	15	EA	\$3,000.00	\$45,000.00
Stormwater	1	LS	\$90,000.00	\$90,000.00
			<b>Total Utilities</b>	<b>\$706,250.00</b>
<b>SITE IMPROVEMENTS</b>				
Fence - Railroad	6,600	LF	\$25.00	\$165,000.00
Restoration	1	LS	\$20,000.00	\$20,000.00
Traffic Signal	1	LS	\$100,000.00	\$100,000.00
			<b>Total Site Improvements</b>	<b>\$285,000.00</b>
				<b>Construction Estimate Subtotal</b>
				<b>\$1,339,750.00</b>
				<b>Construction Contingency (20%)</b>
				<b>\$267,950.00</b>
				<b>Construction Total</b>
				<b>\$1,607,700.00</b>
				<b>Legal, Design, and Administrative Allowance (20%)</b>
				<b>\$321,540.00</b>
				<b>Rounded Total</b>
				<b>\$1,930,000.00</b>

<sup>1</sup> This Opinion of Probable Cost is intended to be used for order of magnitude pricing for budget purposes. Estimate is based on approximate dimensions measured from concept plan. A more detailed estimate can be prepared following land survey services and advancement of design.

<sup>2</sup> Utility estimates do not include any off-site improvements that may be need for future demand or loading.



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**Opinion of Probable Cost for Queensbury/S. Queensbury BOA  
Chazen Project No. 91231.00**

**Date: March 2014**

<b>PHASE II</b>				
Description	QTY	Unit	Unit Price	Total Cost
<b>SITE PREPARATION</b>				
Clearing and Grubbing	2	AC	\$5,000.00	\$10,000.00
Rough Grading	1	EA	\$5,000.00	\$5,000.00
			<b>Total Site Preparation</b>	<b>\$15,000.00</b>
<b>SITE CONSTRUCTION</b>				
Roadway (asphalt, subbase, fabric)	1,400	LF	\$150.00	\$210,000.00
Roadway Concrete Curbing	2,400	LF	\$20.00	\$48,000.00
			<b>Total Site Construction</b>	<b>\$258,000.00</b>
<b>UTILITIES</b>				
Water Main 8"	900	LF	\$150.00	\$135,000.00
Sewer - 8" Gravity Main	1,100	LF	\$125.00	\$137,500.00
Sewer - Pump Station Upgrade	1	LS	\$50,000.00	\$50,000.00
Electrical	1,100	LF	\$50.00	\$55,000.00
Natural Gas	900	LF	\$50.00	\$45,000.00
Pedestrian Lighting (Poles, Luminaires, Bases)	10	EA	\$3,000.00	\$30,000.00
Stormwater	1	LS	\$80,000.00	\$80,000.00
			<b>Total Utilities</b>	<b>\$532,500.00</b>
				<b>Construction Estimate Subtotal</b>
				<b>\$805,500.00</b>
				<b>Construction Contingency (20%)</b>
				<b>\$161,100.00</b>
				<b>Construction Total</b>
				<b>\$966,600.00</b>
				<b>Legal, Design, and Administrative Allowance (20%)</b>
				<b>\$193,320.00</b>
				<b>Rounded Total</b>
				<b>\$1,160,000.00</b>

<sup>1</sup> This Opinion of Probable Cost is intended to be used for order of magnitude pricing for budget purposes. Estimate is based on approximate dimensions measured from concept plan. A more detailed estimate can be prepared following land survey services and advancement of design.



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Chazen Project No. 91231.00**

**Date: March 2014**

<b>PHASE III - PER INDIVIDUAL SITE FOR BUILDINGS A, B, &amp; C</b>				
Description	QTY	Unit	Unit Price	Total Cost
<b>SITE PREPARATION</b>				
Clearing and Grubbing	4	AC	\$5,000.00	\$20,000.00
Rough Grading	2	EA	\$5,000.00	\$10,000.00
			<b>Total Site Preparation</b>	<b>\$30,000.00</b>
<b>SITE CONSTRUCTION</b>				
Parking Lot	100,000	SF	\$4.50	\$450,000.00
Parking Lot Curbing	2,600	LF	\$20.00	\$52,000.00
			<b>Total Site Construction</b>	<b>\$502,000.00</b>
<b>UTILITIES</b>				
Water Lateral 6"	100	LF	\$125.00	\$12,500.00
Sewer - 6" Lateral	100	LF	\$120.00	\$12,000.00
Electrical	100	LF	\$50.00	\$5,000.00
Natural Gas	100	LF	\$50.00	\$5,000.00
Pedestrian Lighting (Poles, Luminaires, Bases)	10	EA	\$3,000.00	\$30,000.00
Site Electric	1,500	LF	\$22.00	\$33,000.00
Stormwater	1	LS	\$100,000.00	\$100,000.00
			<b>Total Utilities</b>	<b>\$197,500.00</b>
<b>SITE IMPROVEMENTS</b>				
Landscaping Trees	40	EA	\$300.00	\$12,000.00
Landscaping	1	AC	\$10,000.00	\$10,000.00
			<b>Total Site Improvements</b>	<b>\$22,000.00</b>
				<b>Construction Estimate Subtotal</b>
				<b>\$751,500.00</b>
				<b>Construction Contingency (20%)</b>
				<b>\$150,300.00</b>
				<b>Construction Total</b>
				<b>\$901,800.00</b>
				<b>Legal, Design, and Administrative Allowance (20%)</b>
				<b>\$180,360.00</b>
				<b>Rounded Total</b>
				<b>\$1,090,000.00</b>

<sup>1</sup> This Opinion of Probable Cost is intended to be used for order of magnitude pricing for budget purposes. Estimate is based on approximate dimensions measured from concept plan. A more detailed estimate can be prepared following land survey services and advancement of design.



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**Opinion of Probable Cost for Queensbury/S. Queensbury BOA  
Chazen Project No. 91231.00**

**Date: March 2014**

**PHASE IV - WARREN COUNTY SITE**

Description	QTY	Unit	Unit Price	Total Cost
<b>SITE PREPARATION</b>				
Clearing and Grubbing	9	AC	\$5,000.00	\$45,000.00
Rough Grading	6	EA	\$5,000.00	\$30,000.00
<b>Total Site Preparation</b>				<b>\$75,000.00</b>
<b>BUILDING DEMOLITION</b>				
Building and Structures Demo	43,000	SF	\$7.50	\$322,500.00
Asbestos Abatement	43,000	SF	\$2.00	\$86,000.00
<b>Total Building Demolition</b>				<b>\$408,500.00</b>
<b>SITE CONSTRUCTION</b>				
Parking Lot	170,000	SF	\$4.50	\$765,000.00
Parking Lot Curbing	5,500	LF	\$20.00	\$110,000.00
<b>Total Site Construction</b>				<b>\$875,000.00</b>
<b>UTILITIES</b>				
Water Lateral 6"	100	LF	\$125.00	\$12,500.00
Sewer - 6" Lateral	100	LF	\$120.00	\$12,000.00
Electrical Service	100	LF	\$50.00	\$5,000.00
Natural Gas	100	LF	\$50.00	\$5,000.00
Pedestrian Lighting (Poles, Luminaires, Bases)	20	EA	\$3,000.00	\$60,000.00
Site Electric	2,500	LF	\$22.00	\$55,000.00
Stormwater	1	LS	\$200,000.00	\$200,000.00
<b>Total Utilities</b>				<b>\$349,500.00</b>
<b>SITE IMPROVEMENTS</b>				
Landscaping Trees	60	EA	\$300.00	\$18,000.00
Landscaping	2	AC	\$10,000.00	\$20,000.00
<b>Total Site Improvements</b>				<b>\$38,000.00</b>
<b>Construction Estimate Subtotal</b>				<b>\$1,746,000.00</b>
<b>Construction Contingency (20%)</b>				<b>\$349,200.00</b>
<b>Construction Total</b>				<b>\$2,095,200.00</b>
<b>Legal, Design, and Administrative Allowance (20%)</b>				<b>\$419,040.00</b>
<b>Rounded Total</b>				<b>\$2,520,000.00</b>

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**Date: March 2014**

<b>PHASE V - PARK</b>				
Description	QTY	Unit	Unit Price	Total Cost
<b>SITE CONSTRUCTION</b>				
Paths and Walkways	12,000	SF	\$2.00	\$24,000.00
Parking	20,000	SF	\$2.00	\$40,000.00
Access Road	33,600	SF	\$2.00	\$67,200.00
Maintenance Access	12,000	SF	\$2.00	\$24,000.00
<b>Total Site Construction</b>				<b>\$155,200.00</b>
<b>UTILITIES</b>				
Pedestrian Lighting (Poles, Luminaires, Bases)	25	EA	\$2,500.00	\$62,500.00
Stormwater	1	LS	\$40,000.00	\$40,000.00
<b>Total Utilities</b>				<b>\$102,500.00</b>
<b>SITE IMPROVEMENTS</b>				
Earthwork (Berms)	3,700	CY	\$15.00	\$55,500.00
Topsoil	3,500	CY	\$35.00	\$122,500.00
Fishing Pier	1	LS	\$60,000.00	\$60,000.00
Waterfront Access	1	LS	\$20,000.00	\$20,000.00
Pedestrian Bridge	1	LS	\$600,000.00	\$600,000.00
Landscaping	1	LS	\$50,000.00	\$50,000.00
Site Furnishing	1	LS	\$20,000.00	\$20,000.00
<b>Total Site Improvements</b>				<b>\$928,000.00</b>
<b>Construction Estimate Subtotal</b>				<b>\$1,185,700.00</b>
<b>Construction Contingency (20%)</b>				<b>\$237,140.00</b>
<b>Construction Total</b>				<b>\$1,422,840.00</b>
<b>Legal, Design, and Administrative Allowance (20%)</b>				<b>\$284,568.00</b>
<b>Rounded Total</b>				<b>\$1,710,000.00</b>

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Chazen Project No. 91231.00**

**Date: March 2014**

**VISITOR CENTER AREA**

Description	QTY	Unit	Unit Price	Total Cost
<b>SITE PREPARATION</b>				
Clearing and Grubbing	2	AC	\$5,000.00	\$10,000.00
Rough Grading	1	EA	\$5,000.00	\$5,000.00
<b>Total Site Preparation</b>				<b>\$15,000.00</b>
<b>SITE CONSTRUCTION</b>				
Parking Lot	20,000	SF	\$4.50	\$90,000.00
Parking Lot Curbing	600	LF	\$20.00	\$12,000.00
Concrete Sidewalks	1,000	SF	\$6.00	\$6,000.00
<b>Total Site Construction</b>				<b>\$108,000.00</b>
<b>UTILITIES</b>				
Water Lateral 6"	200	LF	\$125.00	\$25,000.00
Sewer - 6" Lateral	200	LF	\$120.00	\$24,000.00
Electrical	200	LF	\$50.00	\$10,000.00
Natural Gas	200	LF	\$50.00	\$10,000.00
Pedestrian Lighting (Poles, Luminaires, Bases)	10	EA	\$3,000.00	\$30,000.00
Site Electric	400	LF	\$22.00	\$8,800.00
Stormwater	1	LS	\$40,000.00	\$40,000.00
<b>Total Utilities</b>				<b>\$147,800.00</b>
<b>SITE IMPROVEMENTS</b>				
Landscaping	1	AC	\$15,000.00	\$15,000.00
Landscaping Trees	20	EA	\$300.00	\$6,000.00
<b>Total Site Improvements</b>				<b>\$21,000.00</b>
<b>Construction Estimate Subtotal</b>				<b>\$291,800.00</b>
<b>Construction Contingency (20%)</b>				<b>\$58,360.00</b>
<b>Construction Total</b>				<b>\$350,160.00</b>
<b>Legal, Design, and Administrative Allowance (20%)</b>				<b>\$70,032.00</b>
<b>Rounded Total</b>				<b>\$430,000.00</b>

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**Date: March 2014**

**COMMERCIAL / MIXED-USE**

Description	QTY	Unit	Unit Price	Total Cost
<b>SITE PREPARATION</b>				
Clearing and Grubbing	3	AC	\$5,000.00	\$15,000.00
Rough Grading	2	EA	\$5,000.00	\$10,000.00
<b>Total Site Preparation</b>				<b>\$25,000.00</b>
<b>SITE CONSTRUCTION</b>				
Parking Lot	68,000	SF	\$4.50	\$306,000.00
Parking Lot Curbing	1,900	LF	\$20.00	\$38,000.00
Concrete Sidewalks	500	SF	\$6.00	\$3,000.00
<b>Total Site Construction</b>				<b>\$347,000.00</b>
<b>UTILITIES</b>				
Water Lateral 6"	500	LF	\$125.00	\$62,500.00
Sewer - 6" Lateral	500	LF	\$120.00	\$60,000.00
Electrical	500	LF	\$50.00	\$25,000.00
Natural Gas	500	LF	\$50.00	\$25,000.00
Pedestrian Lighting (Poles, Luminaires, Bases)	8	EA	\$3,000.00	\$24,000.00
Site Electric	800	LF	\$22.00	\$17,600.00
Stormwater	1	LS	\$100,000.00	\$100,000.00
<b>Total Utilities</b>				<b>\$314,100.00</b>
<b>SITE IMPROVEMENTS</b>				
Landscaping	2	AC	\$15,000.00	\$30,000.00
Landscaping Trees	20	EA	\$300.00	\$6,000.00
<b>Total Site Improvements</b>				<b>\$36,000.00</b>
<b>Construction Estimate Subtotal</b>				<b>\$722,100.00</b>
<b>Construction Contingency (20%)</b>				<b>\$144,420.00</b>
<b>Construction Total</b>				<b>\$866,520.00</b>
<b>Legal, Design, and Administrative Allowance (20%)</b>				<b>\$173,304.00</b>
<b>Rounded Total</b>				<b>\$1,040,000.00</b>

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**Opinion of Probable Cost for Queensbury/S. Queensbury BOA  
Chazen Project No. 91231.00**

**Date: January 2014**

Description	Type	Size (SF)	Price per Square Foot	Total Cost
<b>BULDINGS</b>				
Flex Space (3)	x	120,000	\$175.00	\$21,000,000.00
Flex Space - Warren County Site	x	140,000	\$90.00	\$12,600,000.00
Mixed Use/Commercial	x	20,000	\$185.00	\$3,700,000.00
Visitor Center	x	2,000	\$300.00	\$600,000.00
<b>Total Buildings</b>				<b>\$37,900,000.00</b>
<b>Building Estimate Subtotal</b>				<b>\$37,900,000.00</b>
<b>Southern Site Total Construction Cost</b>				<b>\$14,530,084.00</b>
<b>Northern Site Total Construction Cost</b>				<b>\$1,561,625.00</b>
<b>Rounded Total</b>				<b>\$53,991,709.00</b>

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\$37,300,000.00

APPENDIX J:  
FUNDING PROGRAMS

## **NYS Department of Transportation - Industrial Access Program (IAP)**

The purpose of the Industrial Access Program is to provide State funding for necessary highway and bridge improvements which will facilitate economic development including those that would benefit the agricultural industry. The appropriation for this Program will be used in the instance where existing funding programs (local, State, Federal) are either (1) not available or (2) not appropriate due to timing or program constraints. State funding will only be made available where the nature of the Project is such that private financing is either (1) not available or (2) not appropriate due to timing or program constraints. The Industrial Access Program is designed to facilitate economic development. Any commitment of funds must be accompanied by a documented commitment of job/economic activity intended to result from the State commitment.

Eligible projects shall include highway, bridge and Stewart Airport facilities projects which are an integral part of an economic development effort which seeks to or will retain, attract, expand or revitalize an industrial or agribusiness facility. Highway and bridge projects on which construction has been initiated are ineligible for funding under this Program. Other improvements to an industrial facility may be commenced without affecting the eligibility of an Industrial Access Project.

### **Eligible Costs**

- a. The following costs are eligible for funding under this Program:
  1. Industrial Access Project design costs.
  2. Costs for completing and updating previously prepared plans, specifications and estimates where additional engineering or related planning work is required in order to undertake construction of the Industrial Access Project.
  3. Costs associated with standard construction activities which are normal and reasonable costs of construction work performed under contract.
  4. Acquisition of real property.
- b. The following costs are ineligible for funding under this Program:
  1. Engineering costs or other expenses related to project administration, planning, or estimates incurred prior to the effective date of the legal agreement between the sponsor and the Department for the undertaking of the Project.
  2. Any expense required to carry out the overall responsibilities of the sponsoring entity, such as administrative costs.
  3. Municipal personal services costs of a regular and recurring nature, although engineering and related non-personal service costs associated with the Industrial Access Project that might otherwise be performed under contract may be eligible if their engineering nature can be demonstrated to be necessary to the Project and they are not specifically excluded elsewhere in this Part.
  4. Audit expenses for work performed on the Industrial Access Project.
  5. Any expense that has been or will be reimbursed from other sources.
- c. For any single Industrial Access Project costs shall not exceed \$1,000,000 of State Industrial Access Program funds or 20% of any annual appropriation, whichever is greater except in the case of Stewart Airport facilities related to industrial access.

## Process

- a. Proposals may be submitted to the appropriate Department of Transportation regional office by any State agency involved in promoting the economic development of the State, including, but not limited to, the Department of Economic Development, Agriculture and Markets, the Urban Development Corporation, the Job Development Authority, or by a municipality or industrial development agency. A private entity shall submit its proposal through a government sponsor (State agency, municipality or industrial development agency). The Department of Transportation may act as the government sponsor for Stewart Airport facilities and similar projects.
- b. A proposal shall include, but not necessarily be limited to, the following:
  1. A description of the Industrial Access Project, including an implementation schedule and the provisions for public use and maintenance for the useful life of the transportation facility to be provided by the Project.
  2. Description of how the economic development project, of which the Industrial Access Project is a part, is consistent with the regional economic development strategy, if applicable, and the State's economic development goals.
  3. A declaration of the number of jobs to be created or retained by the economic development project.
  4. A description of the financing schedule for the economic development project, of which the Industrial Access Project is a part, demonstrating the need for the State participation in the Industrial access Project component.
  5. An affirmation by the responsible public official or chief executive officer of the sponsoring agency that existing funding programs are not available for appropriate for the Industrial Access Project due to:
    - i. ineligibility for funding sources that are available;
    - ii. unavailability of funding from other government programs;
    - iii. unavailability of funding from private sources;
    - iv. unavailability of funding commitment from any source in time to achieve obligatory and irrevocable project commitments;
    - v. other causes, as applicable.
  6. A description of the method or plans for repayment to the State of 40% of the Industrial Access Project costs.
- c. The Department of Transportation will consider all proposals in consultation with the Department of Economic Development and, as appropriate, other State agencies involved in promoting the economic development of the area in which the proposed Project is located.
- d. Prior to the obligation of any funds from the Industrial Access Program appropriation, the project and the repayment agreement must be approved by the New York State Director of the Budget.

## Criteria

- a. The Department of Transportation will evaluate the proposals submitted against criteria which will include:
  1. Adequacy of the proposed industrial access improvements as well as the impact on the existing Transportation system in the vicinity, and compatibility with Transportation plans, programs and projects for the area.

2. Impact on existing and proposed economic development programs and projects for the area and the appropriateness of the proposed economic development project to these programs as well as the plans of State and other agencies involved in promoting economic development, including support for the Project from an economic development standpoint.
  3. The total number of jobs created or retained per dollar invested in the Industrial Access Project, including consideration of the amount of other investment and economic factors related to the Transportation improvement.
  4. Availability of alternative funding sources within the time frame required for viable economic development.
  5. Adequacy of the affirmation that existing funding programs are not available or appropriate.
  6. The repayment ability of the party designated to repay 40% of the Industrial Access Project costs to the State.
- b. The Department of Economic Development will furnish the Department of Transportation its evaluation of those criteria above for which the Department of Economic Development has knowledge and expertise as well as any other information that the Department of Economic Development believes may be relevant to the consideration of the proposal.
  - c. Proposals for Industrial Access Projects to be located within economic Development Zones created in accordance with Chapter 686, Laws of 1986, and any subsequent amendments, will be afforded the special considerations both specified and implied by that law.

## **Agreement**

- a. The Department of Transportation will accept proposals for Industrial Access Projects and will select those which most closely meet the purposes of the Industrial Access Program and the above criteria, and, subject to the availability of funds within the appropriation, shall enter into an agreement with the appropriate State agency, public benefit corporation, county, town, city, village, or other appropriate entity sponsoring the project.
- b. Such agreement will include, but will not be limited to:
  1. A construction schedule for the economic development project.
  2. Provision for and a schedule for repayment to the State of 40% of the Industrial Access Project costs within the time period specified by law. Such repayment may be made by a private or governmental entity, individually or in combination.
  3. Provision for the design, construction, and maintenance for the useful life of the transportation facility constructed under the Industrial Access Project.
  4. Provision that the construction of the Industrial Access Project will be in accordance with standards specified by the Department of Transportation and shall be by competitive bid if the construction cost of the Industrial Access Project is greater than \$50,000.
  5. A complete description of, including commitment to, the economic benefit to be produced by the Industrial Access Project.
  6. The procedure for payment by the State of the eligible costs of the Industrial Access Project.
  7. Provision for complying with Equal Employment Opportunity requirements specified in governor's executive Order 21 of August 3, 1983, and other requirements of applicable New York State Law.

8. Provision for the erection of a sign which meets the Specifications of the Department of Transportation at the site of the Economic Development Project identifying the Project as an Industrial Access Project, if such a sign is feasible

The New York State Industrial Access Program (IAP) has been designed to complement economic development projects throughout the State where transportation access poses a problem or may offer a unique opportunity to the viability of a project. First established in 1985 for highway and bridge improvements, rail access projects were made eligible in 1998. Eligible projects for IAP funding include design; acquisition of property; public access road/rail construction or reconstruction; curbing; sidewalks; traffic control and safety devices; drainage systems; landscaping; and other similar work that facilitates industrial access. Applications should be submitted to the Regional Director of the New York State Department of Transportation (see list on Page 8), and can be submitted at any time. There is no formal schedule of due dates.

IAP Regional Coordinators serve as the primary contact for potential sponsors and businesses. They guide and assist the local municipalities and economic development organizations with their applications for funding. The appropriate Regional Coordinator should be contacted as soon as practical if IAP funding is being considered as a potential funding source.

<b>Region</b>	<b>Coordinator</b>	<b>Telephone Number</b>
1	Peter Rea	(518)-485-0991
2	Robert Jakubowski	(315) 793-2690
3	Dan Petrella	(315) 428-4609
4	Charles McGarry	(585) 847-3425
5	Ed Rutkowski	(716) 847-3575
6	Brent Rauber	(607) 324-8431
7	Charlie Roy	(315) 785-2529
8	Akhter Shareef	(845) 431-5793
9	Ron Coleman	(607) 721-8079
10	Joel Kleinburg	(631) 952-6108
11	Ian Francis	(718) 482-4559
Main Office	Jack Carroll	(518) 457-4609

## Empire State Development – Small Business Recovery Program

### Small Business Grants and Loans

Small Businesses help build communities. If your small business was affected by Sandy, Irene, or Lee you may be eligible for a grant of \$50,000 or more. That's money you could use to replace damaged equipment, to pay for repairs you've already made, or even take measures to guard against future damages. New York State is here to make it easy. We've got local representatives ready to help you get the assistance you need every step of the way. Even higher grant amounts are available to those with seasonal businesses or fisheries. Show them that you just can't keep New Yorkers down. **Call your local business center representative and let them help you apply for your grant.**

The Small Business Storm Recovery Program supports independently owned and operated businesses that have 100 or less employees and are located in counties designated as disaster areas as a result of Superstorm Sandy, Hurricane Irene or Tropical Storm Lee. To be eligible for funding, businesses must have experienced direct damage and/or economic hardships as a result of one of these storms.

#### Eligibility:

- If your business was operating and located within a county designated for FEMA Individual Assistance including:
  - Superstorm Sandy: Nassau, Orange, Putnam, Suffolk, Sullivan, Ulster and Westchester counties
  - Hurricane Irene: Albany, Clinton, Columbia, Delaware, Dutchess, Essex, Greene, Herkimer, Montgomery, Nassau, Orange, Ostego, Putnam, Rensselaer, Rockland, Saratoga, Schenectady, Schoharie, Suffolk, Sullivan, Ulster, Warren and Washington counties
  - Tropical Storm Lee: Broome, Chemung, Chenango, Delaware, Fulton, Herkimer, Oneida, Orange, Ostego, Schenectady, Schoharie, Tioga and Ulster counties
- Your business is defined as a small business by the U.S. Small Business Administration, with priority given to businesses with 100 or less employees either before the storm that caused damage or at the time of registration
- Your business suffered eligible uncompensated losses as a direct result of one of these storms.

#### Small Business Grants:

Grants may be provided to small businesses, including farming operations and non-profit organizations, for capital expenditures to repair or replace needed equipment, replace lost inventory, renovate facilities that were damaged/destroyed, or to provide working capital needed as a direct result of the storm. Additional grant assistance may also be available to support mitigation efforts to protect businesses from future storms. The grant program will be administered by the State in partnership with intermediaries.

- Grants may cover eligible, unmet rehabilitation, repair, replacement and mitigation needs after accounting for all Federal, State, local and/or private sources of disaster-related assistance, including, but not limited to, flood insurance proceeds.
- Eligible registrants must have impacted premises in one of the eligible disaster affected counties, and have 100 or less employees either before the storm that cause the damage or at time of registration
- All grants will be made on a cost-incurred basis for all eligible expenses, as verified by a certification of loss from the SBA, the business's insurance company or other verified source. Some activities already undertaken as part of a business' recovery efforts may be eligible for funding, subject to review and applicability of program rules and guidelines.
- Grants up to \$50,000 to cover as much as 100% of eligible uncompensated losses may be offered for all affected businesses. The State may offer additional grant assistance up to an aggregate grant amount of \$100,000 for businesses that suffered damage under specific circumstances that can demonstrate that they are at risk of closure or significant employment loss without an increase in grant size.
- Additional grant assistance of up to \$50,000 will be made available to eligible businesses in the Coastal Fishing and Seasonal Tourism industries located in one of New York State's designated disaster areas, and which suffered eligible uncompensated losses as a direct result of Superstorm Sandy, Hurricane Irene or Tropical Storm Lee. Priority will be given to businesses that have 100 or less employees either at the time of application or at the time of the storm.
- In conjunction with repairs to an eligible impacted business, additional grant assistance may be available to cover mitigation expenses of up to an average grant amount of \$100,000 to prevent damage from future storms. This may include activities such as installing backup generators or elevating key equipment.
- Salary ranges for those positions created or retained as a result of assistance from this program will be required for reporting purposes.
- Where it is determined by the State that the funding limitations would present an obstacle to the ultimate recovery of a business, the State may consider increasing the amount of assistance available to an applicant, subject to approval by the U.S. Department of Housing and Urban Development (HUD).

#### **Small Business Loans:**

Loans may be provided to small businesses, including farming operations and non-profit organizations, in addition to grant assistance for capital expenditures to repair or replace needed equipment, replace lost inventory, renovate facilities that were damaged/destroyed, or to provide working capital needed as a direct result of the storm. This loan program will be administered by the state in partnership with intermediaries.

- Loans may cover eligible, unmet rehabilitation, repair, replacement and mitigation needs after accounting for all Federal, State, local and/or private sources of disaster-related assistance, including, but not limited to, flood insurance proceeds.
- Loans up to \$1,000,000 to cover as much as 100% of eligible uncompensated losses may be offered for all affected businesses.
- The State may offer a higher amount under specified circumstances for employers that can demonstrate that they are at risk of closure or significant employment loss without an increase in loan size.
- The loans will have low interest rates of 2% or below, and terms of up to seven years. Initial lower interest rates and a repayment period delay may also be available.
- A personal guarantee is required for all individuals who own 20% or more of the business
- Salary ranges for those positions created or retained as a result of assistance from this program will be required for reporting purposes.

For more information on Coastal and Seasonal Tourism assistance see the Coastal Fishing Industry Grant Program fact sheet and the Seasonal Tourism Industry Grant Program fact sheet

### **Small Business Coaching**

#### Program Overview

The New York State Small Business Mentoring Network is a critical component of the State's effort to assist businesses as they recover and rebuild from Superstorm Sandy and other recent storms. By completing a simple application, the small business identifies issues, concerns or challenges that he/she would like to address through mentoring and are then matched with individuals from the private sector who are well-positioned to work with the entrepreneur to address those concerns. Once an engagement form has been signed by both parties, the small business and the mentor are introduced and mentoring begins. Through the NYS Small Business Mentoring Network, businesses can get answers to simple questions or engage in longer-term relationships. This is a free program for small businesses and our network of mentors participates on a voluntary basis.

#### Mentoring

Mentoring is FREE counsel, advice, and support provided by experienced entrepreneurs and seasoned professionals to emerging entrepreneurs and business owners. Mentorship can be a powerful tool in helping entrepreneurs to get their businesses back on track or bringing them to the next level.

#### Network of Mentors

The network of mentors include lawyers, accountants, business consultants, successful entrepreneurs and experts in the field of finance and cash flow management, retail, communications and IT, human resources and staffing, public relations, and sales and marketing.

#### Small Business Eligibility

During its pilot stage, the New York State Small Business Mentoring Network is available to businesses that employ 100 employees or less and are located in counties that were subject to a federal disaster declaration as a result of storms Irene, Lee and Sandy. Businesses that are not in one of these counties

are welcome to submit an application and will be contacted once the program is available to businesses throughout New York State.

#### Questions

To learn more about the New York State Small Business Mentoring Network or to request an application to become a mentor or to be matched with a mentor, please contact Benjamin Howard-Cooper at (212) 803-3258, or [bhoward@esd.ny.gov](mailto:bhoward@esd.ny.gov)

# **Empire State Development - Economic Development Fund (EDF)**

## **Program Purpose**

This program offers financial assistance for projects that promote the economic health of New York State by facilitating the creation and or retention of jobs or the increase of business activity in the State.

## **Program Highlights**

EDF is a flexible program, providing a range of assistance to businesses, municipalities, IDAs and other economic development organizations to ensure that the diversity of business needs are being met by the State.

EDF funds assist with construction, expansion and rehabilitation of facilities; acquisition of machinery and equipment; working capital; and the training of full-time permanent employees. Funds can be used for:

- Real Estate and Land Acquisition
- Demolition
- Construction and Renovations
- Site and Infrastructure
- Machinery and Equipment
- Inventory
- Construction Related Planning and Design
- Training
- Soft Costs
- Feasibility Planning Studies

ESD has used carve outs of EDF funds for such specialized assistance as the Manufacturing Assistance Program and the Build Now-NY Program.

**Program Eligibility** - Businesses involved in industrial, manufacturing, warehousing and distribution , Research and development, high technology, service and other non-retail commercial enterprises, Not-for-profits, Local Development Corporations and Industrial Development Agencies and Municipalities

Not Eligible - Residential, casino, gambling institutions, legal, medical, nursing services, retail firms in non-distressed areas.

## **Application Process**

Interested businesses are encouraged to speak with your local ESD Regional Office or ESD Strategic Business Division staff. ESD and recipient agree to an Incentive Proposal that outlines the terms and ESD staff reviews the terms. Satisfactory applications are presented to the ESD directors for consideration.

**Contact Information** - Contact your ESD Regional Office.

## **Capital Region**

Hedley Park Place  
433 River Street - Suite 1003

Troy, NY 12180  
(518) 270-1130

## **Empire State Development - Economic Development Purposes Grants**

### **Program Purpose**

Funding is for economic development initiatives and projects that create or retain jobs, generate increased economic activity and improve the economic and social viability and vitality of local communities.

### **Eligibility**

Eligible applicants include for-profit businesses; not-for-profit corporations; business improvement districts; local development corporations; public benefit corporations (including industrial development agencies); economic development organizations; research and academic institutions; incubators; technology parks; municipalities; counties; regional planning councils; tourist attractions; and community facilities.

Funds may be used for:

- Acquisition or leasing of land, buildings, machinery and/or equipment
- Acquisition of existing business and/or assets
- Demolition and environmental remediation
- New construction, renovation or leasehold improvements
- Acquisition of furniture and fixtures
- Planning and feasibility studies
- Site and infrastructure development
- Inventory
- Training
- Soft costs
- Working capital
- Marketing and advertising

### **Contact/Additional Program Information**

For more information, eligible applicants should visit <http://nyworks.ny.gov/>.

### **Capital Region**

Hedley Park Place  
433 River Street - Suite 1003  
Troy, NY 12180  
(518) 270-1130

# Empire State Development - Excelsior Jobs Program

## Program Purpose

Tax credits are available for strategic businesses such as high tech, bio-tech, clean-tech and manufacturing that create jobs or make significant capital investments.

## Eligibility

The following strategic businesses located in or planning to locate in NYS that will create jobs or retain jobs and make significant capital investments.

- Scientific Research and Development firms creating at least 5 net new jobs.
- Software Development firms creating at least 5 net new jobs
- Agriculture firms creating at least 5 new jobs
- Manufacturing firms creating at least 10 net new jobs
- Financial services (customer service) back office operations creating at least 50 net new jobs
- Back office firms creating at least 50 net new jobs
- Distribution firms creating at least 75 net new jobs
- Other firms creating at least 300 net new jobs and investing at least \$6 million
- Firms in strategic industries that make significant capital investment that have at least 25 employee; manufacturing firms who retain at least 10 employees are also eligible to apply for participation in the Program.

### *Eligible project types:*

- Job creation
- Job retention and significant capital investment

### *Statutory Provisions*

Per recent legislation enacted, (Chapter 68, Laws of 2013), eligibility criteria for the Excelsior Jobs Program was changed. These changes are reflected in the Program Overview.

## Contact Information

For more information, eligible applicants should visit <http://nyworks.ny.gov/>.

### **Capital Region**

Hedley Park Place  
433 River Street - Suite 1003  
Troy, NY 12180  
(518) 270-1130

# Empire State Development - JOBS Now

## Program Purpose

JOBS Now grants offers financial assistance for major business expansion and attraction efforts that will create or attract significant numbers of permanent, full time private sector jobs in New York State.

## Program Highlights

The JOBS Now program is primarily directed toward large projects that create a minimum of 300 new full-time jobs. ESD may provide assistance for projects that create fewer than 300, but at least 100 new, permanent, full-time, private sector jobs, within the State.

Funding assists businesses with construction and expansion of facilities; acquisition of machinery and equipment; to offset a portion of state and local taxes incurred by the expansion; and the recruitment, hiring and training of full-time permanent employees.

There are three categories of JOBS Now funding:

Economic Development Loans and Grants of up to \$10,000 per job for projects that promote the economic health of New York State by creating private sector jobs and increasing business activity through expansion of existing companies and the attraction of new companies to New York State. Funds can be used for:

- Real Estate Acquisition
- Demolition
- Construction
- Site and Infrastructure
- Machinery and Equipment
- Inventory
- Construction Related Planning and Design

Job Creation Grants of up to \$1.5 million (depending on the number of jobs created) can be used to reimburse state and local taxes incurred related to business expansion that involves capital or working capital expenses.

Workforce Training Grants offer full or partial reimbursement of costs to eligible businesses for providing worker training that is connected with an expansion or attraction project. Fundable activities include workforce recruitment, skills training and or upgrading, productivity enhancement and total product service quality improvement

## Program Eligibility

Eligible

- Private businesses involved in industrial, manufacturing, warehousing and distribution
- Research and development, high technology, service and other non-retail commercial enterprises

Not Eligible

- Residential, casino and gambling institutions
- Debt refinancing, tax delinquency, employee benefit arrearage
- Retail businesses (unless they are the expansion attraction of national or regional headquarters facilities)

**Application Process**

Interested businesses are encouraged to speak with your local [ESD Regional Office](#) or ESD Strategic Business Division staff. ESD and recipient agree to an Incentive Proposal that outlines the terms and ESD staff reviews the terms. Satisfactory applications are presented to the ESD directors for consideration.

**Contact Information**

Contact your [ESD Regional Office](#) or ESD's Strategic Business Division at (518) 292-5202.

**Capital Region**

Hedley Park Place  
433 River Street - Suite 1003  
Troy, NY 12180  
(518) 270-1130

# Empire State Development - Regional Council Capital Fund

## Program Purpose

Funding is for capital-based economic development initiatives intended to create or retain jobs; prevent, reduce or eliminate unemployment and underemployment; and/or increase business activity in a community or region.

## Eligibility

Eligible applicants include for-profit businesses; not-for-profit corporations; business improvement districts; local development corporations; public benefit corporations (including industrial development agencies); economic development organizations; research and academic institutions; incubators; technology parks; municipalities; counties; regional planning councils; tourist attractions; and community facilities.

Funds may be used for:

- Acquisition or leasing of land, buildings, machinery and/or equipment
- Acquisition of existing business and/or assets
- Demolition and environmental remediation
- New construction, renovation or leasehold improvements
- Acquisition of furniture and fixtures
- Soft costs up to twenty-five (25%) of total project costs
- Planning and feasibility studies related to a capital project

## Contact/Additional Program Information

For more information, eligible applicants should visit <http://nyworks.ny.gov/>, which includes contact information for the appropriate [ESD Regional Office](#) covering the project area.

### Capital Region

Hedley Park Place  
433 River Street - Suite 1003  
Troy, NY 12180  
(518) 270-1130

## **NYS Community Development Block Grant Program**

The Community Development Block Grant (CDBG) Program is a federally funded program authorized by Title I of the Housing and Community Development Act of 1974. The CDBG Program is administered by the Office of Community Renewal (OCR) under the direction of the New York State Housing Trust Fund Corporation (HTFC).

NYS CDBG funds provide **small** communities and counties in New York State with a great opportunity to undertake activities that focus on community development needs such as creating or expanding job opportunities, providing safe affordable housing, and/or addressing local public infrastructure and public facilities issues. The primary statutory objective of the CDBG program is to develop viable communities by providing decent housing and a suitable living environment by expanding economic opportunities, principally for persons of low and moderate income.

Eligible Activities / Program Benefit Requirements: NYS CDBG applicants must address and resolve a specific community or economic development need within one of the following areas: (1) Economic Development, (2) Small Business Assistance, (3) Public Infrastructure, or (4) Public Facilities.

### **1) Economic Development**

The NYS CDBG Economic Development program consists of two funding activities: Economic Development and Small Business Assistance. Eligible applicants must apply on behalf of the business seeking CDBG funds. Awards are made to the applicant community and not directly to businesses. Eligible uses of NYS CDBG Economic Development funds include, but are not limited to: acquisition of real property; financing of machinery, furniture, fixtures and equipment; building construction and renovation; working capital; inventory; and employee training expenses. Funds awarded under the NYS CDBG Small Business program may not be used for new construction activity.

#### **Economic Development**

Eligible non-entitlement units of local government must apply on behalf of the business seeking NYS CDBG funds. Funding is provided for traditional economic development activities such as business attraction, expansion, and retention projects to provide financial assistance to for-profit businesses for an identified CDBG eligible activity. The project must result in the creation or retention of permanent job opportunities principally benefitting low and moderate income persons.

- NYS CDBG can fund up to 40% of a total project cost.
- A minimum of one (1) full-time equivalent job must be created or retained for every \$15,000 in NYS CDBG funds.
- NYS CDBG funds should be used as gap funding to induce project completion.

#### **Small Business Assistance**

Eligible non-entitlement units of local government must apply on behalf of the small business seeking NYS CDBG funds. Funding is provided to eligible communities to foster small business development and growth. For the purposes of the Small Business Assistance program, a small business is defined as a commercial enterprise with twenty five (25) or fewer full-time equivalent employees at the time of application.

NYS CDBG can fund up to 40% of a total project cost.

- A minimum of one (1) full-time equivalent job must be created or retained for every \$25,000 in NYS CDBG funds.
- A minimum of 20% owner equity contribution to the project is required. However, the required equity contribution may be reduced to 10% if the project qualifies as “Green”. The CDBG Green Incentive Checklist must be completed and submitted in the CFA.

## **2) Public Infrastructure (water/sewer/storm water)**

The NYS CDBG Public Infrastructure program consists of, but is not limited to, drinking water source development, storage, and distribution; sanitary sewage collection and treatment; associated water and sewer lateral connections; flood control and storm water drainage. Projects may include public works components such as sidewalks, streets, parking, open space, and publicly-owned utilities that are demonstrated to be directly related to the primary activity. Eligible projects may include the repair or replacement of existing systems, construction of new systems, or expansion of existing systems into areas previously unserved that are in compliance with the NYS Smart Growth Public Infrastructure Act (Chapter 433 of the Laws of 2010) and principally benefit low- and moderate-income persons. Applications requesting funding solely for residential water and sewer lateral connections are considered for funding under the NYS Homes and Community Renewal Unified Funding, CDBG Housing Funding Category, which is not part of the CFA. For information on HCR's Unified Funding and eligible funding activities see the OCR website at <http://nysdhcr.gov/AboutUs/Offices/CommunityRenewal/FundingOpportunities.htm>.

## **3) Public Facilities**

The NYS CDBG Public Facility program activities include, but are not limited to, structures to house or serve special-needs populations; senior services; child care centers; removal of architectural barriers for the disabled (installing lifts, automatic doors, ramps, etc.); and multipurpose buildings housing several qualifying activities where benefits are provided principally to low and moderate income persons. NYS CDBG funds can be used for construction or renovation of facilities, but cannot be used to cover the day-to-day operational costs, nor can funds be used for buildings that are primarily for the general conduct of government business (e.g. town halls). Any public facility funded with NYS CDBG funds must be maintained in the same capacity as funded for a period of five (5) years after the project is formally closed out by OCR. OCR reserves the right to inspect such facilities during the five (5) year period to substantiate compliance.

### **Activity Funding Limits:**

#### **Town, Cities or Villages:**

Economic Development **\$100,000 - \$750,000**  
 Small Business Assistance **\$25,000 - \$100,000**  
 Public Infrastructure (water/sewer/storm water only) **\$600,000**  
 Public Facilities **\$400,000**

#### **Counties:**

Economic Development **\$100,000 - \$750,000**  
 Small Business Assistance **\$25,000 - \$100,000**  
 Public Infrastructure/ **\$750,000**  
 Public Facilities **\$400,000**

### **Joint Applicants:**

Public Infrastructure (water/sewer/storm water only) **\$900,000**

**Eligible Types Of Applicants:**

Eligible applicants are non-entitlement units of general local government (villages, cities, towns or counties), excluding metropolitan cities, urban counties and Indian Tribes that are designated entitlement communities. Non-entitlement areas are defined as cities, towns and villages with populations of less than 50,000, except those designated principal cities of Metropolitan Statistical Areas, and counties with populations of less than 200,000. The NYS CDBG program does not provide direct financial assistance to businesses. For a list of eligible communities, please visit: <http://nysdhcr.gov/Programs/NYS-CDBG/EligibleCommunities.htm>.

Municipalities may elect to have a separate entity submit an application on their behalf, this is not a joint application, but can occur when a County submits an application on behalf of a Town, and the activity is taking place entirely within the jurisdiction of the Town.

**Pre-Application Requirements:**

Prior to submitting an application for funding, applicants must comply with citizen participation requirements pursuant to 24 CFR 570.486 and NYS Homes and Community Renewal's Citizen Participation Plan, as amended. These require applicants to follow a citizen participation plan providing for a minimum of one public hearing held prior to the submittal of an application and making the application available to the public for inspection at the municipal office(s). Upon award, a recipient of CDBG funds must hold a minimum of one public hearing to report project accomplishments.

**Ineligible Activities:**

The State CDBG Program deems any activity that is not included in the Housing and Community Development Act of 1974, as amended, ineligible. Generally, CDBG funding cannot be used for projects that involve buildings for the general conduct of government business, general government expenses, or political activities. In addition, any project that does not present satisfactory evidence of compliance with a national objective will be considered ineligible and will not be considered for funding.

For Economic Development projects, funds cannot be used to re-finance or pay off existing personal or business debt or fund speculative investment. Funds awarded under the NYS CDBG Small Business program may not be used for new construction activity. With the exception of the CDBG Economic Development Program, the purchase of equipment with CDBG funds is generally ineligible. Recurring expenses associated with repairing, operating or maintaining public facilities, improvements and services are also ineligible.

**Additional Resources:**

For more information, eligible applicants should contact New York State Homes and Community Renewal, 38-40 State St, Albany, New York 12207, call (518) 474-2057 or visit: <http://nysdhcr.gov/AboutUs/Offices/CommunityRenewal/FundingOpportunities.htm>

## **NYS Environmental Facilities Corporation**

### **Clean Water State Revolving Fund (CWSRF)**

The Clean Water State Revolving Fund (CWSRF) is jointly administered by EFC and the **New York State Department of Environmental Conservation (DEC)**. Since 1990, the program has provided more than \$12 billion in low-cost financing under this program.

The CWSRF provides low-interest rate financing to municipalities to construct water quality protection projects such as sewers and wastewater treatment facilities. A variety of publicly-owned water quality improvement projects are eligible for financing. Eligible projects include point source projects such as wastewater treatment facilities and nonpoint source projects such as stormwater management projects and landfill closures, as well as certain habitat restoration and protection projects in national estuary program areas.

As financings are repaid, money will be available for new financings- a true revolving fund. For communities with demonstrated financial hardship, interest rates can be reduced to as low as zero percent.

Municipal applicants may apply for financing for any CWSRF-eligible project. A municipality means any county, city, town, village, district corporation, county or town improvement district, Indian reservation wholly within New York State, any public benefit corporation or public authority established pursuant to the laws of New York, or any agency of New York State which is empowered to construct and operate a project, or any two or more of the foregoing which are acting jointly in connection with a project.

### **CWSRF Contacts:**

**DWIGHT BROWN**

**SRF Program Services Coordinator**

518-402-7396

CWSRFinfo@efc.ny.gov

### **Green Innovation Grant Program (GIGP)**

The Green Innovation Grant Program (GIGP) supports projects across New York State that utilize unique stormwater infrastructure design and create cutting-edge green technologies. GIGP-funded projects may be found from Buffalo to the end of Long Island, and range from rain gardens to stream "daylighting" projects. GIGP provides funding for highly-visible projects which:

- Protect and improve water quality
- Spur innovation in stormwater management
- Build capacity locally and beyond by inspiring others to build and maintain green infrastructure
- Facilitate the transfer of new technologies and practices to other areas of the State.

All Green Innovation Grant Program (GIGP) applications must be submitted through the **Consolidated Funding Application (CFA)**. Funding will be provided to selected projects to the extent that funds are available. Recipients will receive a grant for up to 90% of their construction costs (including eligible planning and design costs). All recipients are responsible for providing a *minimum local match of 10% from local or State* (non-federal) funds.

Eligible applicants may submit more than one grant application; however, EFC reserves the right to limit GIGP funding to one grant award per applicant. Furthermore, EFC reserves the right to fund all, or a portion of, an eligible proposed project.

### **GIGP Contacts**

**SUZANNA RANDALL**  
**Green Program Manager**  
518-402-7461  
[GIGP@efc.ny.gov](mailto:GIGP@efc.ny.gov)

### **Drinking Water State Revolving Fund (DWSRF)**

The Drinking Water State Revolving Fund (DWSRF) is administered jointly by EFC and the **State Department of Health (DOH)**. Since its inception in 1996, the program has provided more than \$4.0 billion in low-cost financing including over \$300 million in grants to disadvantaged communities for drinking water improvement projects across the State.

The DWSRF provides a significant financial incentive for public and private water systems to finance needed drinking water infrastructure improvements (e.g. treatment plants, distribution mains, storage facilities, etc.) Similar to the **Clean Water State Revolving Fund (CWSRF)**, the DWSRF provides market rate financing, subsidized low-interest rate financing and limited grants for construction of eligible water system projects.

As financings are repaid, money will be available for new financings- a true revolving fund. For communities with demonstrated hardship, interest rates can be reduced to as low as zero percent. In addition, in the event of severe financial hardship, financial hardship grants pursuant to the Federal Safe Drinking Water Act may be available. EFC administers the financial aspects of the DWSRF. Complete applications for the DWSRF financing are submitted to EFC, the financing is obtained through EFC, and repayments are made to EFC. DOH manages the technical review for DWSRF projects and regulates the safety and adequacy of drinking water delivered by public water systems in New York State. For the DWSRF, DOH accepts pre-application forms and technical reports; scores, ranks, and lists projects on the IUP, and reviews technical documents for both the pre-application and the complete application.

### **DWSRF Contacts**

**MICHAEL MONTYSKO, P.E.**  
**Chief, Design Section**  
518-402-7676 or 1-800-458-1158  
[bpwsp@health.state.ny.us](mailto:bpwsp@health.state.ny.us)

## **NYS Environmental Facilities Corporation**

### **New York State DEC/EFC Wastewater Infrastructure Engineering Planning Grant**

The New York State Department of Environmental Conservation (DEC), in conjunction with the New York State Environmental Facilities Corporation (EFC), will offer grants to municipalities to help pay for the initial planning of eligible Clean Water State Revolving Fund (CWSRF) water quality projects. Up to \$2 million has been made available for this program.

The Wastewater Infrastructure Engineering Planning Grant will assist municipalities with a Median Household Income (MHI) of \$65,000 or less with the engineering and planning costs of CWSRF-eligible water quality projects. Grants of up to \$50,000 (with a 20% required local match) will be provided to finance activities including engineering and/or consultant fees for engineering and planning services for the production of an engineering report.

The ultimate goal of this wastewater infrastructure engineering planning grant program is to assist needy communities to initiate a planning process with a follow-up implementation plan to address local water quality problems. Successful applicants will use the engineering report when seeking financing through the CWSRF program or other financial means to further pursue the identified solution.

#### Eligible Types of Applicants

- Municipalities as defined in 21 NYCRR 2602 New York State Clean Water Revolving Fund Regulations; and
- Median household income (MHI) of the municipality is equal to or less than \$65,000 according to the United States Census 2010 <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>.

#### Matching Fund Requirements/Deadlines:

- The grant will provide for up to 80% of the total eligible project costs set forth in the application. The applicant is required to provide the balance of the funds needed to complete the initial planning undertaken with the grant.
- A minimum 20% local match is required. Match can include cash and/or in-kind services. Other grants may not be used for local match. The applicant should identify the source of the match at the time that the application is submitted.

#### Additional Resources

For more information, visit <http://www.efc.ny.gov> or <http://www.dec.ny.gov/pubs/81196.html>

## **Clean Water State Revolving Fund (CWSRF)**

The Clean Water State Revolving Fund (CWSRF) is jointly administered by EFC and the **New York State Department of Environmental Conservation (DEC)**. Since 1990, the program has provided more than \$12 billion in low-cost financing under this program.

The CWSRF provides low-interest rate financing to municipalities to construct water quality protection projects such as sewers and wastewater treatment facilities. A variety of publicly-owned water quality improvement projects are eligible for financing. Eligible projects include point source projects such as wastewater treatment facilities and nonpoint source projects such as stormwater management projects and landfill closures, as well as certain habitat restoration and protection projects in national estuary program areas.

As financings are repaid, money will be available for new financings- a true revolving fund. For communities with demonstrated financial hardship, interest rates can be reduced to as low as zero percent.

Municipal applicants may apply for financing for any CWSRF-eligible project. A municipality means any county, city, town, village, district corporation, county or town improvement district, Indian reservation wholly within New York State, any public benefit corporation or public authority established pursuant to the laws of New York, or any agency of New York State which is empowered to construct and operate a project, or any two or more of the foregoing which are acting jointly in connection with a project.

### **CWSRF Contacts:**

**DWIGHT BROWN**

**SRF Program Services Coordinator**

518-402-7396

[CWSRFinfo@efc.ny.gov](mailto:CWSRFinfo@efc.ny.gov)

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- Protect and improve water quality
- Spur innovation in stormwater management
- Build capacity locally and beyond by inspiring others to build and maintain green infrastructure
- Facilitate the transfer of new technologies and practices to other areas of the State.

All Green Innovation Grant Program (GIGP) applications must be submitted through the **Consolidated Funding Application (CFA)**. Funding will be provided to selected projects to the extent that funds are available. Recipients will receive a grant for up to 90% of their construction costs (including eligible planning and design costs). All recipients are responsible for providing a *minimum local match of 10% from local or State* (non-federal) funds.

Eligible applicants may submit more than one grant application; however, EFC reserves the right to limit GIGP funding to one grant award per applicant. Furthermore, EFC reserves the right to fund all, or a portion of, an eligible proposed project.

### **GIGP Contacts**

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**Green Program Manager**  
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The DWSRF provides a significant financial incentive for public and private water systems to finance needed drinking water infrastructure improvements (e.g. treatment plants, distribution mains, storage facilities, etc.) Similar to the **Clean Water State Revolving Fund (CWSRF)**, the DWSRF provides market rate financing, subsidized low-interest rate financing and limited grants for construction of eligible water system projects.

As financings are repaid, money will be available for new financings- a true revolving fund. For communities with demonstrated hardship, interest rates can be reduced to as low as zero percent. In addition, in the event of severe financial hardship, financial hardship grants pursuant to the Federal Safe Drinking Water Act may be available. EFC administers the financial aspects of the DWSRF. Complete applications for the DWSRF financing are submitted to EFC, the financing is obtained through EFC, and repayments are made to EFC. DOH manages the technical review for DWSRF projects and regulates the safety and adequacy of drinking water delivered by public water systems in New York State. For the DWSRF, DOH accepts pre-application forms and technical reports; scores, ranks, and lists projects on the IUP, and reviews technical documents for both the pre-application and the complete application.

### **DWSRF Contacts**

**MICHAEL MONTYSKO, P.E.**  
**Chief, Design Section**  
518-402-7676 or 1-800-458-1158  
[bpwsp@health.state.ny.us](mailto:bpwsp@health.state.ny.us)

## **New York State Department of Environmental Conservation**

### **Water Quality Improvement Project (WQIP) program**

Funding is available for municipalities, soil and water conservation districts and non-profit organizations. The WQIP program is a competitive, reimbursement grant program funded primarily by the Environmental Protection Fund (EPF) and NY Works II for projects that reduce polluted runoff, improve water quality and restore habitat in New York's waterbodies.

#### ***Eligible Applicants***

- Municipalities
- Municipal Corporations
- Soil and Water Conservation Districts
- Not for Profit Corporations

#### ***Eligible Project Types***

- Nonagricultural Nonpoint Source Abatement and Control (NPS)
- Municipal Wastewater Treatment (WWT)
- Aquatic Habitat Restoration (AHR)
- Municipal Separate Storm Sewer Systems (MS4)

All questions should be submitted via e-mail to [wqipuser@gw.dec.state.ny.us](mailto:wqipuser@gw.dec.state.ny.us).

New York State Department of Environmental Conservation

Division of Water

625 Broadway, 4th Floor

Albany, New York 12233-3507

## Environmental Protection Fund – Local Waterfront Revitalization Program

The Local Waterfront Revitalization Program (LWRP) provides grants to municipalities for planning, design and construction projects that help a community improve their existing waterfronts. LWRPs help municipalities develop a waterfront vision; establish partnerships with community organizations; understand their waterfronts' assets, issues and opportunities; and develop a strategy that will fulfill that vision.

The Waterfront Revitalization of Coastal Areas and Inland Waterways Act offers local governments the opportunity to participate in the State's Coastal Management Program (CMP) on a voluntary basis by preparing and adopting a Local Waterfront Revitalization Program (LWRP), providing more detailed implementation of the State's CMP through use of such existing broad powers as zoning and site plan review. When an LWRP is approved by the New York State Secretary of State, State agency actions are required to be consistent with the approved LWRP to the maximum extent practicable. When the federal government concurs with the incorporation of an LWRP into the CMP, federal agency actions must be consistent with the approved addition to the CMP.

Title 19 of NYCRR Part 600, 601, 602, and 603 provide the rules and regulations that implement each of the provisions of the Waterfront Revitalization of Coastal Areas and Inland Waterways Act including but not limited to the required content of an LWRP, the processes of review and approval of an LWRP, and LWRP amendments.

### Preparation of an LWRP

A Local Waterfront Revitalization Program consists of a planning document prepared by a community, and the program established to implement the plan. An LWRP may be comprehensive and address all issues that affect a community's entire waterfront, or it may address the most critical issues facing a significant portion of its waterfront.

An LWRP follows a step-by-step process by which a community can advance community planning from a vision to implementation, which is described in the Making the Most of Your Waterfront Guidebook and video developed by the Department of State. Additionally, the Opportunities Waiting to Happen Guidebook developed by the Department of State, provides help to assist all New Yorkers to redevelop abandoned buildings as part of the overall vision for their community.

In addition to landward development, water uses are subject to an ever-increasing array of use conflicts. These include conflicts between passive and active types of recreation, between commercial and recreational uses, and between all uses and the natural resources of a harbor. Increases in recreational boating, changes in waterfront uses, coastal hazards, what to do with dredged materials, competition for space, climate change, and multiple regulating authorities, all make effective harbor management complex. These conflicts and a lack of clear authority to solve them have resulted in degraded natural and cultural characteristics of many harbors, and their ability to support a range of appropriate uses. As part of an LWRP, a harbor management plan can be used to analyze and resolve these conflicts and issues.

### Benefits of an LWRP

An approved LWRP reflects community consensus and provides a clear direction for appropriate future development. It establishes a long-term partnership among local government, community-based organizations, and the State. Also, funding to advance preparation, refinement, or implementation of

Local Waterfront Revitalization Programs is available under Title 11 of the New York State Environmental Protection Fund Local Waterfront Revitalization Program (EPF LWRP) among other sources.

In addition, State permitting, funding, and direct actions must be consistent, to the maximum extent practicable, with an approved LWRP. Within the federally defined coastal area, federal agency activities are also required to be consistent with an approved LWRP. This “consistency” provision is a strong tool that helps ensure all government levels work in unison to build a stronger economy and a healthier environment.

#### LWRP Communities

Any village, town, or city located along the State's coast or designated inland waterway can prepare a new, or amend an existing Local Waterfront Revitalization Program. Municipalities are encouraged to address local revitalization issues in a broader context, aligned with regional economic development strategies and regional resource protection and management programs.

#### Draft LWRP Review Process

After a Draft LWRP has been accepted by the municipality and the Department of State (DOS) as complete, a formal public review of the document is initiated by DOS to potentially affected State, federal, and local agencies in accordance with:

- Article 42 of the Executive Law, the Waterfront Revitalization of Coastal Area and Inland Waterways Act, and its implementing regulations, 19 NYCRR Part 600-603
- State Environmental Quality Review Act and its implementing regulations, 6 NYCRR Part 617
- Coastal Zone Management Act of 1972 and its implementing regulations, 15 CFR Part 923

For wide accessibility, all Draft LWRPs that are ready for review are posted. After the review process is completed, necessary revisions to the LWRP are made.

#### Approved LWRPs

The approval of an LWRP is a three tier process involving adoption by the municipality, approval by the Secretary of State pursuant to the Waterfront Revitalization of Coastal Areas and Inland Waterways Act, and, for municipalities within the state's coastal area, concurrence by OCRM on its incorporation into the CMP.

For wide accessibility, we post all LWRPs approved by the NYS Secretary of State pursuant to Article 42 of the NYS Executive Law.

#### LWRP Monitoring and Evaluation

In order to provide the opportunity for coastal communities with approved LWRPs to strengthen their abilities and capacities to manage the responsibilities associated with LWRPs, the Office of Planning and Development conducts annual monitoring and evaluation of a set of coastal communities with approved LWRPs. The process is concluded with a written report including a summary of findings and recommendations for improvement, training, or the need for an LWRP amendment.

On an annual basis, the Department of State solicits grant applications from local governments for 50/50 matching grants from the New York State Environmental Protection Fund's Local Waterfront Revitalization Program.

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### Brownfield Opportunity Areas Program

The Brownfield Opportunity Areas (BOA) Program provides municipalities and community based organizations with technical and financial assistance to complete area-wide approaches to redeveloping brownfields – abandoned, underused or overgrown industrial or commercial sites. The program provides a neighborhood or area-wide approach, rather than the traditional site-by-site approach, to the assessment and redevelopment of brownfields and other vacant or abandoned properties. The neighborhood approach enables communities to comprehensively assess existing economic and environmental conditions associated with brownfield blight and impacted areas, identify and prioritize community supported redevelopment opportunities, and attract public and private investment. The type of neighborhoods and areas where program resources are being applied include industrial/manufacturing, commercial corridors, residential, downtowns and waterfronts.

Our goals are to assist communities:

- Assess the full range of community redevelopment opportunities posed by a concentration of brownfields or economic distress
- Build a shared community vision and consensus on the reuse and redevelopment of strategic sites and actions to achieve community revitalization
- Coordinate and collaborate with local, state, and federal agencies, community groups and private-sector partners to identify and implement solutions to improve communities
- Develop public-private sector partnerships necessary to leverage investment to advance and implement development projects that can revitalize diverse local neighborhoods

### Program Flexibility

The BOA Program recognizes that successful brownfield redevelopment comes in many forms and that each community has its own unique revitalization goals and opportunities. The program provides a flexible planning framework for communities so they can tailor their approach to catalyze the redevelopment of strategic sites and affected areas through a locally-driven process. Program flexibility and active partnering are just the beginning. Successful redevelopment and community revitalization requires: strong local leadership; inclusive and meaningful public engagement; a clear and realistic vision for revitalization; and diverse public and private partnerships for implementation. Together, these ingredients will ensure communities - large and small - become better places to live, work, and recreate.

Program grants support a variety of community revitalization activities including: community visioning and other public participation processes; existing conditions analysis; strategic site identification; economic and market studies; investigations to assess site contamination and environmental conditions; site-specific redevelopment plans; infrastructure improvement studies, environmental impact assessments and statements; marketing to attract developer interest; local law changes; development standards and design guidelines; and other actions to spur investment in, clean-up of and

redevelopment of brownfields and other underutilized sites. These types of activities are permitted in three program steps:

Step 1- The Pre-Nomination Study consists of a preliminary analysis so communities can gain a basic assessment and understanding about existing conditions, brownfields and the area's potential for revitalization. This step sets the stage for detailed work.

Step 2 -The Nomination consists of an in-depth assessment and evaluation of existing conditions, including an economic and market trends analysis, and assets to determine the best reuse potential for strategic sites and other revitalization opportunities.

Step 3 - The Implementation Strategy funds a range of techniques and actions to achieve revitalization objectives by advancing redevelopment on strategic sites, improving supporting infrastructure, and overall neighborhood revitalization through investment, provision for public amenities and improving environmental quality.

### Key Outcomes

Through a community-driven process, primary outcomes include:

- Effective strategies to achieve revitalization - BOA Plans establish clear and effective community neighborhood and site specific redevelopment strategies that specify how areas and sites can be cleaned-up and redeveloped more quickly so development impacts the community in a positive way.
- Informing site clean-ups - By conducting site assessments, to better understand contamination issues, clean-up options and costs are better understood.
- Shovel ready sites - A portfolio of sites that are or near shovel ready and ripe for redevelopment and investment for a range of businesses and uses.
- Priorities for investment - Priorities for public and private investment are established that lead to redevelopment and other actions for community renewal.
- Environmental justice - Environmental justice issues and concerns related to negative environmental consequences are addressed and countered.
- Marketing to attract investors - Marketing materials are generated, such as site renderings to illustrate redevelopment potential, descriptive brochures, web displays, requests for developer proposals and others to attract interest and investment.
- Public and private partnerships - Multi-agency and private-sector partnerships are established to leverage investments to redevelop sites, improve supporting infrastructure, and provide needed community facilities.

### Primary Benefits

There are many benefits associated with being engaged and participating in the BOA Program and many can be realized prior to the area being designated. Primary benefits are listed below.

- Redevelopment and investment - Establishes a clear strategy to redevelop and return strategic brownfields and other parcels back to productive use and establishes priorities for public and private investment to achieve community revitalization.

- Empowerment - Provides resources so community leaders can be proactive and be catalysts for positive change.
- Predictability - Removes uncertainty and increases predictability regarding site conditions, contamination, ownership, future uses and supporting infrastructure, and development cost.
- Advocacy - The Department of State provides advocacy and support to the participating community by working to connect the community's revitalization needs with resources from various program and sources.
- Priority and preference - Designated Brownfield Opportunity Areas shall receive priority and preference from the state's Environmental Protection Fund and Environmental Restoration Programs. Designated areas may also receive priority and preference from other local, state, and federal programs.\*
- Tax credits - Development projects that are proposed consistent with the BOA Plan may receive a two percent tax credit bonus if the site has been accepted in the Brownfield Clean-up Program.\*

\*These benefits are in effect when the Brownfield Opportunity Area is designated as described below.

#### Designation as a Brownfield Opportunity Area

- The municipality or community organization submits their BOA Nomination and Implementation Strategy to the New York State Secretary of State for review.
- The Secretary of State will determine the consistency of the BOA Nomination and Implementation Strategy with the General Municipal Law, Section 970-r.
- If the BOA Nomination and Implementation Strategy is determined to be consistent with the provisions of the General Municipal Law (Section 970-r) the BOA shall be designated.
- If the BOA Nomination and Implementation Strategy is determined not to be consistent with the provisions of the General Municipal Law (Section 970-r.), the applicant shall be advised in writing regarding how the BOA Nomination and Implementation Strategy should be amended. The applicant may revise and resubmit the BOA Nomination and Implementation Strategy to the Secretary of State.

The next BOA grant application submission deadline is expected to be Spring 2014. The BOA Program welcomes applications from New York State municipalities, community based organizations and NYC community boards. The BOA Program funds a range of flexible predevelopment activities necessary to attract public and private capital investment to brownfield, vacant or abandoned properties. The range of activities begins with community visioning and ends with a strategy for redevelopment and revitalization.

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## **US EDA - FY 2014 Economic Development Assistance Programs**

The Economic Development Administration's (EDA's) mission is to lead the Federal economic development agenda by promoting innovation and competitiveness, preparing American regions for economic growth and success in the worldwide economy. EDA fulfills this mission through strategic investments and partnerships that create the regional economic ecosystems required to foster globally competitive regions throughout the United States. EDA supports development in economically distressed areas of the United States by fostering job creation and attracting private investment. Specifically, under the Economic Development Assistance programs (EDAP) Federal Funding Opportunity (FFO) announcement, EDA will make construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance Programs. Grants made under these programs will leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace. Through the EDAP FFO, EDA solicits applications from rural and urban communities to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.

The deadlines for the remaining funding cycles of FY 2014 and the first funding cycle of FY 2015 are listed below. The first funding cycle of FY 2014 is covered under EDA's FY 2013 Economic Development Assistance programs (EDAP) FFO dated November 26, 2012. EDA strongly encourages electronic submissions of applications through [www.grants.gov](http://www.grants.gov) (Grants.gov). To be considered during a particular funding cycle, completed applications must be validated and time-stamped by Grants.gov by 11:59 p.m. Eastern Time on the applicable funding cycle deadline. Alternatively, paper applications may be delivered to the applicable regional office listed in section VIII. of this FFO. Paper applications must be received no later than 5:00 p.m. local time in the applicable regional office on the funding cycle deadline and the applicant must use a delivery confirmation service from their selected carrier. If your application is received after the deadline, it will be considered late and will not be reviewed by EDA for that funding cycle. EDA will not accept facsimile or email transmissions of applications. The next four funding cycle deadlines are: December 13, 2013 for funding cycle 2 of FY 2014; March 14, 2014 for funding cycle 3 of FY 2014; June 13, 2014 for funding cycle 4 of FY 2014 ; and October 17, 2014 for funding cycle 1 of FY 2015.

For additional information:

<http://www.grants.gov/web/grants/view-opportunity.html?oppld=248297>

## **US EDA - Planning Program and Local Technical Assistance Program**

Pursuant to PWEDA, EDA announces general policies and application procedures for grant-based investments under the Planning and Local Technical Assistance programs. Under the Planning program EDA assists eligible recipients in creating regional economic development plans designed to stimulate and guide the economic development efforts of a community or region. As part of this program, EDA supports Partnership Planning investments to facilitate the development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDS), which articulate and prioritize the strategic economic goals of recipients' respective regions. In general, EDA provides Partnership Planning grants to the designated planning organization (e.g., District Organization) serving EDA-designated Economic Development Districts to enable these organizations to develop and implement relevant CEDS. In addition, EDA provides Partnership Planning grants to Indian Tribes to help develop

and implement CEDS and associated economic development activities. The Planning program also helps support planning organizations, including District Organizations, Indian Tribes, and other eligible Recipients, with Short Term and State Planning investments designed to guide the eventual creation and retention of higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the Nation's most economically distressed regions. The Local Technical Assistance program strengthens the capacity of local or State organizations, institutions of higher education, and other eligible recipients to undertake and promote effective economic development programs through projects such as feasibility analyses and impact studies. Applications are accepted on a continuing basis and processed as received. This Planning and Local Technical Assistance opportunity will remain in effect until superseded by a future announcement.

For additional information:

<http://www.grants.gov/view-opportunity.html?oppld=189193>

### **US EPA – Brownfields Area-Wide Planning**

Brownfields Area-Wide Planning is an EPA grant program which provides funding to recipients to conduct research, technical assistance and training that will result in an area-wide plan and implementation strategy for key brownfield sites, which will help inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization. Funding is directed to specific areas, such as a neighborhood, downtown district, local commercial corridor, or city block, affected by a single large or multiple brownfield sites.

**Brownfields Area-Wide Planning projects** are part of the HUD-DOT-EPA Partnership for Sustainable Communities (<http://www.sustainablecommunities.gov/index.html>). This Partnership is focused on helping communities nationwide improve access to affordable housing, more transportation options, and lower transportation costs while protecting the environment. Through a set of guiding livability principles and a partnership agreement that will guide the agencies' efforts, this partnership will coordinate federal housing, transportation, and other infrastructure investments to protect the environment, promote equitable development, and help to address the challenges of climate change.

For additional information: [http://www.epa.gov/brownfields/areawide\\_grants.htm](http://www.epa.gov/brownfields/areawide_grants.htm)

### **US EPA – Assessment Pilots/Grants**

Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum. Applicants may seek a waiver of the \$200,00 limit and request up to \$350,000 for a site contaminated by hazardous substances, pollutants, or contaminants and up to \$350,000 to assess a site contaminated by petroleum. Such waivers must be based on the anticipated level of hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) at a single site. A coalition of three or more eligible applicants can submit one grant proposal under the name of one of the coalition members for up to \$ 1,000,000. The performance period for these grants is three years.

For additional information: [http://www.epa.gov/brownfields/assessment\\_grants.htm](http://www.epa.gov/brownfields/assessment_grants.htm)

## **US EPA – Revolving Loan Fund (RLF)**

Revolving Loan Fund (RLF) grants provide funding for a grant recipient to capitalize a revolving loan fund and to provide subgrants to carry out cleanup activities at brownfield sites. Through these grants, EPA seeks to strengthen the marketplace and encourage stakeholders to leverage the resources needed to clean up and redevelop brownfields. When loans are repaid, the loan amount is returned into the fund and re-lent to other borrowers, providing an ongoing source of capital within a community.

For additional information: <http://www.epa.gov/brownfields/rflfst.htm>

## **US EPA – Cleanup Grants**

Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20 percent cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs (the match must equal 20 percent of the amount of funding provided by EPA and cannot include administrative costs). A cleanup grant applicant may request a waiver of the 20 percent cost share requirement based on hardship. An applicant must own the site for which it is requesting funding at time of application. The performance period for these grants is three years.

For additional information: [http://www.epa.gov/brownfields/cleanup\\_grants.htm](http://www.epa.gov/brownfields/cleanup_grants.htm)

## **US EPA – Annual Environmental Workforce Development and Job Training grants**

Annual Environmental Workforce Development and Job Training grants allow nonprofit and other organizations to recruit, train, and place predominantly low-income and minority, unemployed and under-employed people living in areas affected by solid and hazardous waste. Residents learn the skills needed to secure full-time, sustainable employment in the environmental field, including assessment and cleanup. These green jobs reduce environmental contamination and build more sustainable futures for communities.

For additional information: <http://www.epa.gov/brownfields/job.htm>

## **US EPA - FY14 Brownfields Training, Research, and Technical Assistance Grant Application Guidelines - New Request for Proposals**

EPA is announcing the availability of funding to eligible entities, including nonprofit organizations, to conduct research, or provide technical assistance to communities facing brownfields cleanup and revitalization challenges. Proposals are due **April 18, 2014**. Focus areas of this announcement include: technical assistance to environmental workforce development and job training grantees, technical assistance on the integration of environmental justice and equitable development for brownfields-impacted communities, research on the benefits of brownfields redevelopment, and technical

assistance on brownfields financing and economic development strategies to brownfields-impacted communities.

Funding for the brownfields training, research, and technical assistance grants and cooperative agreements is authorized under §104(k)(6) of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980, as amended, (CERCLA or Superfund), 42 U.S.C. 9604(k)(6). This statute authorizes EPA to provide, or fund eligible entities or nonprofit organizations to provide brownfields training, research, and technical assistance to individuals and organizations. EPA awards grants and cooperative agreements authorized by §104(k) under a statutory ranking system that includes factors relating to community need, impact on human health and the environment, stimulation or leveraging of other funds, eligibility for funding from other sources, effective use of existing infrastructure. In addition to the statutory factors, EPA also evaluates applicants based on their ability to manage grants and other policy based factors intended to promote effective stewardship of Federal funds.

For additional information: <http://www.epa.gov/oswer/docs/grants/epa-oswer-oblr-14-02.pdf>