



Gloversville Comprehensive Plan

2015 UPDATE

Adopted February 24, 2015

TABLE OF CONTENTS

SECTION

SECTION I EXECUTIVE SUMMARY	1
A. Introduction:.....	1
B. Public Outreach:	1
C. Goals Summary:	2
D. Action Items Summary:.....	3
Action Item Category A – Achieving Growth in Business Activity and Employment	3
Action Item Category B – Improve City Revenue	5
Action Item Category C – Expenditure Efficiency and Control	6
Action Item Category D – Community Character Preservation	8
SECTION II INTRODUCTION & METHODOLOGY	11
A. What is a Comprehensive Plan	11
B. What was in the 2003 Plan?	11
C. Update Process Outline Steps.....	11
D. Steering Committee	12
E. Summary of Methodology	12
City Mayor and Common Council	13
SECTION III 2015 VISION STATEMENT	14
SECTION IV PUBLIC OUTREACH AND FINDINGS	16
A. Solicitation of Business and Resident Input.....	16
B. Public Workshop Comments.....	16
C. Questionnaire Comments	21
SECTION V COMMUNITY VALUES	31
A. Introduction and Goal	31
B. 2015 Community Values	32
C. Community Value Guidelines	34
D. Conclusions.....	36
SECTION VI CITY FINANCES	37
A. Expenditures, Revenues and Tax Levy.....	37
B. Sales Tax Revenues	39
C. Assessed Valuations	40
D. Trends in Property Assessments.....	41

E. Summary and Policies	41
1. Sharing of Services	42
2. "PILOT" for Tax- Exempt Entities	42
3. Revenue Sharing.....	42
4. User Fees.....	43
5. State Aid Formula.....	43
SECTION VII ECONOMIC ENGINES.....	44
A. Introduction.....	44
B. General Observations.....	49
C. Goals	50
D. Policies	51
1. Economic Development Zone	51
2. Dilapidated Structures.....	51
3. Manage Water and Sewer Services	51
4. Promote High-Tech Businesses	51
5. Educational Training for High Tech Workforce.....	52
6. Technology Based Home Business and Store Fronts.....	52
7. Hospitality/Tourism Industry	52
8. Planning/Code Enforcement	52
9. Multi-Municipal Planning Initiative	52
10. NY Route 30A Break in Right-of-Way access, Commercial Land Use classification and potential Development Overlay Zone	53
11. Downtown Overlay District/Zone	53
SECTION VIII DEMOGRAPHIC ANALYSIS	54
A. Population Trends 1960-2010.....	54
B. Median Age 1960-2010	56
C. Housing Trends 1960-2010.....	57
D. Educational Attainment 1990-2010.....	59
E. Population by Age 1990-2010.....	60
F. Population by Age 1990-2010.....	62
G. Income by Type 1990-2010	62
SECTION IX DOWNTOWN AND SURROUNDING NEIGHBORHOODS.....	65
A. Introduction and Goals	65
B. Policies	65
1. Strategic Statement of Needs:.....	65

2. Tenancy and Vacancy:	66
3. New Construction:	67
4. Commercial Residential Conversion:	68
5. Housing Options:	68
6. Land Banking:	69
7. Streetscape and Public Space Options:	70
8. Maintaining Public Spaces:	70
9. Traffic Flow:	71
10. Parking:	71
11. Entertainment:	72
12. Maintenance/Restoration:	73
SECTION X TRANSPORTATION	76
A. Roadway Network:	76
B. Transit System:	78
SECTION XI COMMUNITY FACILITIES	80
1. Gloversville Public Library:	80
2. Nathan Littauer Hospital:	82
3. Senior Living Facilities:	82
4. Fire Protection:	84
5. Police Protection:	84
6. Animal Control:	86
7. Fulton County Ambulance Service:	87
8. City Hall:	87
9. School District Collaboration:	88
10. Lexington/Not-for-Profit Facilities:	89
11. Fulton County Museum:	90
12. Transit System:	90
SECTION XII CULTURAL AND HISTORIC RESOURCES	92
1. Restoration and Rehabilitation:	94
2. Site and Building Inventories:	94
3. Historic Preservation Review Board:	95
4. Tourism:	96
5. Streetscape Infrastructure:	96
6. Urban Cultural Parks:	97
SECTION XIII PARKS AND RECREATION	98

1.	Park and Facility Survey, Evaluation and Oversight:	98
2.	Recreational Events and Activities:	99
3.	Youth Programs:	99
4.	FJ & G Rail Trail:	99
5.	Darling Field:	100
6.	Littauer Field:	100
7.	Myers Park:	101
8.	Wohlfarth's Pond:	101
9.	Melchoir Park:	101
10.	Playgrounds and Pocket Parks:	101
11.	Rail Station Park:	102
12.	Farmer's Market Pavilion:	102
SECTION XIV SUMMARY GOALS & ACTION ITEMS		103
A.	Summary Goals:	103
B.	Action Items:	104
Action Item Category A – Achieving Growth in Business Activity and Employment		104
A.1 Comprehensive Plan Implementation		105
A.2 Downtown Business Incubator		105
A.3 Financial Incentives and Support Services		105
A.4 Educational Workforce Training		106
A.5 Start-Up Initiative		106
A.6 Technology Based Home Businesses and Store Fronts		106
A.7 Route 30A Land Use & Zoning		106
A.8 Overlay Zone Urban Core		107
A.9 Market Value Analysis		107
A.10 Acquisition and Adaptive Re-Use		107
A.11 Land Banking and New Construction		107
A.12 Tourism		108
Action Item Category B – Improve City Revenue		108
B.1 State Aid Formula		108
B.2 Revenue Sharing		108
B.3 Tax Exempt and Not-for-Profit Facilities		108
B.4 Manage Water and Sewer Services		109
B.5 User Fees		109
Action Item Category C – Expenditure Efficiency and Control		109

C.1 Sharing of Services.....	109
C.2 Multi-Municipal Planning Initiative	110
C.3 Public Safety Consolidation.....	110
Action Item Category D – Community Character Preservation	111
D.1 Dilapidated and Vacant Structures	111
D.2 Inventory of Building Availability and Historic Places.....	111
D.3 Commercial Residential Conversion	112
D.4 Senior Housing Options.....	112
D.5 Downtown Corridors, Streetscape, Historic Structures and Parking.....	112
D.6 Tenancy and Vacancy	113
D.7 Maintenance of Public Spaces	113
D.8 Cultural and Historic Resources, Restoration and Rehabilitation	113
D.9 Park and Recreation Facility Oversight, Management, Maintenance and Improvement	114
D.10 Community Facilities Management, Maintenance and Improvement.....	115

SECTION I

EXECUTIVE SUMMARY

A. Introduction:

The 2015 plan updating process built upon the foundation of the 2003 plan. A Steering Committee was formed and took on the task of updating and amending each section of the 2003 plan. The committee met regularly from February 2014 to December 2014 on the draft 2015 Plan with the assistance of an outside planning consultant, Greenman Pedersen, Inc.

A draft copy of the 2015 Comprehensive Plan update was forwarded to City Council for review and comment by the City Council, by the Steering Committee. This version of the plan was submitted to the Common Council on January 13, 2015 along with a draft of a New York State, State Environmental Review Act (SEQRA) Full Environmental Assessment Form (FEAF). The FEAF was used to evaluate the potential for environmental impacts that might occur if the Comprehensive Plan were adopted.

Once the SEQRA review was conducted and satisfied by the issuance of a Negative Declaration, the City Common Council officially adopted the 2015 Comprehensive Plan update on February 24, 2015.

B. Public Outreach:

To start the 2015 updating process the Steering Committee solicited business and resident input. This was accomplished through a series of workshops similar to the 2001 workshops supplemented by a questionnaire that the Committee developed in February 2014. The workshops were advertised with postings, public notices and word of mouth. Workshops were held in two locations in the City to make it convenient for local business and residents to attend.

As workshop and questionnaire data was gathered, certain patterns began to emerge pinpointing the areas of greatest concern to the City residents. The first Comprehensive Plan workshop was held on February 27, 2014 at the First Congregational Church. The second workshop was held on March 20, 2014 at the Boulevard Elementary School. Sixty city residents signed in for the two workshops and a number of additional residents attended without signing in. Questionnaires were completed and returned to the Committee during this process and were gathered until May 7, 2014.

The draft of the 2015 Comprehensive Plan was then presented at a public information meeting held on December 18, 2014 at the First Congregational Church. The draft was provided to the City Common Council and was posted on the City web site and hard copies were made available for City residents to review at the City Hall and the Gloversville Public Library. Comments on the draft were accepted until January 8, 2015 and incorporated into the final 2015 Comprehensive Plan presented to the City Common Council for adoption. A

public hearing on the draft document was held on January 27, 2015.

C. Goals Summary:

A goal for the purpose of this Comprehensive Plan is defined as a desired result a the community envisions, plans and commits to achieve to reach a desired end result within the next ten year planning time frame. Of the fourteen sections in the Comprehensive Plan, seven sections contain Goals that set the direction for policies and action items included in the following section. The goals from all sections are as follows:

1. Section V - Community Values

To recognize community values in our future land use and public policy decisions and to protect the livability of our city.

2. Section VII – Economic Engines

To strengthen and diversify the City of Gloversville’s industrial base, promote commercial development and increase employment opportunities for City residents by fostering the highest possible density of industrial and business activity.

To develop the available land collateral proximal to Walmart within the City for sales tax generating enterprises in an efficient, aesthetically pleasing and environmentally sensitive manor so as to maximize business activity and municipal revenues.

To create a commercially thriving downtown with pleasant, well maintained adjacent neighborhoods that will attract creative people and productive enterprises and increase business activity.

3. Section IX – Downtown and Surrounding Neighborhoods

To encourage the continued development, restoration, and diversification of land uses in the city’s urban core and surrounding residential neighborhoods, by linking economic development strategies directly to targeted urban core areas and strategically identified adjacent residential neighborhoods which in turn will be the catalyst for other private sector investment in the repurposing and enhancement of the City’s “Downtown.”

4. Section X - Transportation

To continue to place a high priority on the maintenance of the transportation network and undertake improvements a required in order to preserve street capacities in terms of traffic flow and to continue to address future safety concerns.

5. Section XI - Community Facilities

To promote the maintenance, enhancement and development of Community Facilities and Services in a cost effective manner so as to meet the future needs of our Community.

6. Section XII – Cultural and Historic Resources

To promote the Historic and Cultural Heritage of the Community by supporting the preservation of significant sites, structures, and neighborhoods and by encouraging the continued expansion of a variety of cultural resources for our citizens.

7. Section XIII – Parks and Recreation

To manage and maintain our parks and recreational facilities in order to enhance the redevelopment potential of our City, to promote neighborhood revitalization, and to provide for the recreational interests of our residents and business owners.

D. Action Items Summary:

Action Item Category A – Achieving Growth in Business Activity and Employment

Creation of employment opportunities and fostering an environment for growth of business in the City was the number one issue on the minds of the City residents who provided feedback during the public information gathering phase of the Comprehensive Plan update. During subsequent updating of specific sections of the Comprehensive Plan specific focus areas for the City developed with unique needs and policies. Twelve “Growth in Business Activity and Employment” action items were developed based on these needs and policies.

A.1 Comprehensive Plan Implementation - City elected officials enter office with the goal of making a difference for the citizens and visitors to the City. They are tasked with working through issues to keep the City moving. One of the most powerful yet often least utilized tools the City elected officials have in their tool belt is the Comprehensive Plan. The 2015 Comprehensive Plan provides a blueprint for guiding future governmental actions. To implement the plan the City Common Council will take on as its first priority the organization of all Action Items. The Council will coordinate and set responsibilities for following through on particular items and will set time frames for initiating each Action item.

A.2 Downtown Business Incubator – The City will seek to establish a partnership with other public and quasi-public agencies to create a business incubator for the City’s downtown and immediately surrounding areas.

A.3 Financial Incentives and Support Services - The city will seek to establish a well targeted system of tax and lending incentives to be administered by the incubator to encourage building owners and entrepreneurs to invest in the downtown and its adjacent neighborhoods. The city will also explore the establishment of a specific and targeted loan pool to operate in cooperation with the incubator. The loan pool would be designed to support strategic goals for downtown, and be linked to a business mentorship program to support long term business success.

A.4 Educational Workforce Training - The city will work closely with both public and quasi-public agencies along with the Fulton-Montgomery Community College and the Gloversville Central School District to identify the types of educational programs that need to be offered at the college to train the local workforce for the skilled jobs to be developed at both Crossroads I and II and within the urban

core. The city will also use best efforts to keep the public fully informed of the current educational opportunities available at FMCC relative to employment within the city.

The city will also use best efforts to keep the public fully informed of the current educational opportunities available at FMCC relative to employment within the city.

A.5 Start-Up Initiative - The city will identify buildings within its borders which are appropriate for re-use as tax free zones under the state's Start-Up Initiative and actively promote them to FMCC for designation under this plan.

A.6 Technology Based Home Businesses and Store Fronts - The city will endeavor to be as liberal as possible in allowing residents to use their homes for business ventures using computer technology throughout the city. The City will actively market the availability of the new fiber optic infrastructure in the downtown so as to enhance business development efforts.

A.7 Route 30A Land Use & Zoning – The city may implement a development plan with a zoning overlay for the area around NY Route 30A near the new Walmart facility to promote commercial development in a people friendly design so as to accommodate pedestrian and bicycle traffic as well as motor vehicles. The city will change the existing zoning covering the lands north of NY Route 30A between Harrison Street and Steele Avenue to a “Commercial” category to accommodate anticipated future commercial development demand.

The city will also actively engage with the New York State Department of Transportation (NYSDOT) to secure approval for such access to NY Route 30A as would accommodate realization of the above development plan. The access point should be located along the western border of the eastern parcel adjacent to Steele Avenue, or in center parcel area between Steele Avenue and South Kingsboro Avenue.

A.8 Zoning Amendments and Overlay Zone Urban Core – The city will seek amend the current zoning language to align with the recommendations and action items identified in the 2015 Comprehensive Plan. The city will also seek to establish a zoning overlay for the area within a 1/2 mile radius of the corner of Main Street and Fulton Street plus both sides of South Main Street and East Fulton Street with design parameters in keeping with the character of the community and New Urbanist principles.

A.9 Market Value Analysis - The city will seek funding for a market value analysis for the urban core and surrounding neighborhoods and once completed will serve as a marketing tool for the incubator to attract private investment in both housing and business development.

A.10 Acquisition and Adaptive Re-Use – The city will seek to establish a cooperative working relationship with other Public and Quasi-Public entities to obtain and market key properties in the City of Gloversville for re-use as viable industrial, commercial and office space as well as mixed use facilities. The City of Gloversville will invest in resources to maintain an ongoing aggressive and coordinated program to seek development and preservation grants.

A.11 Land Banking and New Construction – The city will continue to partner with the County of Fulton, the Gloversville Housing and Neighborhood Improvement Corporation, the MVEDD and its designated regional land bank and other private and public bodies to accumulate properties through tax foreclosure and otherwise, in order to assemble larger tracts that can be actively marketed for large scale development.

The city will promote new mixed use development as infill construction within the urban core and closely surrounding neighborhoods in order to increase the residential density of the areas immediately surrounding the downtown.

A.12 Tourism – The city will support efforts of the Fulton/Montgomery Counties Chamber of Commerce as well as private individuals, non-profit organizations and governmental agencies to market the city's cultural resources and tourism related activities.

Action Item Category B – Improve City Revenue

The City's Revenue Base was the second most pressing issue raised by the City residents. City Revenue is stretched very thinly at the time of writing this plan and relief must be found through measures that can no longer include adding additional tax burdens onto the city residents and businesses. Without a sound revenue base the City cannot aid in attracting business, improve the community aesthetic and manage the necessary city infrastructure required to attract and retain residents and businesses. Six "Improve City Revenue" action items were developed based on these needs and policies.

B.1 State Aid Formula - The City Commissioner of Finance has been pursuing an improved State Aid formula for the City. It has been noted by the State Comptroller's office that the City of Gloversville receives significantly less in State Aid, mostly from Aid and Incentives for Municipalities (AIM), on a per capita basis than the average for Mohawk Valley cities at about 60% of the average. In addition this aid is only about 47% of the average of cities statewide. Improving the State Aid ratio needs to be a high priority for the city in order to advance other policy initiatives identified in the 2015 Comprehensive Plan.

B.2 Revenue Sharing - During the past ten (10) years there have been less than ten (10) new homes built in the City although there are many vacant lots available. There are a limited number of commercial/rental building lots available along the Route 30A corridor which will take several years to develop. The sales and property tax from these lots may not be able to keep pace with increases in operational expenses. The revenue sharing agreement currently in place with the Town of Johnstown

will produce a minimal amount of revenue for both the Town and the City for structures built in the Town that require City sewer and water. The City will evaluate means to improve revenue sharing through agreements similar to the ones currently in place with the Town of Johnstown and work to ensure sales and property tax from benefitting properties keep pace with increases in operational expenses.

B.3 Tax Exempt and Not-for-Profit Facilities- Tax Exempt and Not-for-profit organizations are essential to the community in providing jobs and income to residents. However, these organizations put added stresses on city services, the local tax base, infrastructure, and on the annual fiscal budget, due to their tax-exempt status. All tax exempt properties located within the City benefit from the police department, fire department and department of public works. Keeping our community safe, having the benefit of protection to minimize loss from fire, and having streets plowed and maintained are costs that should be shared by all property owners in the City. The City is also faced with continued increased costs associated with maintaining City roads, public facilities, parks and recreational areas, police and fire protection, snow removal and other City services. The City will evaluate alternate funding mechanisms to offset the benefits provided to these tax exempt entities including PILOT programs for Non-Profits, partnership policy programs, city redevelopment foundations, economic contributions made by not-for-profit businesses, which aid the City in capital improvement projects in lieu of their tax-exempt status, and programs that provide neighborhood initiatives such as homebuyer incentives, parks and recreational development incentives and housing rehabilitation funds.

B.4 Manage Water and Sewer Services - The City will not extend water and sewer services outside of its municipal borders until the City completely explores the long and short term impacts of such extension. Any extension of such services outside the City shall be implemented only after the City Council determines the benefits or negative impacts on development within the City. The City will review the infrastructure of the water and sewer distribution systems within its jurisdiction to ensure they are properly maintained. The City will concentrate on maintaining and upgrading its existing water and sewer facilities before focusing on the expansion of available capacities.

B.5 User Fees - User fees can help distribute municipal services costs proportionality to the demand entities and residents within the city place on such services. For example, several years ago a garbage bag charge was considered that would have produced revenue of several hundred thousand dollars and would have proportionately placed costs for services directly on and individual resident or entities demand for that service. Other areas, such as increased charges for abatements, also need to be explored.

Action Item Category C – Expenditure Efficiency and Control

Introducing additional Expenditure Efficiency and Control was the third dominant topic discussed by City officials, residents and businesses. Many suggestions were made and most did not include cutting city services. The City has already gone down the path of reducing services. Over the past ten years the City

worked diligently to pace cost for providing services with revenues generated by a shrinking business climate and employed citizen base. Items that now need to be considered include further emphasis on shared services, shared cost for services, efficiency in services and attrition where redundancies are removed in service provision. Three “Expenditure Efficiency and Control” action items were developed based on these needs and policies.

C.1 Sharing of Services - The City will continue to explore all areas that could enhance shared services with the City of Johnstown, Town of Johnstown, and Fulton County. Mutual aid has already been established, such as the Gloversville/Johnstown Joint wastewater treatment plant and/or is being discussed. Joint investigations and training with the City of Johnstown police should be expanded where possible. Public works employees could be shared when projects requiring extra manpower for short durations of time occur.

An inventory of equipment owned by the three (3) municipalities and County should be maintained for the purpose of avoiding duplicate ownership of those pieces that may only be used occasionally. Also need to work out schedules whereby common equipment can be shifted about as needed.

C.2 Multi-Municipal Planning Initiative - The City will lead an effort to partner with neighboring municipalities to develop a mutual zoning and land use plan that will accommodate the needs of all, but address the needs of the City to revitalize its neighborhoods, broaden its tax base, and increase public revenues to improve the quality of its services.

The City shall collaborate with local communities in filing joint applications to the Federal and State agencies for funding to improve infrastructure and government services.

The City will engage with neighboring municipalities and the county government to develop a shared water and sewer plan that fully recognizes the value of the City’s excess water capacity and provides for ongoing reimbursement of the City and its taxpayers for their investment in systems and infrastructure.

C.3 Public Safety Consolidation - The City of Gloversville’s Police & Fire protection are the two essential services that the City provides. Without these services, the City loses a critical safety network and its ability to market the community as a safe place to live. These departments are also vital to the health, safety and welfare of the public and to the socioeconomic development of the City. Johnstown has similar departments providing similar services. Studies have been completed for years suggesting consolidation may be beneficial with the City of Johnstown. Pro’s and Con’s exist for such action but if the bottom line is cost savings to both communities they must be considered given the economic constraints the City of Gloversville faces. The City of Gloversville will continue to explore consolidation and may also look at the assessment of a city level departmental reorganization, as part of any consolidation plan of city services. Part of the assessment needs to include evaluation of options such as: attrition, early retirement incentives and job reclassifications, etc. to determine if Police, Fire and other City Service departments can maintain proper staffing, prevent job cuts and preserve the integrity of the department.

Action Item Category D – Community Character Preservation

In evaluating the comments presented and submitted by the City residents it is very clear that the Community realizes that the bricks and mortar of the City create a unique environment; one that is both home to the residents but is also unique in its “Feel” or “Sense of Community” recognizable outside of the community. The preservation and enhancement of this Sense of Community is critical to the success of all other Action Items. The City of Gloversville will accomplish this by protecting and improving on its assets. This includes preserving and adaptively re-purposing its historic buildings and streetscapes; protecting and maintain parks and recreational facilities; ensuring appropriate attention is paid to its transportation systems including streets, sidewalks, bike lanes and public transportation systems; and continuing to seek means to get people back on the streets. This will required continued efforts to provide entertainment venues, work to expand opportunities for downtown dining and seeking out means to bring educational and continuing educational opportunities to the city core. Nine “Community Character Preservation” action items were developed based on these needs and policies.

D.1 Dilapidated and Vacant Structures - The City of Gloversville needs to continue to work with the County to prioritize rehabilitation and/or raze select structures in targeted areas within the downtown and surrounding neighborhoods in an effort to improve the visual landscape and to provide space for new development. The City of Gloversville’s efforts need to include the Downtown in order to remove buildings that have deteriorated beyond any legitimate hope of restoration and reuse and are thus a liability to adjacent sound structures. The City will continue targeting efforts to selectively remove dilapidated structures that can no longer meet today’s commercial, industrial and residential standards and will attempt to obtain and market larger tracts of land within the community’s commercial and industrial areas for future redevelopment.

D.2 Inventory of Building Availability and Historic Places - The City of Gloversville understands the need to undertake a study to complete a modern, accessible inventory of building availability throughout the downtown urban core and surrounding neighborhoods in order to determine suitable locations for new investment and to strategically target areas where future capital project funding for building removal should be invested. The City of Gloversville will explore funding a modern, accessible inventory of building availability and conditions for best-use and improvement.

The study will also include an inventory of historic properties throughout the City that are not yet included on the National Register of Historic Places. This inventory would be used to encourage expansion of the two (2) existing zones and/or to create additional historic districts which could then be eligible for funding through a variety of sources.

D.3 Commercial | Residential Conversion - The City of Gloversville will encourage commercial | residential conversion of structures throughout the urban core and surrounding neighborhoods in an effort to bring residents back into the downtown area thus potentially spurring demand for additional commercial development.

The City of Gloversville will promote new mixed-use commercial development, infill construction within and along the corridors of the Downtown urban core and surrounding neighborhoods that promote reinvestment in the existing commercial downtown area and surrounding neighborhoods and the expansion of the residential population in and adjacent to the downtown and its corridors.

D.4 Senior Housing Options - The City of Gloversville will encourage the development of mixed use residential structures, modern apartment complexes, and assisted-living,/senior housing centers for seniors throughout the community to address the ever growing need for both quality affordable housing for seniors in the community and for middle and upper income elderly housing for those not income limited. These facilities must blend with the architecture and character of the host neighborhood in which they are to be located. An example of this development strategy is the planned Estee Senior Apartments project aimed at meeting the need for quality affordable housing for seniors.

D.5 Downtown Corridors, Streetscape, Historic Structures and Parking - The City of Gloversville will encourage the reinforcement of the Downtown, as the multipurpose center for the region by promoting the location of government, large scale offices, and arts and entertainment uses along and adjacent to the Main Street and Fulton Street corridors.

D.6 Tenancy and Vacancy - The City of Gloversville will work with the owners of vacant properties in the downtown urban core and surrounding neighborhood area to encourage them to maintain their properties. This will be done first by means of incentives and secondly where necessary by citations and fines.

D.7 Maintenance of Public Spaces - The City of Gloversville will focus on the maintenance of public spaces throughout the City and will explore funding options to develop a shared cost sidewalk program especially in the downtown and surrounding neighborhoods.

D.8 Cultural and Historic Resources, Restoration and Rehabilitation - The City of Gloversville will encourage the restoration and rehabilitation of our community's historic buildings and properties whenever feasible so that these structures can be used as viable residences, office space, retail or industrial ventures.

The City will also examine the possibility of creating an urban cultural park in the Downtown Historic District in an effort to preserve the history of the leather and glove-making industries and the evolution of neighborhood development in the community.

D.9 Park and Recreation Facility Oversight, Management, Maintenance and Improvement -The City of Gloversville should conduct a survey of all of its existing parks. This survey should identify the strengths, weaknesses, and needs of each of the parks. This survey should also quantify the number of regular users of each park. Based upon the results of this survey, the City can make informed decisions

with regard to maintenance and upgrade expenditures.

Once the Survey is completed, the Department of Public Works, working in conjunction with the Recreation Commission, will be tasked with developing an ongoing annual Management, Maintenance and Improvement schedule identifying priorities needs that can be used by the City to identify capital budget priorities.

The City Common Council will look at modifying the Recreation Commission's charge to encourage this commission to take a shared role with the Department of Public Works for the ongoing evaluation of management, maintenance and capital improvement projects for all of the City's parks and recreational facilities.

D.10 Community Facilities Management, Maintenance and Improvement - The City of Gloversville will continue to oversee manage, maintain and improve city owned properties and should complete Key Area reviews of all areas within the City in order to identify the best management and use options for these properties.

SECTION II

INTRODUCTION & METHODOLOGY

A. What is a Comprehensive Plan

- New York's zoning enabling statutes (the state statutes which give cities, towns and villages the power to enact local zoning codes) all require that zoning codes be adopted in accordance with a comprehensive plan. The comprehensive plan provides the backbone for the local zoning code.
- Many other actions that take place in a Community also benefit from and require that the community have a comprehensive plan – Grants, Funding Requests, Highway Modification approvals to name a few.
- From a planner's perspective, a Plan is inclusive and comprehensive when it addresses a wide range of planning issues. Gloversville's 2003 Comprehensive plan did just that.
- Provides a process for identifying community resources, long range community needs, and commonly held goals;
- Provides a process for developing community consensus;
- Provides a blueprint for future governmental actions.

B. What was in the 2003 Plan?

The 2003 Comprehensive Plan had 12 sections including:

- Vision for the City
- Methodology of the Study
- Demographic Analysis
- Community Values
- Community Facilities
- Parks and Recreation
- Cultural and Historic Resources
- Central Business District (Downtown)
- Transportation
- Neighborhood Revitalization/Housing
- The Economy, and
- City Finances

C. Update Process Outline Steps

- Review & Analyze 2003 plan for 2015 updates
- Conduct Public Workshops
- Steering Committee Chapter Updates
- Public Information Meetings
- Final Comprehensive Plan
- Public Hearing & NY State Environmental Quality Review Compliance
- City Council Adoption

D. Steering Committee

- Honorable Dayton King, Mayor
- Councilmember Robin J. Wentworth
- Councilmember Ellen Anadio
- Councilmember Art Simonds
- Kevin S. Jones, Director of Public Works
- Steven E. Smith, Professional Engineer
- Vince DeSantis, Retired City Court Judge

E. Summary of Methodology

In 2003, the Planning Board held six public workshops to generate the eight main sections of the 2003 Comprehensive Plan. While the Planning Board worked on the plan, the Fulton County Planning Department completed a photo inventory of the City that was ultimately incorporated into the Plan. The Draft Comprehensive Plan was forwarded to the City of Gloversville Common Council. The Council approved the plan on June 3, 2003; two years and 3 months after the Planning Board began the Comprehensive Plan update process.

The 2015 plan updating process was moved along faster as it was able to build upon the foundation of the 2003 plan. The Steering Committee split up into sub-groups, each taking on a number of sections to review, discuss and proposed updates to and then present their recommendations back to the full committee. The committee met regularly from February 2014 to September 2014 on the draft 2015 Plan with the assistance of an outside planning consultant, Greenman Pedersen, Inc.

To start the 2015 updating process the Steering Committee solicited business and resident input. This was accomplished through a series of workshops similar to the 2001 workshops supplemented by a questionnaire that the Committee developed in February 2014. The workshops were advertised with postings, public notices and word of mouth. Workshops were held in two locations in the City to make it convenient for local business and residents to attend.

As workshop and questionnaire data was gathered, certain patterns began to emerge pinpointing the areas of greatest concern to the City residents. The first Comprehensive Plan workshop was held on February 27, 2014 at the First Congregational Church. The second workshop was held on March 20, 2014 at the Boulevard Elementary School. Sixty city residents signed in for the two workshops and a number of additional residents attended without signing in. The format of the workshops included a presentation on the purpose of the Comprehensive plan, a recap of the content of the 2003 plan and then an open format to gather comments and ideas from the audience. Questionnaires were completed and returned to the Committee during this process and were gathered until May 7, 2014.

The draft of the 2015 Comprehensive Plan was then presented at a public information meeting held on December 18, 2014 at the First Congregational Church. A draft copy of the 2015 Comprehensive Plan update was forwarded to City Common Council for review on

December 18, 2014. The draft was also posted on the City web site and hard copies were made available for City residents to review at the City Hall and the Gloversville Public Library. Comments on the draft were accepted until January 8, 2015 and incorporated into the final 2015 Comprehensive Plan presented to the City Common Council for adoption.

Following the public comment period and review and comment by the City Common Council, the Steering Committee compiled a final version of the 2015 Comprehensive Plan Update. This version of the plan was submitted to the Common Council on January 13, 2015, along with a draft of a New York State, State Environmental Review Act (SEQRA) Full Environmental Assessment Form (FEAF). The FEAF was used to evaluate the potential for environmental impacts that might occur if the Comprehensive Plan were adopted. A public hearing was held on the draft 2015 Comprehensive Plan on January 27, 2015.

Once the SEQRA review was conducted and satisfied by the issuance of a Negative Declaration, the Common Council officially adopted the 2015 Comprehensive Plan update on February 24 2015.

City Mayor and Common Council

- Honorable Dayton King, Mayor
- First Ward - Robin Wentworth
- Second Ward - Arthur Simonds
- Third Ward - Stephen Mahoney
- Fourth Ward - Ellen Anadio
- Fifth Ward - Jay Zarrelli
- Sixth Ward -Wrandy Siarkowski
- Councilman-at-Large - James Robinson

SECTION III

2015 VISION STATEMENT

- A. The City of Groversville Comprehensive Plan is **a statement of community goals**. These goals, which are usually quite broad, are broken down into numerous issues each with its own statement of policy for the City.
- B. This Comprehensive Plan will serve as a document that is the basis for a variety of land use controls in the community and budgetary decisions that are yet to be made by the Common Council. The document reflects the sentiments of our community and therefore will be a valuable resource tool. This Comprehensive Plan is written from the perspective that the City of Groversville, as the most populous community in Fulton County, is the center of most economic, social and cultural activity for the County.
- C. The City of Groversville faces many challenges in the years to come. The passage of time inevitably brings change. **The most important task is to retain the important characteristics of the City** from forces we cannot control.
- D. The qualities that make Groversville unique still continue despite the current economy. Many characteristics combine to provide the distinct livability of the City:
- The physical setting, at the foothills of the Adirondacks, the gateway to its 6 million acre preserve and the Great Sacandaga Reservoir;
 - The historic urban and downtown settings, with a variety of walkable neighborhoods, which promote a broad range of lifestyles; and
 - The potential for a number of commercial, industrial and technology-based developments.
- E. The Comprehensive Plan **calls for maintaining the basic physical and social qualities and enhancing the economic prospects of the City**. These provisions are based on a thorough evaluation of community values and aspirations gleaned from public outreach and evaluation of trends and patterns in the resulting findings. The city demographics are also shifting and these changes influenced the provisions outlined in the plan. Provisions are included to foster the rejuvenation of the downtown and surrounding neighborhoods and open opportunities for investment (economic engines) in the community which in-turn will improve local employment opportunities. Public services and facilities, such as parks and recreation, transportation, police and fire protection, public utilities, housing, and historic resources were also reviewed and recommendations proposed to guide future action relative to these resources.
- F. The **City's strengths lie within areas that need the most consideration**. A committed endeavor needs to be made that reacts continuously to the continued changes in population, vacant and outdated substandard housing, neighborhood revitalization efforts, local commercial and economic development, tourism and policies that govern our City's most valuable resources.
- G. Planning for the future must respond to these factors while **improving the City's economic health and preserving its livability** for future growth and regional market competitiveness.

- H. Gloversville's **history and character must be preserved as the foundation for future development**. The City must build on that foundation as it meets the challenges of the future.

SECTION IV

PUBLIC OUTREACH AND FINDINGS

INTRODUCTION:

A. Solicitation of Business and Resident Input.

To start the 2015 updating process the Steering Committee solicited business and resident input. Two public workshops were held and questionnaires circulated to gather this input. Workshops were advertised with postings, public notices and word of mouth. Workshops were held in two locations in the City to make it convenient for local business and residents to attend.

As workshop and questionnaire data was gathered, certain patterns began to emerge pinpointing the areas of greatest concern to the City residents. The first Comprehensive Plan workshop was held on February 27, 2014 at the First Congregational Church. The second workshop was held on March 20, 2014 at the Boulevard Elementary School. Sixty city residents signed in for the two workshops and a number of additional residents attended without signing in. The format of the workshops included a presentation on the purpose of the Comprehensive plan, a recap of the content of the 2003 plan and then an open format to gather comments and ideas from the audience. Questionnaires were completed and returned to the Committee during this process and were gathered until May 7, 2014.

B. Public Workshop Comments

The following section includes the comments recorded during the public workshops.

Public Workshop #1 – February 27, 2014

Bob Castiglione

- update needs to include an analysis of what went right and what went wrong since the 2003 plan was put in place.
- Leadership at the city needs change – Form of Government could benefit from a change from a Mayoral form to a City Manager format. Bring in a manager like Chrysler did with Lee Iacocca. Someone with demonstrated management skills. Highly educated who could lobby for the City.
- Downtown has become a nesting space for the unemployed, underemployed and elderly
- Bring a regional Higher Education facility Downtown
- Champion Regional Development
- Consolidate Police & Fire - Public Benefit Corporation.
- Create public underwriting pool for fire insurance

- Façade and streetscape improvement program - improve the look, new sidewalks etc. CDBG?
- Students in Architecture programs – Streetscape façade design in studios. Take panoramic shots of storefronts along North Main and see if Arch program would make a student design studio project out of coming up with façade improvements design. Create Main Street period theme. Students have different ideas.
- Focus on Downtown not exurbs where Wal-Mart is.

Chris Curro

- Co-Op owner. Resources out there marshaled right way – do-able street scape. More pedestrian's downtown – safer feel.
- Business opportunities in low rent areas. People waiting to come downtown. Want to see downtown. Front porch whole region. New Paltz feel. Healing - Same comfort zone as a mall feels- people will come – things for youth
- Underutilized summer resource.
- Market the downtown – focus on downtown.
- Marshal the pedestrians ROW. Improve Main Street to be pedestrian friendly – traffic calming, street scape enhancements.
- Movie producer want to film in town because facades are here already.

David Pesses, MD

- Doctor who moved from NYC – Gloversville is a small city, don't lose that feel. You get to know your neighbors, can work in Downtown, like's the Co-Op and the Gove Theater.
- Market small town feel. Neighborhood in the City is similar to the City downtown. So very different than a suburb. Downtown is vital part. Wal-Mart may bring money but does not add to sense of place
- TND trying to create what we have.

Jennifer Voorhees

- Moved from Austin Texas, likes the Co-Op, 1 1/2 years
- Downtown progressive – had coffee. Sit down downtown. Restaurants and coffee shops. Looking for more opportunities to sit in Downtown, Coffee shops, organize and hold events downtown, - How do you get Business,
- How do you get social services off Main Street? Shouldn't be the front door, move back a block off Main Street. Don't think this needs to be in the main corridor – there is a place but not the front door perhaps.
- Asked "Is this a landlord thing?"
- Asked "what can the government do to encourage growth downtown. How do you get the Restaurants downtown?" (Critical mass of residents).

Marie Born

- County faces many of the same things as City. People are big asset for the City. Resilient people with a sense of pride. Address blight and infrastructure. City looks like it is falling apart so businesses that look to relocate wont. Need open for business attitude.
- need to find ways to restore a sense of pride
- Too much blight – looks like the place is falling apart
- Rents too high for business success – commercial – tax subsidies, rent subsidy
- Need good infrastructure, water/sewer, transit, ops for senior citizens

- Activities downtown

Richard Ottalagano

- Look at assets – City has many not offered in the surrounding Towns like garbage pick-up, library, fire and ambulance, public transportation, parks,
- City has advantages over towns – need to compare taxes of the City and the Towns, compare the costs for private services and then trumpet the City benefits.
- Need PR to encourage people to move to the City.

Karen Smith

- Observations feel City needs a few anchor stores in the downtown, like a mall
- Derelicts off Main Street
- Attract evening activity, at 7:00PM businesses are locked and closed.
- Remember what Downtown was like just 20 years ago. Don't feel safe Downtown after dark, need better patrolling and enforcement of loitering. Pan handling is not restricted but un-wanted. Can City enact a regulation to give police means to move people along to minimize it?

Lance Gundersen

- We see what we want the City to be but we don't see it happening.
- At first I thought session would just be a bitch session, but we can make a difference, it's been done in other locations – we need to see where we want things and what we want and then plan and develop action plan to accomplish it. Locations to look at – Brookville, Canada (Placards on sidewalks, crosswalks with ship images within the brick); Auburn, NY; Rutland, Burlington VT.
- Auburns 1991 Comprehensive plan and Action plan - success came with not only doing a Comp plan update but also putting together an annual action plan that over time allowed for the City to effectuate the plan recommendations which have led to the improvements in the City. By 2010 on cusp of new plan but had successes. Auburn has a prison as revenue source. Look at success of Mashpee, Massachusetts (on Cape Cod – Gloversville is the front door of Adirondacks and Great Sacandaga Lake).
- By splitting up government offices around the city all did was increase vehicle traffic not pedestrian, did little to help. Might be better to consolidate City Hall again in one location on Main Street.
- Need front end and back end incentives to encourage business to locate in the Downtown.
- Chamber of Commerce, EDC, BID, Open for Business Campaign, links on website, Incubator, maybe Tax incentives.
- Dissociated concept of government did not work just increased traffic. Look to bring the old city hall back to Main Street. 4 Corners could be a good place for city hall and police. Reengage city government with Main Street and residents.
- Critical mass concept similar to what malls have.
- Tax comparison with other communities – what are our taxes in Clifton Park and what they would be in Gloversville.

Barbara Madonna– Librarian

- Wonderful mix of residents, natives, move backs, new like Jennifer Voorhees. Look at positives
- There used to be small grocery stores on every corner, Bakeries, Dry Cleaners, Small Business Saturday after Black Friday. Times have changed, have Washers and Dryers, bigger fridge etc.
- Need to figure out what new businesses and new industries can we get back.

Gregory Young

- Reinforced idea that Gloversville has a lot of existing structure that other communities are trying to recreate following New Urbanism trends. Need to build a tourism catch for Gloversville. Gateway to Great Sacandaga Lake etc.
- Rich history small communities challenges. How attract young professionals. Gorgeous buildings have building blocks already.

Robin Wentworth

- Look at Franklin Tennessee – looks like Gloversville Main Street. Have event in downtown every weekend – close Main Street. Temporarily close Main Street in downtown for festivals and such to bring people to Main Street. Weekend farmers market like in Troy, NY
 - Build on History – Glove Museum, amazing downtown architecture – Have people trying to continue history and preserve historic gems. Historic glove maker lives in downtown.
 - Comment about derelict population not good, they have as much right to be here as anyone else, Social Services
- Gloversville was a great place to grow up but it will never be what it was but it can be better just need to find a new economic source. Industry is not going to come back. There are people that come to Wal-Mart that never used to come to Gloversville – need to get them to continue on to the downtown.

Michael McAllister

- Gloversville can be a bedroom community – don't spend money bringing in and incentivizing large corporation and businesses – let people commute don't need to earn money here just spend it here.
- Create a living environment downtown- doesn't have to be work environment but make Downtown a bedroom community for people working outside the City just like a suburb would be.
- Look at Hurley South Carolina
- Set up private trust fund, (backyard grant) seed with grant money from local business – RFP 20 new business program, low interest loans, becomes grant if stay 5 to 10 years, Could also do this for residential rehab downtown. Put a date out July 1 we pick the 20 businesses – shotgun approach \$100,000 investment loan and if stay it becomes a grant.
- Tax issue will take care of itself, more people living in town more taxes. Spend on the infrastructure downtown.
- Market and advertise the benefits of Gloversville – great service, walkable community, good schools, great public amenities, 40 minutes from downtown Albany, minutes from Adirondacks and Great Sacandaga Lake.

Barb Madonna

- Get FMCC to move culinary program to Downtown Gloversville, have restaurants etc. Ask them to reinvest in existing infrastructure, not build new.
 - Arts program – other institutions
- Look at county and city owned properties for targeted enhancements and private purchase incentives to developers.

Kevin Jones

- Can't just focus on Downtown – need to develop other businesses to help keep the City infrastructure funded. Not at breakeven - 500k shortfall. Look at a balanced growth. Taxes are going up because businesses have left. Burger King will contribute about 30K towards this shortfall.
- Cut what could be done. Derive revenue from property and from sales tax. Even if you give incentives on property tax, day one the City will start to generate sales tax revenue.
- Want to see both things happen because that will be needed to save the City.

Miscellaneous

- Need to create jobs, that's what gets activity downtown and removes loitering issues.
- When city made conscious decision to bring social services downtown knew you would get some of the related unsolicited folks.
- Welcome to the city – some of the problems also means you have a viable city. Saratoga has similar issue but activity keeps it from being noticeable and in your face. How do you get business downtown- front end and back end incentives? Incubator concept paid staff, funded by local entrepreneurs and county tax. EDC Bank Loans, How set up business plans, marshal folks through the process.
- Mentorship program for businesses to help new businesses locate and succeed. County has a roll in this.
- There has been a lot of energy spent by City to the extension of City and not the Downtown. Seem to be putting efforts into actions that are hurting the Downtown make no sense.
- Look at Woodstock – artisan community – summer connections to recreation – Gateway to Adirondacks – B&B, vacationing?

General

- Need a strategy for blight building demo – taking down structures piecemeal. Need to target areas so there is a plan behind money being spent.
- Look a building incentive to retrofit structures for fire separation so you can have apartments above retail in downtown.
- List Assets on web site and link to chamber of commerce etc.
- Advertisement campaign
- Action Plan

Public Workshop #2 – March 20, 2014

Steve Mauro (Stan Kucel)

- Own property on Steel Ave- Thrust on downtown-blight and trouble in downtown seems to be imported don't seem to be able to push away – main street should have more retail not no-profits, while they are viable businesses they should be off the main track. On outskirts – need growth all the way around. You have developable land larger tracks able to bring in industry and retail- need jobs need tax base. Only way to get it is to bring in large retail.

Bob Castiglione

- Can't help but wanting to ask how many actual building owners, retail proprietors at the meeting. East and west side of north and south Main Street. How are you going to make a change if you don't own a building- City can take by Eminent Domain.

Vincent DeSantis

- Reply, disagree that if you don't own can't change – need to incentivize – carrot and stick, Tax incentives, have to (once we decide what character for downtown that we want have to develop some powerful incentives not only to the property owners but also to the people who want or are thinking about starting a business or moving into the downtown. What do college grads look for when they look to settle? Once known, Gloversville can provide- start up at low cost,. Disagreed with Steve about large businesses, instead feels the opportunity lies with small businesses, not a corporation, they tend to provide part time jobs with lower pay. That's not going to turn things around.

Steve Mauro

- Bring corporations in who can put people to work right away – business or manufacturing needed, it's not common in this country any-more. Small business is very valuable but with large open tracks of land that large businesses can locate. Where are the apartment stores, don't have any more, still demand but people go out of area to get it, then that helps get rid of the blight, riff raff, get rid of trouble, clean up downtown, bring in higher end businesses downtown. Let wholesale stay at outskirts and higher end locate downtown.

C. Questionnaire Comments

The following section includes a summary of comments received on the questionnaires, a table with the results and a percentage of respondents who selected a particular question and a summary of write in comments provided for in Section 10 of the questionnaires.

Summary of Questionnaire Responses:

There were 47 questionnaires returned. The main focus of the responses fall into the following general categories:

- Jobs & creating opportunities for business
- Deteriorating Buildings, Infrastructure & neighborhoods
- High Property Tax .
- Lack of Activities/Entertainment, etc. (Especially for youth -linked to youths roaming streets)
- Better code enforcement-blight enforcement-(issue with absentee and non-ceding landlords)
- Improve City appearance-Streetscape, trash removal, snow plowing
- Sense that the downtown was dominated by non-profits, welfare state and out-of work people roaming the streets. Whether real or perceived it portrayed a negative attitude about the downtown and likely is leading to the perception that crime is on the rise.
- Aging infrastructure-roads, sidewalks-(abundance of potholes related comments)
- Overall improvement to Downtown-people still identified they like to go there but feel it's becoming less and less safe.
- Input about the Government Structure for the City however such discussions fall outside the realm of a Comprehensive Plan and is a topic more appropriately taken up in a different venue.

From an activity stand-point:

- Working and relaxing at my Home and Yard ranked highest
- Followed by walks in neighborhoods and downtown- however there were comments made that walks were limited to residential areas and that Downtown did not feel safe especially at night.
- The Library and Downtown shopping ranked next at equal levels.

From a business and industry attraction standpoint:

- Small locally owned enterprise ranked highest.
- Followed by light/clean Manufacturing and Technology.
- Retirement Center also drew attention and cottage industry.

Note that there were limited suggestions for improvements included in the responses other than:

- Move the social services related activities out of downtown.
- Offset the not-for-profits and tax exempt businesses with taxable enterprises.
- Create Loan program and explore incentives to get business downtown.

Gloversville Questionnaire Responses

Gloversville Questionnaire Responses -47 total Percent listed are the % that picked a response divided by 47, the number of questionnaires received.		
1 What are three things that Gloversville needs most in order to build a brighter future?		
	Tally	%
Jobs Creation and New Business Opportunities	42	89%
Streetscape and Building Improvements	22	47%
Better Public Transportation	6	13%
Government Frugality	10	21%
Better Housing	11	23%
Beautification	10	21%
Better Code Enforcement	26	55%
<i>Less Crime</i>	1	2%
<i>Stop the waste of bus routes that no one rides on!</i>	1	2%
<i>Less Government program (Social)</i>	2	4%
<i>Less Public Assistance, Benefit Program</i>	1	2%
<i>Have our Government Bring in Chip</i>	1	2%

<i>Plants like Malta did</i>	1	2%
<i>Bring in Casino where Tryon was</i>	1	2%
<i>Neighborhood infrastructure</i>	1	2%
<i>Decrease gap between "Haves" and "Have not's"</i>	1	2%
<i>3 Signs welcome to Historic Downtown Gloversville - So Kingsboro near Walmart, Fulton Street at 29A, So Main at Hill St.</i>	1	2%
<i>Re-Establish or Establish a Loan Pool</i>	1	2%
<i>Focused Targeted Revitalization</i>	1	2%
<i>Create an Authority like Schenectady funded w/a portion of sales tax</i>	1	2%
<i>Clear delineation of Mayoral powers and council power regardless of who is a member of council</i>	1	2%
<i>Share Services including water, sewer w/outside municipalities to promote growth regardless of boundaries</i>	1	2%

2 What are Gloversville's Main Assets?		
	Tally	%
Medical Facilities	24	51%
Downtown	15	32%
Quality of Life	5	11%
Transit/Transportation	8	17%
Location	18	38%
Schools	12	26%
Low Crime	2	4%
Water/Sewer	27	57%
<i>Library</i>	2	4%
<i>Industry drives tax down</i>	1	2%
<i>Glove Theater</i>	1	2%
<i>Historic History</i>	1	2%
<i>Centrally located</i>	1	2%
<i>Gateway/Proximity to the Adirondacks</i>	2	4%
<i>Beautiful Historic Buildings</i>	2	4%
<i>Affordable Housing/Homes/Apartments</i>	1	2%
<i>Skyheart</i>	1	2%
<i>abundance of green space and parks</i>	1	2%
<i>Location -3.5hrs NYC, 3 hrs. Boston, 4 hrs. Buffalo, 45 min Saratoga, 55 min Albany, 5 hrs. Cape Cod, hr. from Cooperstown "a good place to get away from"</i>	1	2%
<i>Located at the foothills of the Adirondacks w/lots of recreational opportunities.</i>	1	2%
<i>Location is great near woods, Sacandaga Reservoir and Mohawk River</i>	1	2%

3 What are Gloversville's main liabilities?		
	Tally	%
Deteriorating Buildings, Infrastructure & Neighborhoods	40	85%
Attitude of People	21	45%
Lack of Cultural and Entertainment possibilities	11	23%
High Property Taxes	34	72%
Lack of Job Opportunity	32	68%
Lack of Activities for Youth	10	21%
<i>Fear of walking downtown after dark</i>	1	2%
<i>no industry to drive taxes down and produce jobs</i>	1	2%
<i>Poor housing</i>	1	2%
<i>Focus the school district</i>	1	2%

4 What do you most like to do in Gloversville ?		
	Tally	%
Go Downtown For Shopping – Coffee - Food	17	36%
Visit Public Parks or Playgrounds	7	15%
Take a Walk in Residential Areas or Downtown	24	51%
Attend School Activities such as Games/Performances	9	19%
Visit the Public Library	17	36%
Working or Relaxing at my Home and Yard	32	68%
Attending Glove Theater Events	11	23%
Ice Skating at the Ice Rink	1	2%
<i>Attend church events, i.e., festivals, pizza sales, downtown car show</i>	1	2%
<i>Attend events at the co-op</i>	1	2%
<i>attempt to shop locally</i>	1	2%
<i>Go out for dinner</i>	1	2%
<i>Use bike trail</i>	1	2%
<i>Explore the natural resources</i>	1	2%
<i>Would like to see a trolley reestablished from Johnstown to Gloversville</i>	1	2%
<i>Visit FD Museum</i>	1	2%
<i>Play Golf at Kingsboro</i>	1	2%
	1	2%

5 What are your favorite activities in Gloversville's ?		
	Tally	%
Fonda, Johnstown, Gloversville Rail Trail	24	51%
Harrison St. Baseball Complex	8	17%

Pine Brook Golf Club	5	11%
The Glove Theater	14	30%
Fulton County Museum	8	17%
<i>Library Program</i>	2	4%
<i>The lake is close</i>	1	2%
<i>Going to the YMCA</i>	1	2%
<i>Senior center</i>	2	4%
<i>walking around town/visiting friends and neighbors</i>	1	2%
<i>dine out in the few restaurants we have</i>	1	2%
<i>Fit Happens</i>	1	2%
<i>Attend events at the co-op</i>	1	2%
<i>Parks</i>	1	2%
<i>Downtown Shopping</i>	1	2%
<i>Antiques, arts</i>	1	2%
<i>volunteering (to make a difference)</i>	1	2%
<i>the breakfast nook program</i>	1	2%
<i>attending my church</i>	1	2%
<i>Micropolis Art Gallery</i>	1	2%
<i>farmers market</i>	1	2%
<i>attend auctions at County Line Auctions</i>	1	2%
<i>people watch</i>	1	2%

6 What are your Biggest Gripes or Pet Peeves about Gloversville?		
Tally not included for Question 6	Tally	%
<i>Complaints</i>		
<i>Bad publicity</i>		
<i>no opportunities</i>		
<i>Lack of business</i>		
<i>Loss of good Restaurants</i>		
<i>No new businesses coming in</i>		
<i>Lack of jobs for uneducated citizens (Marie Born-Supervisor Ward 1</i>		
<i>no jobs</i>		
<i>Snow banks should be removed immediately in BID so people don't need to climb over banks to get into downtown stores (they won't come)</i>		
<i>Lack of Law Enforcement Presence</i>		

<i>Stronger Code Enforcement</i>		
<i>Taxes too high & sewer bill too high</i>		
<i>Lack of knowledge of assets ex., gloves(Storto) TV Station</i>		
<i>Lack of Involvement of citizens</i>		
<i>Empty Store Fronts</i>		
<i>Boarded up buildings</i>		
<i>Condition of Existing Buildings - blight</i>		
<i>Apparent lack of appreciation of historic bldgs. & spaces - Build new vs restore old (see Pinebrook)</i>		
<i>Blight and no-action -</i>		
<i>Poor condition of sidewalks</i>		
<i>poor maintenance of streets in downtown</i>		
<i>More summer activities for kids with no transportation</i>		
<i>Lack of entertainment</i>		
<i>nothing non-alcoholic for teens to do at night</i>		
<i>No grocery stores downtown-Price Chopper is a long walk - nothing at the co-op my kids would eat.</i>		
<i>lack of effort and ideas in leadership</i>		
<i>Lack of cooperation in government</i>		
<i>Lack of acceptance of concerns & suggestions</i>		
<i>Too many egos in city government</i>		
<i>City Government has closed views</i>		
<i>Elected official failed leadership</i>		
<i>Immaturity in our Government Leadership</i>		
<i>City does little to promote local history!</i>		
<i>Encourage people to travel downtown, parades(maybe a couple more)</i>		
<i>Events-Glove theater fundraising chowder or chili fest</i>		
<i>lack of draw to downtown</i>		
<i>City Hall needs to be back on Main Street</i>		
<i>Downtown not attractive</i>		
<i>Open public communication</i>		

<i>Meetings in Common Places</i>		
<i>Failure of schools & govt. to combine and work effectively together</i>		
<i>Downtown business owners who do not maintain their properties</i>		
<i>Absentee landlords. Do not care for properties or manage tenants</i>		
<i>Lack of care about your living quarters</i>		
<i>Lack of attention to home appearance</i>		
<i>Substandard housing</i>		
<i>Lack of community appreciation</i>		

<i>Forced mandatory off street parking at 10-11 PM until april7? Is this necessary</i>		
<i>Chamber Lax in promoting our City</i>		
<i>Young people (kids to 50+ even) walking in the streets.</i>		
<i>Attitude of Young adults 16-30 crowd</i>		
<i>Quality of people</i>		
<i>Negative Social Atmosphere</i>		
<i>Understanding (lack of) for those less fortunate</i>		
<i>Attitude that "it can't be done"</i>		

7 What do you consider to be the most important issues facing Gloversville in the Short Term?		
	Tally	%
Aging Infrastructure	12	26%
Crime-need to see police downtown	12	26%
Need for Recreational Opportunities	10	21%
Need for Decent Affordable Housing	5	11%
Need for Better (<i>Stronger</i>) Blight Enforcement	21	45%
Need for Growth in Jobs and Business Activity	22	47%
Development of Downtown	19	40%
Need to Reduce Real Estate Tax Burden	14	30%
Changing Structure and Type of Government	12	26%
<i>Need council/manager</i>	1	2%
<i>focusing way too much on things that don't have immediate, visible, tangible results</i>	1	2%
<i>cleaner streets in summer-better snow removal in winter</i>	1	2%
<i>compensate those who are trying - especially in blighted areas</i>	1	2%
<i>Need a city manager Educationally trained for the position</i>	1	2%
<i>Need "High end" elder housing (esp. innovative Senior housing grouping)</i>	1	2%

Focus School District- it's become a 13 year process	1	2%
need for entertainment/things to do	1	2%

8 What do you consider to be the most important issues facing Gloversville in the Long Term?		
	Tally	%
Aging Infrastructure	16	34%
Crime	12	26%
Need for Recreational Opportunities	6	13%
Need for Decent Affordable Housing	4	9%
Need for Better Blight Enforcement	15	32%
Need for Growth in Jobs and Business Activity	31	66%
Development of Downtown	16	34%
Need to Reduce Real Estate Tax Burden	16	34%
Changing Structure and Type of Government	12	26%
<i>Need for positive attitudes among those who are doing well! Pass on your good will</i>	1	2%
<i>need for entertainment/things to do</i>	1	2%
<i>We do not need any more new housing. They should restructure some of the old buildings instead</i>	1	2%

9 What kinds of business and industry are most essential for future economic stability		
	Tally	%
Cottage Industry	12	26%
Technology	20	43%
Light/Clean Manufacturing	24	51%
Healthcare	9	19%
Retirement Center	12	26%
Housing Industry	8	17%
Small Locally Owned Enterprises	32	68%
<i>No more big boxes that suck the small businesses dry</i>	1	2%
<i>Computer Chip Plant</i>	2	4%
<i>Bottling Plant-More "Blue Collar"</i>	1	2%
<i>Bring in (any) industry</i>	1	2%
<i>Petition State for Casino on Sacandaga Lake (2)</i>	2	4%
<i>Community Learning Center</i>	1	2%
<i>Alternative Educational Opportunities</i>	1	2%
<i>Businesses that people will drive to from outside the area-restaurants, outdoor supply companies, bikes, canoe/kayak, antique stores, Arts/Crafts, swimming, fishing.</i>	1	2%
<i>Increase transportation-esp. to and from FMCC</i>	1	2%
<i>Bring back large manufacturing jobs.</i>	1	2%

<i>Stop with the retail, grocery, fast food, convenient stores-we have enough</i>	<i>1</i>	<i>2%</i>
<i>Christmas Tree shop-affordability and something everyone can use-it would draw people from all over</i>	<i>1</i>	<i>2%</i>
<i>Entertainment/Amusement industry</i>	<i>1</i>	<i>2%</i>
<i>Clustering of businesses downtown to attract traffic & visitors</i>	<i>1</i>	<i>2%</i>

10. Additional Comments:

1. The lack of jobs and the despair of its citizens coupled with a nonresponsive government make Gloversville a place most people want to avoid
2. Lobby the State constantly for Tech Industry! Jobs bring people, bring small businesses, brings a vibrant community
3. Remove welfare from the City of Gloversville
4. Build a bypass Road through the City of Gloversville that would divert traffic off Route 30A into the City not alongside of 30A. If you have traffic you will have business. One Fire and one Police Dep. for Gloversville and Johnstown.
5. Promotion of our water to industries that use water. Our water is one of our biggest assets. We had Coca-Cola why not try getting them back.
6. We have a high welfare population. There is very little draw to downtown Gloversville, bring back the Memorial Day Parade to downtown, more street fairs.
7. Need to add a blight tax on landlords who don't keep their property up. Get rid of welfare and outlaw absentee landlords.
8. Need to reduce welfare or get rid of it all together. High taxes, blighted buildings, absentee landlords that drag our city down for their own profit and reduce property values of buildings around them.
9. Thanks for this questionnaire – don't give up, if it isn't successful. Send back to us a combination record or account of these questionnaires – keep going till you have interest!
10. Have a problem with a lack of effective code enforcement/insufficient enforcement w/absentee landlords who do not take care of their properties or manage their tenants.
11. I was intrigued by the idea of internet businesses needing a store front in order to do business. We have store fronts. They do use no good when empty. They actually have a negative effect when unoccupied. The word "incentives" was mentioned more than once tonight. Why not offer incentives, really strong incentives, for potential internet businesses to move into our empty store fronts. If the city had control (ownership) of these store fronts couldn't the incentives be made to be irresistible? Free Rent? Extremely low Rents? The returns might outweigh the low rents. A thriving downtown would create so many spin off opportunities. That low rent incentives to perspective internet businesses sounds like a great idea.
12. I am a licensed NYS Guide and want to advertise Gloversville as a gateway to the Adirondacks (I am working on starting a business). I have many ideas for increasing tourism and promoting or natural resources.
13. Community Involvement with Glove Theater with help of Schools, Churches, Recreation Commission, and backing by supporters to revitalize our downtown GEM the Glove Theater.
14. Play up historical aspects including the leather industry. Capitalize on the summer industry/tourism, (i.e., farmers market, summer art show downtown). Attract the students from FMCC w/housing, hangouts.

15. More activity at Glove-2nd run movies, open Microphone night – put downtown info at the Visitor's Center, join Johnstown cemetery historic tours. Put 2003 plan on-line.
16. Better enforcement of "Quality of Life" laws including Jay Walking, foul language in public, bicycles, etc. on sidewalks, motor vehicles on Rail Trail.
17. Gloversville needs to implement a "Broken Window" policy (look it up on the net). Add at least three more patrolmen on the police force to implement things like the "broken Window" policy. Get sidewalks shoveled/repared. Also, crime is getting worse.
18. Crime rate is too high to enjoy anything. Disrespect from youth also prevents employment.
19. Gloversville needs well-paying Blue collar jobs to attract a workforce back to our city. With a city full of well-paid working class people, blight, crime, downtown development and quality of life will improve on its own.
20. Crime is at a rise in the city.
21. One thing Gloversville needs most in order to build a brighter future is a government that works together to better the general day to day existence and prepare for the future.
22. Consolidation of Police and Fire Departments is necessary.
23. Heightened security awareness a must! Too many young children around town without proper adult supervision.
24. I would like to go Downtown for shopping –coffee-food if we had anything
25. I relocated from the suburbs to be in a community; which we have here and it's a huge asset which needs to be cultivated.
26. Absentee landlords w/no property management or inadequate management and virtually no accountability – breeds contempt among decent homeowners.
27. Biggest gripe is the refusal to change mindset – "this is what we've always done." Clearly this is not working.
28. There is a sense of entitlement "because I pay taxes" – with no personal responsibility. A society owes me attitude.
29. Blight cannot be taken care of with fines – there needs to be a solution that is helpful – maybe a community pool of volunteers to help the elderly fix their properties (paint & minor repairs). Thousands of dollars in fines just creates a vicious cycle.
30. None of the listed assets in question 2 are assets except water/sewer. Its location is near Saratoga & Malta chip factory.
31. I avoid all city business in winter because of the dismal job on roads.
32. The "what's mine is mine and what's yours is negotiable" attitude towards other municipalities

SECTION V

COMMUNITY VALUES

A. Introduction and Goal

Review of 2003 Comprehensive Plan Discussion and Vision for Community Values.

The 2003 Community Values Section identifies the goal **“To recognize community values in our future land use and public policy decisions, and to protect the livability of our city.”** Three significant community values were identified and policies were adopted to further the goal. The identified community value “Policies” were:

1. Maintenance and Beautification: - The City of Gloversville's Central Business District and many of its older neighborhoods offer an interesting panorama of architecture. There are also a significant number of appealing public spaces throughout the community including Myers Park and Melchoir Park. Since the City is centrally located within easy commuting distance to the Capital District, the Adirondack Mountains, and the Saratoga/Lake George Region, there is every reason to believe that the community can thrive in the future if many of these older architectural treasures are restored to their original splendor. Likewise, maintenance of the numerous public parks throughout the City of Gloversville would substantially enhance the quality of life for our City's residents.

The discussion centers on the maintenance of the late nineteenth century architecture prevalent in the downtown commercial and surrounding core residential area. Beautification focuses on the City's parks. The 2003 plan promulgates the following policies: **Policy #1 states that The City government will encourage restoration efforts and municipal maintenance efforts in public spaces. Policy #2 tasks the City to “encourage grass roots efforts to establish civic groups and organizations for general maintenance activities.....”.**

2. Community Events: - Community events offer both residents and business owners in the City of Gloversville the opportunity to interact with one another and to develop a sense of pride in their community. By encouraging individuals to volunteer their efforts toward a variety of community events, a larger segment of the population becomes aware of important community issues and begins to take an active role in assisting with efforts to resolve those issues. By encouraging public involvement in community events, citizens and business owners are given a sense of ownership in not only the event, but in the City of Gloversville itself.

The 2003 document says, “Community events offer both residents and business owners in the City of Gloversville the opportunity to interact with one another and to develop a sense of pride in their community.” **The Policy put forward to further that goal is that: “.....the City will actively pursue and encourage a variety of community events.....to instill a sense of community.”**

3. Sense of Community: - The physical environment plays a role in the social interaction that is necessary to create a sense of community. In many instances, however, it takes a major effort to create a sense of community. Giving our residents the sense of community they desire does not

happen simply due to their close proximity to one another. Planning and land use control efforts can complement and reinforce the notion of community.

The 2003 plan opines that “The physical environment plays a role in the social interaction that is necessary to create a sense of community.Planning and land use control efforts can complement and reinforce the notion of community.” In order to achieve this condition, the policy established stated that, **“The City of Gloversville feels that any future development should encourage a sense of community and preserve the City’s small town atmosphere.”**

Since 2003 the above policies have been implemented to the extent that the city has the wherewithal to do it. Parks and green spaces have been maintained as much as possible. Traditional neighborhoods have been preserved to the extent that the city has control over them. Community activities have been promoted every year such as Railfest, downtown arts festivals, citizens’ band concerts in summer, a tree lighting each year, parades as well as several events at the Glove Theater.

These events have had mixed success, but are valuable to the community and its people. Certainly, the common objective of all of these was to instill a greater sense of community, thereby making the city more attractive to potential new residents and business owners. Additionally, it was hoped that such events would energize people, encouraging them to become personally involved in fostering positive change. Though many of the community events have been well attended, parks have been maintained and much of our iconic architecture has been preserved, the results have been disappointing. Why? In preparation for this update, a great effort was made to elicit input from the citizens as to their concerns and aspirations for the community. It was hoped that the results might shed some light.

B. 2015 Community Values

It seems almost intuitively evident that the three ideas postulated in 2003 are good, desirable in and of themselves, and should remain in the 2015 discussion. However, we ask ourselves “Are there other Community Values that ought to be discussed and championed”?

The 2003 Community Values Section begins with this declaration: “The document itself functions as an instrument of public policy and therefore should express those values which most residents of the City have in common”. We find this truth to be self-evident. However, what sort of process should be used to root out and discover these “values which most residents have in common”?

Our discovery process has been two-fold. First, we have held public workshops where hours of open discussion by interested citizens, city officials and this committee have been noted and recorded. The points made in these discussions were often spurred by underlying Community Values. Though these Values are not usually explicitly referenced in the words of the speaker, the tenor of the Community Values underlying the discussion can often be inferred. The workshop discussions have influenced the writing of this section.

Second, questionnaires were distributed to the Community both at the public workshops and at prominent venues across the City. The responses from those questionnaires (see Section IV) we deem

to be our best “read” on the Community Values “which most residents have in common”.

We reviewed the questionnaire responses in some detail and identified nine themes that, in our opinion, repeated over and over in the answers. The selection, separation and categorization of the questionnaire answers into these nine themes are subjective and certainly not amenable to social or very rigorous quantitative analysis. Rather it reflects our ‘feeling’ of the community’s concerns using both the questionnaire results and the oral feed-back from the workshop sessions. The “Quality of Life” theme (number 9 below) is especially amorphous. It contains a number of ‘squishy’, hard-to-categorize responses that we think reflect real concerns of the community but are, nonetheless, less amenable to identification as are the more concrete ideas of the other eight themes.

The nine themes that emerged are as follows:

1. Jobs
2. Beautification
3. Housing
4. Downtown Urban Core
5. Government
6. Infrastructure
7. Crime/Policing
8. Recreational Opportunities
9. Quality of Life

The questionnaire format was structured using nine questions (it is only coincidental that we have deduced nine themes above and asked nine format questions). Each of these questions had five to eight suggested answers that a respondent might select or, if the respondent felt strongly about an alternative response, a ‘write-in’ response was possible. Predictably, the ‘canned’ answers received the majority of the votes and therefore outweigh, on a one-for one weighted voting basis, the write-in votes. The ‘write-in’ responses were greater in number than the scripted responses but only rarely did two respondents make up answers that we judged to be similar and could lump together for a greater weight. Further, the free-form responders made analysis challenging because they offered answers that were sometimes off-point, sometimes sarcastic, sometimes just plain nonsensical and were generally less easy to categorize. Nevertheless, we have opted to give additional weight to the ‘write-in’ responses using the theory that the very act of thinking through and writing down an original response indicates a strong attachment to the idea as opposed to picking a response suggested by the questionnaire authors. Therefore, we gave the ‘write-in’ responses twice the weight of the ‘canned’ responses for simplicity sake.

Responses were assigned to one of the nine themes using a (sometimes) subjective sieve. For instance, the answer “Attending Glove Theatre Events” could have been assigned to the theme ‘Recreational Opportunities’ or ‘Downtown’ (we chose recreational in this case). Note that the tallies for a specific theme may be contradictory. For instance the Crime/Policing answers for question 2 indicated people thought that crime was low, whereas the answers for question 7 indicated more policing downtown was required. Though these responses were contradictory, they both had to do with Policing and Crime and thus were lumped together as a Community Value that the citizens of Gloversville were interested in. Further some of the results may have been skewed by the nature of the questions. For instance, Question 4 “What do you most like to do in Gloversville” was answered exclusively with

responses that were categorized as Recreational Opportunities (predictably, nobody answered ‘I like to work all the time’!). Further, Question 9 “What kind of business and industry are most essential for future economic stability” may have bloated the total tally for the ‘Jobs’ theme in that all the answers for Question 9 were jobs related. So, for all these reasons and as we mentioned above, it’s not a precise, scientifically deterministic investigation. Note that the % values show on the charts are percentages of the total number of respondents, i.e., 89% of respondents selected a particular question out of the total number of respondents. Respondents were asked to pick up to three but often picked less or more when answering the questionnaire. Here, then, is our analysis of the questionnaires:

Theme	Suggested Answers Number Chosen (Tally) ¹	Write-In Answers Number Chosen (Tally) ²	Weighted Answers Total Score
Jobs	$42^1 + 32^3 + 22^7 + 31^8 + 117^9$	19 x 2	282
Recreational Opportunities	$21^3 + 84^4 + 59^5 + 10^7 + 6^8$	23 x 2	226
Beautification	$58^1 + 40^3 + 21^7 + 15^8$	17 x 2	168
Government	$10^1 + 34^3 + 26^7 + 12^8$	25 x 2	132
Quality of Life	$59^2 + 21^3$	24 x 2	128
Downtown	$15^2 + 17^4 + 19^7 + 16^8$	21 x 2	109
Infrastructure	$6^1 + 45^2 + 12^7 + 16^8$	9 x 2	97
Crime/Policing	$2^2 + 12^7 + 12^8$	4 x 2	34
Housing	$11^1 + 5^7 + 4^8$	7 x 2	34

1. The numbers in superscript indicates the questionnaire question number that the indicated tally number was in answer to. (A copy of the questionnaire is included at the end of the plan)
2. The raw tally was multiplied by 2 (see explanation above).

Once the many comments from the questionnaire were synthesized and coaxed to line up in a few, general themes, we looked back through the questionnaire detail and the comments received at the public meetings for good ideas to use to implement the important community values. These ideas represent our Community Values and became the Community Value guidelines referenced during the completion of the balance of the 2015 Comprehensive Plan update.

C. Community Value Guidelines

1. Jobs:

- a. Small, locally owned enterprises.
- b. Casino or Casino on Sacandaga Lake.
- c. Promote jobs appropriate for uneducated persons and blue collar workers.

2. Recreational Opportunities:

- a. Downtown activities for youth
- b. Fishing Tournament, Gloversville Fall-fest, Halloween Dance & Costume Contest, partner with Bid for tree lighting.

3 Beautification:

- a. Improved Code Enforcement. Legal and executive measures to decrease blight.

- b. Garbage “containment”
- c. Downtown business owners must maintain their properties.
- d. Absentee landlords must improve the appearance of their properties and be responsible for the social conduct of their tenants.

4 Government:

- a. Better control & management of financial impacts of government assistance and benefits programs (not-for-profits).
- b. Consider a City Manager Position
- c. Share services with adjoining communities.
- d. Reduce high property taxes.
- e. Encourage schools and government to work together.

5 Quality of Life:

- a. Consider ways and methods to increase volunteerism and general involvement of citizens.
- b. Promote local history.

6 Downtown Urban Core:

- a. Promote higher end retailers in favor of second hand stores, dollar stores and rent-to-own businesses
- b. Consider promotion of good restaurants.
- c. Re-introduce a downtown grocery store.
- d. Promote more public, downtown events. Outdoor movies in the summer.
- e. City Hall needs to be back on Main St.

7 Infrastructure:

- a. Develop a fair scheme to extend water and sewer outside of city boundaries so that all political entities involved will benefit.
- b. Provide better road maintenance and snow removal.
- c. Increase public transportation especially to and from FMCC.

8 Crime and Policing:

- a. Be vigorous in prosecution of drug dealers.
- b. Police are too lax on speeding, loud exhausts and junk cars
- c. Lack of law enforcement presence, need to see police downtown (implies need for larger police force).

9 Housing:

- a. Focused revitalization. Concentrate on a single neighborhood, instead of single houses scattered throughout the city. Then move on to the next neighborhood.
- b. Need for decent, affordable housing.
- c. More new housing not required. Focus on restoring existing structures.

- d. Need 'high end' elder housing, especially innovative senior housing grouping.

D. Conclusions

Though citizen participants in this process varied greatly in their responses, and though the main focus of their answers covered a wide variety of concerns, it is clear that they all wanted the quality of the community to improve. A greater variety of job opportunities, a more interesting and inviting downtown, the elimination of crime or blight and more recreation for the young are all tangible fruits of a stronger, more stable and functional community. Our responders want to live in a city they can enjoy and be proud of, and it seems that they are willing to actively participate in bringing it about, but they don't know exactly how to go about it. They can envision a better city, and they are aware of some of the obstacles, but most people do not have a broad enough view to be able to envision a clear path to its realization.

It is the people who must express to their leaders a common vision of a better future for their city. They have clearly done this in their responses, both in writing and verbally at two public forums. It is the task of community leaders to set forth a definite process by which we can all work together to make the vision a reality. Along the way, citizens will require clear indicators of progress and that their efforts have been meaningful. What is required is a detailed strategy that clearly demonstrates how the common dreams of the community can be realized and how the efforts of individual citizens can help to bring it about. The series of action items at the end of this document is arrived at after painstaking examination of the city's current situation and future prospects. It represents the basic structure of such a strategy.

Additionally, a plan with graphic perspectives showing improvements in public spaces, streetscapes and facilities would go a long way in generating a positive public attitude and a sense that progress is being made.

SECTION VI

CITY FINANCES

The City of Gloversville believes that the goals and policies outlined in this Comprehensive Plan accurately reflect the opinions and desires of the community. The City also recognizes that the City's ability to achieve these goals and policies will be directly related to the City's financial health.

A. Expenditures, Revenues and Tax Levy

1. Analysis:

The City of Gloversville's budget increased from \$11,108,174 in 2003 to \$14,850,634 in 2013. This represents a 34% increase during that timeframe. During the 11-year period of 2003 to 2013, the budget increased 3,742,460. This represents an average annual increase in spending of \$374,246. Per the NYS Comptroller's 2013 Fiscal Profile for the City of Gloversville; the slower rate of growth in expenditures has allowed the City to rebuild a healthy fund balance, reaching 15.5% of expenditures in 2011.

TRENDS IN CITY BUDGET					
YEAR	TOTAL EXPENDITURES	TOTAL REVENUES	CITY PROPERTY TAX LEVY	COUNTY TAX LEVY	SCHOOL TAX LEVY
2003	\$11,108,174	\$5,141,327	\$5,966,847	\$3,764,000	\$5,720,000
2004	\$11,261,212	\$5,199,876	\$6,451,226	\$4,088,000	\$5,903,000
2005	\$11,920,000	\$5,760,000	\$6,448,000	\$3,954,000	\$6,002,000
2006	\$12,663,000	\$7,301,000	\$6,462,000	\$3,127,000	\$5,879,000
2007	\$13,379,000	\$8,008,000	\$6,502,000	\$2,495,000	\$6,089,000
2008	\$13,528,000	\$7,304,000	\$6,449,000	\$3,290,000	\$6,543,000
2009	\$13,999,000	\$7,101,000	\$6,446,000	\$2,667,000	\$6,735,000
2010	\$14,036,000	\$7,518,000	\$6,996,000	\$2,740,000	\$6,970,000
2011	\$13,931,000	\$6,825,000	\$7,695,000	\$3,141,000	\$7,353,000
2012	\$14,642,000	\$8,138,000	\$7,706,000	\$3,405,000	\$7,485,000
2013	\$14,850,634	\$7,960,261	\$7,714,984	\$3,541,000	\$7,631,000
2003-2013	\$3,742,460	\$2,818,934	\$1,748,137	\$223,000	\$1,911,00
%change	34%	55%	29%	6%	33%

Using annual inflation rates of the Consumer Price Index, the City's \$11,108,174 budget in 2003 would have been worth \$14,073,443 in 2013 without any real increase in spending. Given that the City's actual 2013 budget was \$14,850,634, it means spending in the City between 2003 and 2013 grew at less than the rate of inflation. Significant increases in the City's contribution to the New York Public Employee Pension Fund, which are almost completely out of the City's control, were partially offset by savings in retiree health care and prudent budgeting.

Per the NYS Comptroller's 2013 Fiscal Profile for the City of Gloversville, City revenues and expenditures grew at an average annual rate of 2.6 and 3.1 percent, respectively, from 2001 to 2011, lower than the average growth in cities statewide of 3.4 percent for both. Total revenues from 2003 to 2013 increased by \$2,818,934 or 55%. This represents an average annual increase of \$281,893. This \$2,818,934 increase, however, covered only 75% of the total increase in expenditures. Additionally, when compared to other cities, both in the Mohawk Valley and statewide, Gloversville receives significantly less in State Aid, mostly from Aid and Incentives for Municipalities (AIM), on a per capita basis (\$175) than the average for Mohawk Valley cities (\$288) or cities statewide (\$371). Therefore, the 25% difference in expenditures had to be made through increases in the property tax levy.

Like most cities, Gloversville's spending is dominated by a combination of public safety and employee benefit costs, with the majority of benefits attributable to medical insurance. Together, these two areas account for 53 percent of total spending, a slightly higher percentage than for cities on average (48 percent), mostly due to higher-than-average employee benefits. Gloversville's spending in the area of utilities and sanitation is higher than that of other cities statewide and in the Mohawk Valley. On a positive note, only 28.9 percent of the City's properties are tax exempt, less than the median for New York's cities.

As expenditures rise, if non-property tax revenues can increase at a comparable pace, taxes do not have to be increased. If not, the only way the City can balance its budget is to raise more money from property taxes. Between 2003 and 2013, the amount of money raised through the tax levy increased \$1,748,137 or an average of \$174,814 per year. This means that other revenues were not keeping pace with the City spending resulting in more and more money having to be raised from property taxes to balance the City's budget. This trend coupled with the City's declining population results in an ever increasing tax burden on remaining City residents. At this time, the City has almost lost its' ability to raise property taxes because of the constraints of the constitutional tax limit. Per the NYS Comptroller's 2013 Fiscal Profile for the City of Gloversville, the City has exhausted 93 percent of its Constitutional Tax Limit, and can only raise an additional \$505,000 through property taxes, thus limiting its financial flexibility.

2. Findings:

- A. From 2003 to 2013, City expenditures increased below the rate of inflation.
- B. From 2003 to 2013 total expenditures increased an average of \$374,246 per year.
- C. From 2003 to 2013, the City's property tax levy increased an average of \$174,814 per year.
- D. Gloversville receives less in State Aid, on a per capita basis (\$175) than the average for Mohawk Valley cities (\$288) or cities statewide (\$371).
- E. The growth of non-property tax revenues has not kept pace with the growth in City expenditures resulting in more and more money having to be raised from property taxes.

B. Sales Tax Revenues

1. Analysis:

Outside of property taxes and State and Federal Assistance, the most significant sources of revenue for the City of Gloversville come from sales tax receipts.

TRENDS IN SALES TAX REVENUES

YEAR	
2003	\$1,710,022
2004	\$1,769,981
2005	\$1,828,808
2006	\$2,384,476
2007	\$2,498,513
2008	\$2,269,384
2009	\$2,158,414
2010	\$2,164,998
2011	\$2,273,502
2012	\$2,333,450
2013	\$2,742,478
2003-2013	\$1,032,456
%change	60%

Between 2003 and 2013, total sales tax revenues from the City increased from \$1,710,022 to \$2,742,478, an increase of \$1,032,456 or 60%. Between 2005 and 2006, there was actually an increase in sales tax revenues from \$1,828,808 to \$2,384,476, or approximately 30% this was a direct result of the increased (1%) in the County wide sales tax rate from 7% to 8%. Based on the Consumer Price Index, \$2,384,476 in 2006 should have increased to \$2,756,364 in 2013, based solely on the annual inflation rates. This means that the growth in sales tax revenues has been in line with the rate of inflation year 2013 sales tax revenue was \$2,742,478.

2. Findings:

- A. Sales Tax Revenues increased an average of \$59,393 l year between 2003 and 2005. During the same time, the City's total budget grew by an average of \$405,913.
- B. Sales Tax Revenues increased an average of \$51,143/year between 2006 and 2013.
- C. Overall, Sales Tax Revenues between 2003 and 2013 did not increase enough to cover the City's average annual increase in its budget.

C. Assessed Valuations

1. Analysis:

Between 2003 and 2013, the total assessed value of all properties in the City increase 23% or \$94,746,273. However, most of this increase can be attributed to the revaluation. Aside from this revaluation, there was little change between 2008 and 2013 in the total assessed value of all properties in Gloversville.

A more important data base to examine is the total assessed value of all taxable properties. It is this total that is used to calculate annual tax rates for City taxpayers. The total assessed values of all taxable properties is simply the total assessed value of all properties less the value of all real property tax exemptions like Veterans, non-for-profit agencies, Sr. Citizen exemptions and others. Between 2003 and 2013, the total assessed value of all taxable properties increased by only 37% or \$97,752,915. This represents an average annual increase of \$9,775,292, which resulted primarily from the revaluation in 2008. Assuming a City tax rate of \$21.00/1000 of Assessed Valuation, this average annual increase in assessed valuation generated \$205,000/ year in additional property tax revenue for the City. As shown earlier, during that same time, the City's Budget was increasing an average of \$374,246 a year and Sales Tax Revenues increased an average of \$92,253. This left an average annual shortfall of \$110,256 that had to be made up with property taxes.

Since the growth in taxable assessed valuation was only averaging \$1,547,820 after the revaluation, keeping the tax rate the same was not going to generate enough revenue to balance the budget. In order for the City to have been able to raise an additional \$92,253/ year in property tax revenues using a constant \$21.00/1,000 tax, the City's total assessed valuation would have to have increased by \$4,393,000 I year instead of \$1,547,820 it actually did. The only way the City has been able to raise enough property tax revenue to cover budget increases has been by increasing the City's tax rate.

Per the NYS Comptroller's 2013 Fiscal Profile for the City of Gloversville, median home values of \$75,200 are well below the \$96,000 median for all cities, and Gloversville has a greater number of vacant housing units (13.3 percent) than the median city (9.2 percent). During this same period County taxes paid by Gloversville residents fluctuated from a high of \$4,088,000 in 2004 to a low of \$2,495,000 in 2007. The County levy consistently increased between the year 2008 and 2013. The School tax levy for Gloversville City residents-in 2003 was \$5,720,000 and increased to \$6,002,000 in 2005 followed by a slight dip in 2006. There were consistent increases in the tax levy for the years 2007 through 2013.

D. Trends in Property Assessments

YEAR	TOTAL ASSESSED VALUATION	TAXABLE ASSESSMENT	% TAX EXEMPT
2003	\$406,475,600	\$266,953,043	34%
2004	\$405,538,423	\$267,212,131	34%
2005	\$405,615,845	\$267,702,183	34%
2006	\$408,582,369	\$270,937,225	34%
2007	\$408,020,920	\$271,545,333	33%
**2008	\$494,540,628	\$349,227,767	29%
2009	\$496,140,262	\$350,869,942	29%
2010	\$498,416,535	\$354,403,694	29%
2011	\$497,444,327	\$354,886,647	29%
2012	\$496,356,520	\$355,385,440	28%
2013	\$501,221,873	\$364,705,962	27%
2003-2013	\$94,746,273	\$97,752,919	

The taxable assessments in each of the years listed above were used in computing the property tax levy for the subsequent year.

****A revaluation of assessed values (both total and taxable) was completed on July 01, 2008. The revalued assessments were used in the calculation of the property tax levy for the year 2009.**

2. Findings:

- A. The growth in the City's tax base has not kept pace with the growth in its budget.
- B. Approximately 1/3 of the total value of all assessed valuation in the City is tax exempt. RPTL 1138-County foreclosed properties- returned to owner-considered bad tax debt.
- C. Less exemptions due to less senior exemptions, veterans and financials do not qualify have more money.

E. Summary and Policies

Per the NYS Comptroller's 2013 Fiscal Profile for the City of Gloversville, the City's population has declined by 34 percent since its peak in 1950 and 24.1 percent of the families that remain are living in poverty, compared to the median of 13.7 percent average in New York cities. It was also noted in the report that the census five-year average unemployment estimates show the City's unemployment rate at 13.5 percent, compared to the statewide rate of 8.2 percent. Gloversville, like many other Cities in New York State, is experiencing budget increases due to factors outside of its control. These rising budgets are forcing cities to either increase taxes or cut services. This is not a trend that left unchecked, will likely change in the near future.

The City of Gloversville recognizes that our community needs to change its fortune. Gloversville must promote all types of new development. Development is needed within the City to

increase the assessed valuation of property within the City. Additional assessment is needed to generate additional revenue without having to raise tax rates. The City must also encourage commercial development within its borders to increase sales tax revenue. The City needs to examine ideas such as:

- Sharing of Services.
- "PILOT" for Tax-Exempt Entities
- Revenue Sharing
- User Fees
- Improved State Aid (AIM)

Elected and appointed officials, City employees, residents, For-profit and Non-profit business owners, collectively, need to carefully examine the goals and policies outlined in this Comprehensive Plan. Given the City's limited financial resources, important decisions need to be made on how the City can encourage individuals to live in the community and commercial and industrial enterprises to do business within the City of Gloversville. It is also important that all parties contribute to the services that Gloversville provides, i.e., Garbage pickup and Police and Fire protection. These expenses need to be shared by all. An action plan will be developed to get all responsible parties on board with this concept.

1. Sharing of Services

A committee should be formed to explore all areas that could warrant shared services with the City of Gloversville, City of Johnstown, Town of Johnstown, and Fulton County. Mutual aid with the City is already being discussed. Joint investigations and training with City police should be promoted. Public works employees could be shared when projects requiring extra manpower for short durations of time occur.

An inventory of equipment owned by the three (3) municipalities and County should be maintained for the purpose of avoiding duplicate ownership of those pieces that may only be used occasionally. Also need to work out schedules whereby common equipment can be shifted about as needed.

2. "PILOT" for Tax- Exempt Entities

All tax exempt properties located within the City benefit from the police department, fire department and department of public works. Keeping our community safe, having the benefit of protection to minimize loss from fire, and having streets plowed and maintained are costs that should be shared by all property owners in the City. A fair method of allocating these costs (i.e., by lineal foot of curb, square footage of the lot, or some other basis) should be developed and a PILOT for each Tax Exempt facility established.

3. Revenue Sharing

During the past ten (10) years there have been less than ten (10) new homes built in the City although there are many vacant lots available. There are a limited number of commercial/rental building lots available along the Route 30A corridor which will take several years to develop. The

sales and property tax from these lots will probably not be able to keep pace with increases in operational expenses.

The revenue sharing agreement currently in place with the Town of Johnstown will produce a minimal amount of revenue for both the Town and the City for structures built in the Town that require City sewer and water. On the other hand, if the Town were agreeable to allow the City to annex, there could be a significant amount of revenue shared by both parties.

4. User Fees

The public safety committee is currently examining a user fee for those commercial establishments that have a City connected fire alarm system. Several years ago a garbage bag charge was considered that would have produced revenue of several hundred thousand dollars. Other areas, such as increase charges for abatements, also need to be explored.

Elected and Appointed officials collectively will promote and encourage all users to share financial expenses of City services.

5. State Aid Formula

The City Commissioner of Finance has been pursuing and improved State Aid formula for the City as it has been noted by the State Comptroller's office that the City of Gloversville receives significantly less in State Aid, mostly from Aid and Incentives for Municipalities (AIM), on a per capita basis than the average for Mohawk Valley cities, about 60% of the average or cities statewide, about 47 % of the average. Improving the State Aid ratio needs to be a high priority for the city in order to advance other policy initiatives identified in the 2015 Comprehensive Plan.

SECTION VII

ECONOMIC ENGINES

A. Introduction

The overarching goal of the 2003 plan was stated as follows:

“To continue to strengthen and diversify the City of Groversville’s industrial base, promote commercial development and increase employment opportunities for City residents.”

The policies adopted therein to achieve that goal are hereafter enumerated followed by a brief description of our subsequent experience:

1. The City will examine the boundaries of the Economic Development Zone within the City’s borders and determine where amendments to the boundary lines can be made in order to eliminate residential areas and offer more commercial and industrial development opportunities within the zone.

Since 2003 this has not been done. Much has changed since that time. Shifts in the focus of economic development in recent years make updating the location of the boundaries more important than ever.

2. The City will continue its program of removing dilapidated structures that can no longer meet today’s industrial standards and will attempt to obtain and market larger tracts of land within the community commercial and industrial areas for future redevelopment.

Since 2003 the City has had some success in eliminating old and crumbling industrial structures such as the Independent Leather facility on South Main Street. There are also a few minor instances of adaptive re-use. However, the vast majority of these old facilities remain vacant and in private ownership or abandoned. The vast majority continue to deteriorate. Since 2003 the City has been either unable or unwilling to acquire control of them to implement the above policy.

The strategy of eliminating or re-using these old structures is more valid and necessary than ever today. To carry this policy out in light of the sheer number of abandoned industrial structures would be enormously expensive. However, we are now seeing renewed interest among young educated people in re-settling old urban and industrial areas. Consequently, the re-purposing of factories into residential, mixed use or combined work-live spaces is more marketable today than it was eleven years ago. Going forward the City should inventory these structures and designate which could be re-developed and marketed and which should be eliminated. The City should then aggressively seek grants for demolition where required, and market to developers for renovation where possible. Also, the policy stated in 2003 of consolidating and land banking tracts of vacant property for future development, though not effectively implemented in the past, is even more necessary today. No City government can be expected to re-build with its own wherewithal. Attracting for profit developers to re-create our industrial and commercial areas as well as our neighborhoods is crucial to the City’s future. The City needs to put itself in the position to be able to offer attractive sites, and can do that through land banking. Further, the City should formulate a plan for each key area and pro-actively seek out

prospective developers to invest in those areas. That policy should be forcefully re-stated. The action items in support of this policy need to include some short term actions which could be periodically re-evaluated and amended by the City Council. This policy ranks high in the priority of action items included at the end of this plan.

3. a. The City will not extend water and sewer services outside of its municipal borders until the City completely explores the long and short term impacts of such extension. Any extension of such services outside the City shall be implemented only if the City Council evaluates the benefits or negative impacts on development within the City of such action.

b. The City will review the infrastructure of the water and sewer distribution systems within its jurisdiction to ensure they are properly maintained. The Public Works Department will develop a plan for improvements and upgrades to the existing infrastructure where deterioration has occurred. The City will concentrate on maintaining and upgrading its existing water and sewer facilities before focusing on the expansion of available capacities.

This policy is an acknowledgement of the significant asset the City has in its superb water and sewer infrastructure. The 2003 plan expressed the concern that extension of these services to enable development outside the City would dampen the City's potential to develop within its borders. Since 2003, pressure from the county government and outlying municipalities for the City to share its services has continued. In recent years, it has in fact increased with proposals for a joint water system called "smart waters", the City being the only player with the required excess capacity to make the proposal work.

The City has followed the 2003 policies in the ensuing years with positive results. The tendency for development to sprawl outward into the neighboring Town of Johnstown has diminished. The City is now host to a new Walmart Supercenter bringing potential additional commercial development within its borders.

Looking forward, common accord with the county and our neighboring municipalities could be beneficial to the city as well as the entire region and improve its prospects for economic revitalization. The city must, however, continue to be cautious in extending its services outside its borders. This policy should be strengthened with greater specificity relative to conditions for extension of services. The joint adoption of a multi-lateral zoning plan with the City and Town of Johnstown which, among other things, establishes an absolute physical limit to outward sprawl development is a key requirement. Additionally, since Gloversville has the only excess water capacity in the county, substantial monetary reimbursement to the city for its investment must be required.

4. The City will continue to promote the development of high-tech businesses and state-of-the-art office space in the Crossroads Business Park.

This policy was the result of the hope in 2003 that high tech businesses such as Epimed, Inc. could be enticed to establish facilities at Crossroads II. It also envisioned attracting "white collar" businesses requiring attractive office space at Crossroads.

The City of Gloversville has had little or no control over the marketing efforts of CRG (formerly FCEDC). Since the last plan update in 2003 the results of those efforts have been less than encouraging. Crossroads II still exists as a business park, but it has not attracted the kind of investment that could

have an impact on the City's economy. Moreover, today it is widely understood that “white collar” businesses and “state-of-the-art” office space belong downtown where they add to the energy and diversity of the heart of the community rather than isolated in a business park at the edge of the City.

Significantly, the 2003 document mentioned that industrial parks such as Crossroads, with similar incentives, have proliferated throughout the state increasing the competition among communities for industrial development. It observed that the early successes had become harder to come by due to the number of other such parks with similar incentive packages. This trend has continued in the years since 2003 bringing us to a point of diminishing returns in terms of jobs creation. Additionally, technological advancements continue to make industrial production possible with fewer and fewer employees. Consequently, large scale industrial investments in the community often provide a disappointing number of jobs. The jobs obtained are also subject to the volatility of today’s global economy. Significantly, the Spaulding golf ball plant touted in 2003 has since closed leaving its facility vacant at the time of this writing.

In spite of this, CRG continues its efforts along these traditional lines. In spite of a much higher vacancy rate than acceptable at Crossroads Industrial Park as well as Crossroads II, efforts are exclusively focused on developing a new park at the former Tryon facility as well as another south of the Johnstown Industrial Park. Since significant investment has already been made at Crossroads, the city should use any influence it has with CRG to urge a re-focus of its attention to Crossroads. That said, the strategy of tax incentives for corporate investment cannot be relied upon to improve the quality of life of the community long term and should not be the main thrust, much less the only thrust, of economic development. Efforts to attract office type businesses, as well as new residential development, to the center of the City should take precedence over attracting them to the business park because of the many collateral regenerative effects flowing from downtown density.

Crossroads II is in the unique position of being nearly adjacent to a newly opened Walmart Super-Center. In light of its past lack of success in attracting “white collar” businesses, it could now be developed for retail. This would provide additional sales tax revenue for the city. It might also encourage greater concentration of office type businesses in the city center. Crossroads I was conceived as an industrial zone and has hosted large scale industry in the past. In spite of considerable investment by the city in past years, it has become seriously underutilized since the 2003 update. Its relative vacancy compared to the Johnstown Industrial Park is unfortunate. Its buildings and infrastructure are still intact and amenable to a variety of industrial uses. Clearly its highest and best use is that for which it was intended, large scale manufacturing. The city should therefore endeavor to establish a partnership with CRG and use any influence it has to urge greater focus of resources on attracting manufacturers to this park.

5. a. The City will work closely with the Fulton County Economic Development Corporation (CRG) and the Fulton - Montgomery Community College in identifying the types of educational programs that need to be offered at the college in order to train the local workforce for the high tech businesses the City wishes to see locate in the Crossroads Business Park.

b. The City will work closely with FMCC in an effort to provide more information on the City's web site and better promotion opportunities for the community.

The 2003 plan mentioned the need to educate citizens to fill jobs being created as a result of industrial development. It also listed a number of agencies and institutions providing valuable services in training and re-training our work force. Those services still exist in large part and should be a factor in providing much needed training for high tech positions as they become available. However, efforts in our county to attract such employment have had only sporadic success. The recent establishment of the Global Foundries facility in Saratoga County is an example of a high technology entity offering hundreds of jobs requiring at least an associate's degree. It has already encouraged Fulton Montgomery Community College to provide courses specific to the skills required for these positions. Though these positions have not been created in Fulton County as yet, it makes sense for the City to encourage the education and training of its people to take advantage of such employment opportunities, either local or regional. The above policy remains viable and is included in the Action items for this update.

New York State's recently announced Start-Up Initiative offers interesting opportunities for Gloversville and other cities. It is designed to establish a working partnership between colleges and universities and industry incentivized with significant tax exemptions. Each college and university in New York State, including FMCC, can designate one or more tax free zones for the development of certain qualified industries such as research institutions or manufacturing facilities. A qualifying business locating within such a zone becomes completely tax free for ten years. Additionally, the income of each employee is NYS income tax free for ten years. If a particular block, or building in the City were to be designated as such, not only would the incentive package be extraordinary, but there would be a direct relationship between the educational programs offered at FMCC and the job opportunities at the facility providing a clear pathway to training and employment in the City. FMCC has the authority to designate any number of locations anywhere in Fulton or Montgomery counties as tax free zones up to a total of 200,000 square feet. An additional policy must be to identify buildings within the City appropriate for re-use as Start-Up sites and to work closely with FMCC to have them designated under this initiative. A third policy/action item might be to offer FMCC water resources in exchange for a Start-Up designation in the City CBG.

6. The City will encourage residents to use their homes for business ventures that can be conducted using computer technology, are inconspicuous and, many times, generate sales tax revenues for the City.

This policy arose from recognition in 2003 that the internet and other technological advances were allowing more and more people to work out of their homes. Since then, that trend has accelerated. It not only includes those who work for larger corporate entities out of their homes, but also small enterprises of all types based in a home, garage or small office. Since the last update in 2003, a husband and wife team opened a business in rented space on West Fulton Street called "The Fly Shack". They specialized in manufacturing fishing lures and selling them over the internet, additionally hosting a small retail space which offers other fishing equipment in addition to lures. A few years ago they purchased the former Jewish Community Center on East Fulton Street and adapted the facility into an expanded retail operation. This type of enterprise has proliferated nationwide and presents an opportunity to Gloversville and cities like it. It is possible to create conditions within the City's downtown that would prove attractive to small internet enterprises, either purely retail or combined with small scale manufacturing. If enough of these were enticed to locate in the City center, it would create not only jobs but an interesting and lively downtown. This policy should be expanded in the current plan to urge the development of the fiber optic infrastructure these entities require within the downtown. It should also recommend the adoption of an active marketing program in partnership with

CRG to attract such enterprises to the City. Since it is central to CRG's mission, it would be natural to partner with them in establishing a business development or incubator office. This office would focus on incentives for development in the city center and marketing the community to the wider world.

7. The City will encourage growth in the hospitality industry, including restaurants, hotels and bed and breakfasts, in order to benefit from tourist destinations throughout the County.

Though this policy was necessary as a part of the 2003 update, the hope of the City becoming attractive to visitors has remained an elusive dream. As stated in the 2003 document, the Glove Theater has the potential to be one attraction. Since then, Mohawk Harvest Cooperative Market has provided an additional anchor, changing the character of the downtown. Additionally, the close proximity to Great Sacandaga Lake and several other pristine lakes and wilderness forest in the Adirondack Park make downtown a natural setting for small hotels and bed and breakfasts. Such development will require some effort at further beautification of the city center. Creating a much higher residential density within the City center and in the neighborhoods immediately surrounding, and attracting an interesting mix of businesses will ultimately attract visitors. This policy should be included in the current update.

8. The City will examine the possibility of eventually pursuing the creation of a full time planning position to head up a Planning Department within the City of Gloversville.

The City did not have a planning department in 2003 and does not have one currently. Since the early 1980's the County Planning Department has provided professional planning services to the City of Gloversville. Gloversville pays a fee for these services and fully relies on the County to provide planning services. While the level of service from the County has been very good, it does limit how much planning the City can accomplish in regards to the Comprehensive Plan, as the County Planner must also focus on all other communities within the County as well as County based initiatives. The City might consider the addition of a City Planner sometime in the future specifically tasked with advancing the Action Items identified in this Comprehensive Plan, related to land use studies, initiating planning and implementation strategies and determining the social and economic impacts of proposed projects with assistance and support from the County Planning Department. The City should explore creating a new department which would include Planning, Inspection and Enforcement Bureau as a division of the Fire Department.

Additionally, one of the City's greatest impediments to economic growth is blight. Both the City and the State code have effective provisions mandating proper maintenance of buildings and grounds, but enforcement has been conspicuously lacking. The result has been an increase in the incidents of run down, ill maintained and otherwise neglected properties.

Currently, the office of the building inspector is located within the fire department. Additionally, the fire department has the duty of inspecting certain structures on a yearly basis. Since planning is primarily concerned with the future of the City and its neighborhoods and increasing their quality over time, enforcement would be a natural fit. It would be logical to establish a new Planning, Inspection and Enforcement Bureau. The result would be to create an active office focused on regenerative initiatives for the entire city at very little cost in terms of tax dollars.

9. a. **The City recognizes the need to be a leader in establishing community and regional partnerships that collaborate in the development of future land use development policies, population growth, land conservation, neighborhood revitalization, housing and commercial and economic development.**

b. **The City will collaborate with local communities where opportunities avail, in filing joint applications to the Federal and State agencies for funding towards capital improvement projects and local and government services.**

This policy speaks to the need for closer cooperation among the municipalities and the county government. A shared vision for the development of the region is as much if not more needed today than in 2003. Unfortunately, progress in greater inter-municipal cooperation over the past several years has been disappointing. However, today there is wider recognition that the essential services controlled by the cities of Gloversville and Johnstown, and especially the large excess water capacity of Gloversville, are absolutely necessary for the future of the county. If carefully approached, the City could benefit greatly by a shared vision with its neighboring municipalities and the county. This is especially true with respect to zoning and land use policy. This policy should be re-stated, but more clearly and with greater specificity. This policy could be actively advanced by the city planning bureau mentioned in 8 above and the incubator/business development position mentioned in 6 above.

B. General Observations

1. Recent Commercial Development along NY Rt. 30A:

At the time of the last master plan in 2003, virtually all of the commercial development along NYS Route 30A was outside the City limits in the adjacent Town of Johnstown. Consequently, no mention was made of commercial development along on the City's edge in that document as it relates to the economy.

Since 2003 and within the past year a new Walmart Super Center was constructed and opened within the City on South Kingsboro Avenue Extension, closing their former store in the Town of Johnstown. This will result in a significant boost in sales tax revenue for the City. Additionally, all of the other developable land in close proximity to the Super Center has become much more attractive to other retail franchises which traditionally locate near Walmart.

Since the Walmart development is at the very edge of the City, these potential new retailers could locate either in the City or in the Town of Johnstown, however, the main thoroughfare serving the area is NY Rt. 30A which, in this particular location, is entirely within the City limits. The thoughtful development of this land could provide the City with significantly enhanced revenues over the next 10 to 20 years. The challenge presented with this opportunity is the development of this area into a much more pleasing, people friendly design than the average strip mall. Design standards should include such elements as pedestrian pathways and bike lanes thus adding to its popularity and longevity.

The development potential for these lands is estimated to be between 300,000 to nearly 800,000 SF of mixed commercial development that would add greatly to the City's tax base. Based on this it is recommended that the current zoning for this area be changed to "Highway Commercial".

The City completed a Traffic Study of this area in 2013. The Study prepared by Greenman-Pedersen, Inc. titled "NY route 30A Break in Right-of-Way Access Traffic Study" concluded that PM peak

hour conditions generate traffic beyond the capacity of the existing roadway network without improvements to that roadway network. The study recommends that the City pursue a break in right-of-way access as development increases. Economic Development initiatives of this City take this one step further by encouraging development within this area to help support employment growth and the City's revenue base. The study identified that over time such a break in right-of-way access would reduce vehicle hours of delay by over 28% at mid-level development and 75% at full build out. Average speed would increase through the corridor by 18% at mid-level and 120% at full build increasing from a low of 10mph average without a break to 22 mph with a break in access. The study also concluded that a break in right-of-way access could reduce the traffic on the local roads (South Kingsboro Avenue and Steel Avenue) by over 50% which clearly is preferred from a public safety and quality of life perspective for the City of Gloversville.

2. Downtown as an Economic Engine:

The Downtown urban core — that area loosely defined as being within a 1/2 mile radius of the corner of Main and Fulton Streets — has experienced significant deterioration for the past several decades. That deterioration has continued since the last master plan update in 2003 in spite of the policies iterated therein.

However, there have been significant positive initiatives in recent years in the central business district proper: Mohawk Harvest Cooperative opened in 2009 and has grown into an anchor for downtown. Historic restoration of the Schine Building, the Abdella Law Offices, Estee Commons and the former Sowles Hardware Building have been achieved. The reconstruction of the Littauer Building is under way at the time of this writing. That said, the residential and mixed residential - commercial neighborhoods adjacent to the downtown in all directions have deteriorated significantly over the past decade. This disinvestment in housing and infrastructure serves to generate a culture of poverty and anti-social behavior around the downtown, tending to isolate any positive developments at the center from the people who are needed to make them successful as economic catalysts.

The extremely low value of real estate in these adjacent neighborhoods presents an opportunity for the City to take control of contiguous tracts and make them available to developers of high and moderate density residential and mixed use construction. Moreover, it provides the City with an opportunity to thoughtfully restore the core to its traditional configuration in keeping with "New Urbanist" principles. Developing this area with affordable, high quality housing and senior housing, attractive, livable streetscape and incentives for small enterprises could make it a magnet for young creative people. A thriving economy at the Downtown urban core will broaden the City's tax base, create jobs and improve the quality of life for the whole community.

C. Goals

To strengthen and diversify the City of Gloversville's industrial base, promote commercial development and increase employment opportunities for City residents by fostering the highest possible density of industrial and business activity.

To develop the available land collateral proximal to Walmart within the City for sales tax generating enterprises in an efficient, aesthetically pleasing and environmentally sensitive manner so as to maximize business activity and municipal revenues.

To create a commercially thriving downtown with pleasant, well maintained adjacent neighborhoods that will attract creative people and productive enterprises and increase business activity.

D. Policies

1. Economic Development Zone

- a. The City will examine the boundaries of the Economic Development Zone within the City's borders and determine where amendments to the boundary lines can be made in order to eliminate residential areas and offer more commercial and industrial development opportunities within the zone.

2. Dilapidated Structures

- a. The City will work with the county to continue its program of removing dilapidated structures that can no longer meet today's industrial standards and will attempt to obtain and market larger tracts of land within the community's commercial and industrial areas for future redevelopment.
- b. The City will formulate a development plan or vision for each of certain key areas and seek to partner with other agencies and organizations to market same to potential investors. Such plans shall incorporate design parameters which are sensitive to the historic character of each particular neighborhood but accommodating to current needs.
- c. The City will seek to take advantage of opportunities to acquire title to or control of key parcels of property or significant structures in the downtown, giving the City power to leverage development.

3. Manage Water and Sewer Services

- a. The City will not extend water and sewer services outside of its municipal borders until the City completely explores the long and short term impacts of such extension. Any extension of such services outside the City shall be implemented only after the City Council determines the benefits or negative impacts on development within the City.
- b. The City will review the infrastructure of the water and sewer distribution systems within its jurisdiction to ensure they are properly maintained. The public works department will develop a plan for improvements and upgrades to the existing infrastructure where deterioration has occurred. The City will concentrate on maintaining and upgrading its existing water and sewer facilities before focusing on the expansion of available capacities.
- c. The City will engage with the City of Johnstown, the Town of Johnstown and the County of Fulton to arrive at a mutually beneficial plan for the sharing of water and sewer services. Such plan must, among other things, include mutual zoning which sets an absolute limit to outward sprawl development and provide substantial ongoing monetary reimbursement to the City for its investment in its service infrastructure.

4. Promote High-Tech Businesses

- a. The City will continue to promote the development of high-tech businesses and state-of-the-art office space and will strongly encourage such development in the downtown and its immediate vicinity.
- b. The city will explore the possibility of establishing a partnership with public, semi-public agencies to establish a business development/incubator to market the City's downtown area as well as Crossroads I and II as well as provide mentoring and financial incentives to infant enterprises. The City will explore additional options for utilizing available UDAG revenue as the resource is currently underutilized.

5. Educational Training for High Tech Workforce

- a. The city will work closely with both public and quasi-public agencies along with the Fulton-Montgomery Community College and the Gloversville Central School District to identify the types of educational programs that need to be offered at the college to train the local workforce for the skilled jobs to be developed at both Crossroads I and II and within the urban core.
- b. The City will endeavor to stay fully informed as to educational opportunities at FMCC and provide specific information on its web site to promote such opportunities for its citizens.
- c. In concert with 5b above, the City will endeavor to identify buildings within the City appropriate for re-use as tax free zones under the state's Start-Up Initiative and actively promote them to FMCC for designation under this plan.

6. Technology Based Home Business and Store Fronts

- a. The City will encourage residents to use their homes for business ventures that can be conducted using computer technology.
- b. The City will actively market the availability of the new fiber optic infrastructure in the downtown so as to enhance business development efforts set forth above in **4**.

7. Hospitality/Tourism Industry

- a. The City will encourage growth in the hospitality industry, including restaurants, hotels, and bed and breakfasts, in order to benefit from tourist destinations throughout the County.

8. Planning/Code Enforcement

- a. The City will pursue the goal of creating a bureau of planning, code enforcement and neighborhood quality. The bureau will have authority to create plans for improvement of housing and urban infrastructure, advise the City Planning Board in its deliberations and enforce existing maintenance codes.

9. Multi-Municipal Planning Initiative

- a. The City will reach out to neighboring municipalities in an effort to partner with and develop a mutual zoning and land use plan intended to accommodate the needs of all, but address the needs of the City to revitalize its neighborhoods, broaden its tax base, and increase public revenues to improve the quality of its services.
- b. The City shall collaborate with local communities in filing joint applications to the Federal and State agencies for funding to improve infrastructure and government services.
- c. The City will engage with neighboring municipalities and the county government to develop a shared water and sewer plan that fully recognizes the value of the City's excess water capacity

and provides for ongoing reimbursement of the City and its taxpayers for their investment in systems and infrastructure.

10. NY Route 30A Break in Right-of-Way access, Commercial Land Use classification and potential Development Overlay Zone

- a. The City will encourage expansion of commercial development on lands bounded by NY Route 30A, South Kingsboro Road and Steele Avenue as a logical extension of commercial development started with the construction of Walmart at the intersection of South Kingsboro Road and NY Route 30A.
- b. The City may implement a development plan with a zoning overlay for this area to promote commercial development in a people friendly design so as to accommodate pedestrian and bicycle traffic as well as motor vehicles.
- c. The City will change the existing zoning covering the lands north of NY Route 30A between Harrison Street and Steele Avenue to a “commercial” category to accommodate anticipated future commercial development demand.
- d. The City will actively engage with the New York State Department of Transportation (NYSDOT) to secure approval for a break in Right-of-Way access to NY Route 30A as would accommodate realization of the above development plan.

11. Downtown Overlay District/Zone

- a. The City will evaluate options to establish a zoning overlay for the area within a 1/2 mile radius of the corner of Main Street and Fulton Street plus both sides of South Main Street and East Fulton Street with design parameters in keeping with the character of the community and “New Urbanist” principles.

SECTION VIII DEMOGRAPHIC ANALYSIS

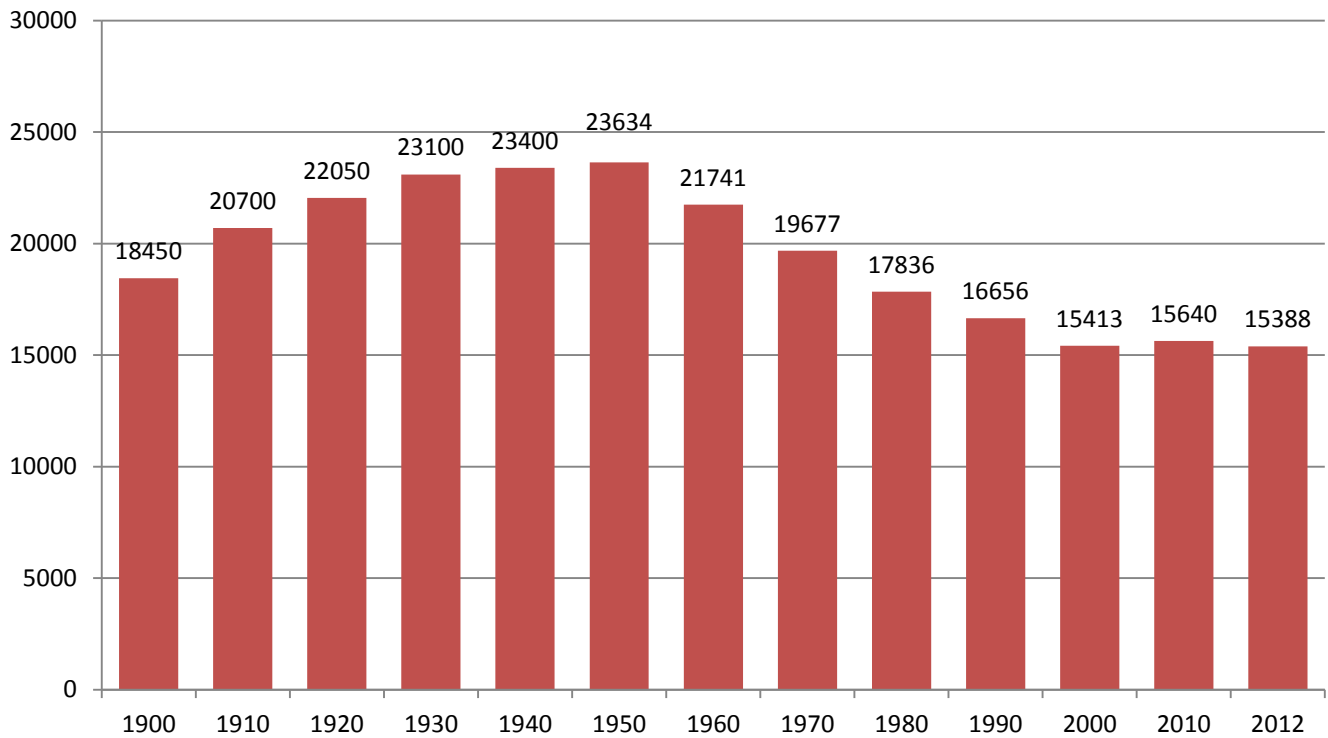
A. Population Trends 1960-2010

Between 1990 and 2000, the City of Gloversville's population decreased from 16,656 to 15,413 residents. This decrease represented a 7.5% decline for the City. Between 2000 and 2010, the City of Gloversville's population decreased from 15,413 to 15,338 residents. This decrease is much smaller at only about a 0.5% decline for the City suggesting a bottoming out of the population decline. A similar decline took place in the City of Johnstown and in Fulton County's population. At the same time there has been about a 1.0% increase in the population of New York State. These trends suggest that there has been a shift of population from the Cities and surrounding townships in Fulton County to other locations outside of the County including potentially other areas within the State of New York. The City of Gloversville's population peaked in 1950 at 23,634 residents and has steadily decreased since that time. During the last 62 years, the City's population has dropped 8,296 residents or about 35%.

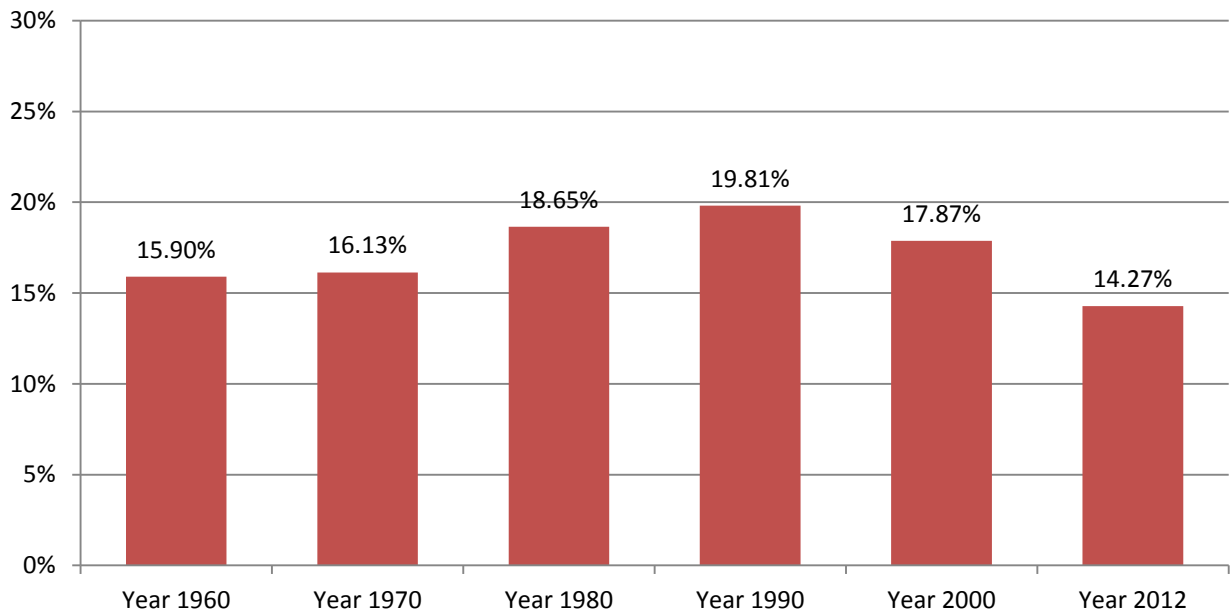
**Table 1-1
CITY OF GLOVERSVILLE POPULATION TRENDS 1960-2010**

DESCRIPTION	1960	1970	1980	1990	2000	2010
Total Population	21,741	19,677	17,836	16,656	15,413	15,338
Population per Household	2.84	2.70	2.72	2.58	2.43	2.26
Median Age	37.60	35.80	34.10	34.90	37.30	37.10
Population 65+	3,457	3,173	3,326	3,300	2,754	2,189

Groversville Population trend 1900-2010

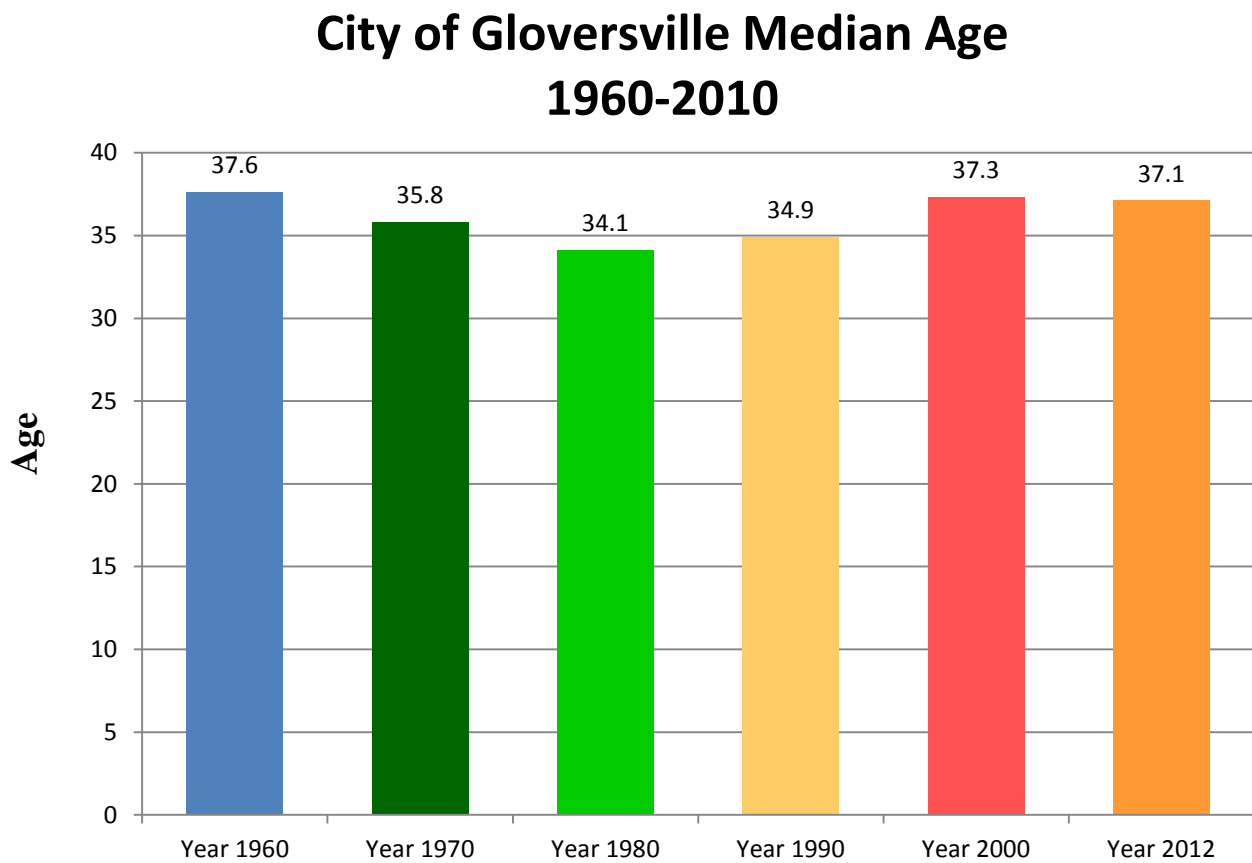


GLOVERSVILLE POPULATION 65+ 1960-2010



B. Median Age 1960-2010

The 2010 Census estimate showed that the median age of a City of Gloversville resident increased from 34.9 years in 1990 to 37.1 years in the Year 2010 with a slight decrease from 2000 where the median age was 37.3. What is unusual about this increase in the median age is that the 65+ population of the City of Gloversville declined from 3,300 in 1990 to 2,754 in 2000, and 2,189 in 2010 a 33.7% drop over 22 years. On the other hand, during that same timeframe, the 85+ population for the City of Gloversville increased from 373 to 469 residents between 1990 and 2000, a 25.7% increase but declined from 469 to 424 residents between 2000 and 2010 a 9.6% decrease. The largest shift in age between 1990 and 2010 is within the 45-54 age group, which saw a 52% increase from 1,411 to 2,145. This gradual increase in median age and shift to an older population is characteristic of the shifting demographics associated with the continued aging of the “Baby Boom” generation of the late 1940’s early 1950’s.

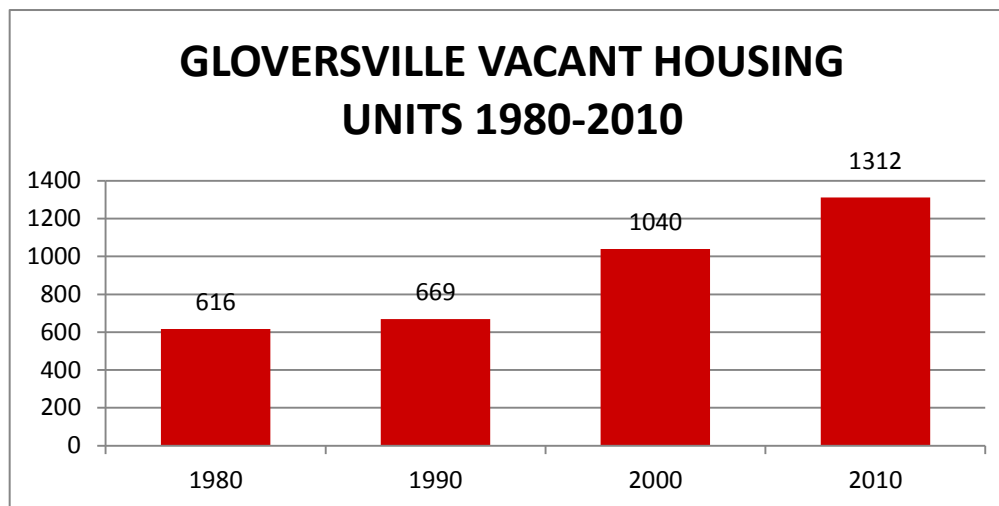


C. Housing Trends 1960-2010**CITY OF GLOVERSVILLE HOUSING TRENDS 1960-2010**

DESCRIPTION	1980	1990	2000	2010
# of Housing Units	7,792	7,596	7,540	7,641
# of Vacant Units	616	669	1,040	1,312
# of Owner-Occupied Housing Units	4,064	3,802	3,515	3,058
# of Renter-Occupied Housing Units	3,112	3,125	2,985	3,271

The 2010 Census revealed that the total number of housing units in the City of Gloversville decreased from 7,792 to 7,641 between 1980 and 2010, but has shown some increase from 2000 to 2010. At the same time, however, the number of vacant housing units increased from 616 units to 1,312 units between 1980 and 2010. The City has lost housing units, and an additional 272 units became vacant between 2000 and 2010. This increase in vacant housing units leaves the City with a 17.2% vacancy rate, up from 8.8% in 1990.

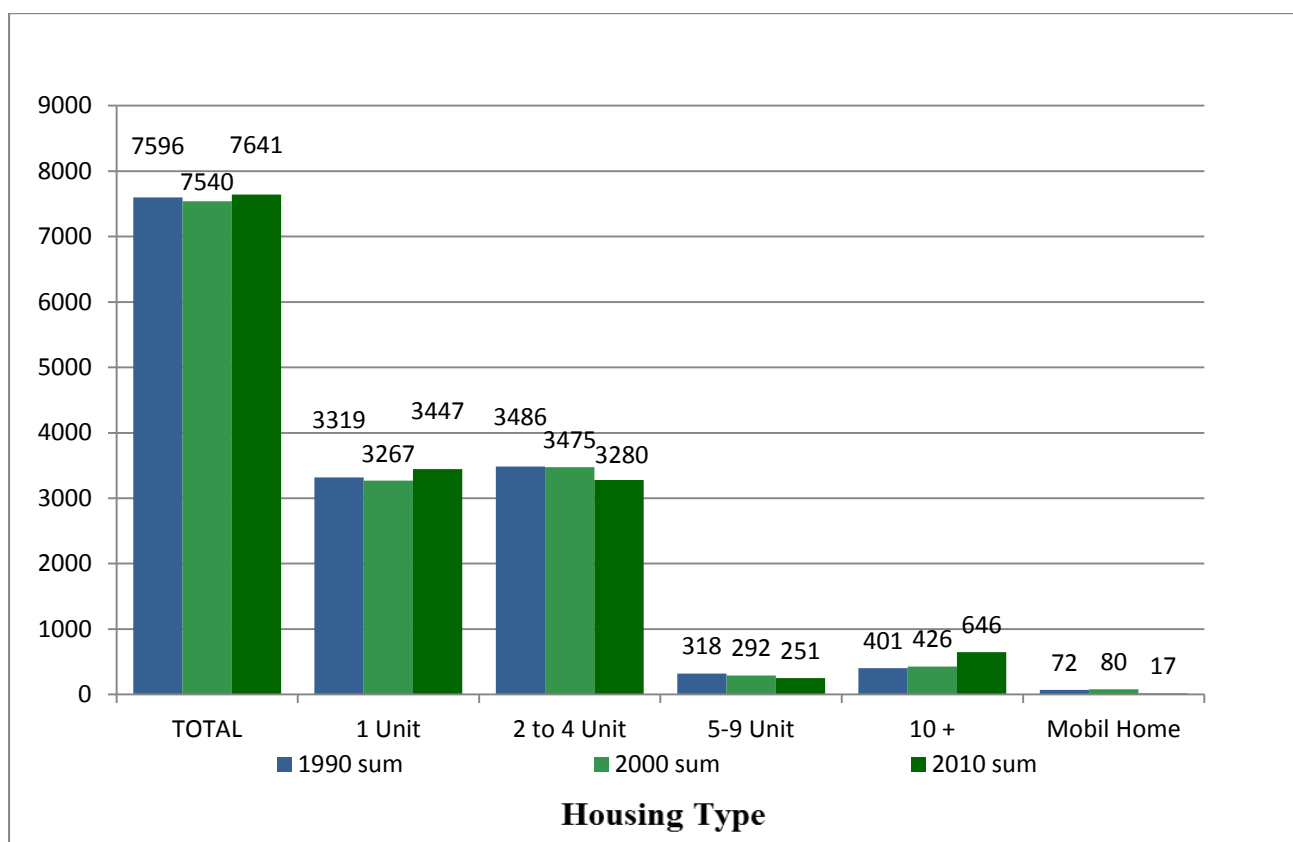
As of the 2010 Census, there were 6,329 occupied housing units in the City of Gloversville, of which 3,058 (48%) were owner-occupied and 3,271 (52%) were renter-occupied. As a comparison in 2000 there were 6,500 occupied housing units with 52% owner occupied and 48% renter occupied. This pattern is consistent with state and national trends where more residents are shifting from home ownership towards renting. This shift is largely driven by the weak economy of over the past 5 to 7 years.



**CITY OF GLOVERSVILLE HOUSEHOLD BY TYPE 1990-2010
(HOUSING UNITS)**

TYPE	1990	2000	2010	% Change 1990-2010
1 Unit Detached	3277	3212	3389	3.42%
1 Unit Attached	42	55	58	38.10%
2 to 4 Unit	3486	3475	3280	-5.91%
5-9 Unit	318	292	251	-21.07%
10 or more Units	401	426	646	61.10%
Mobil Home, Other	72	80	17	-76.39%
TOTAL	7,596	7,540	7,641	0.59%

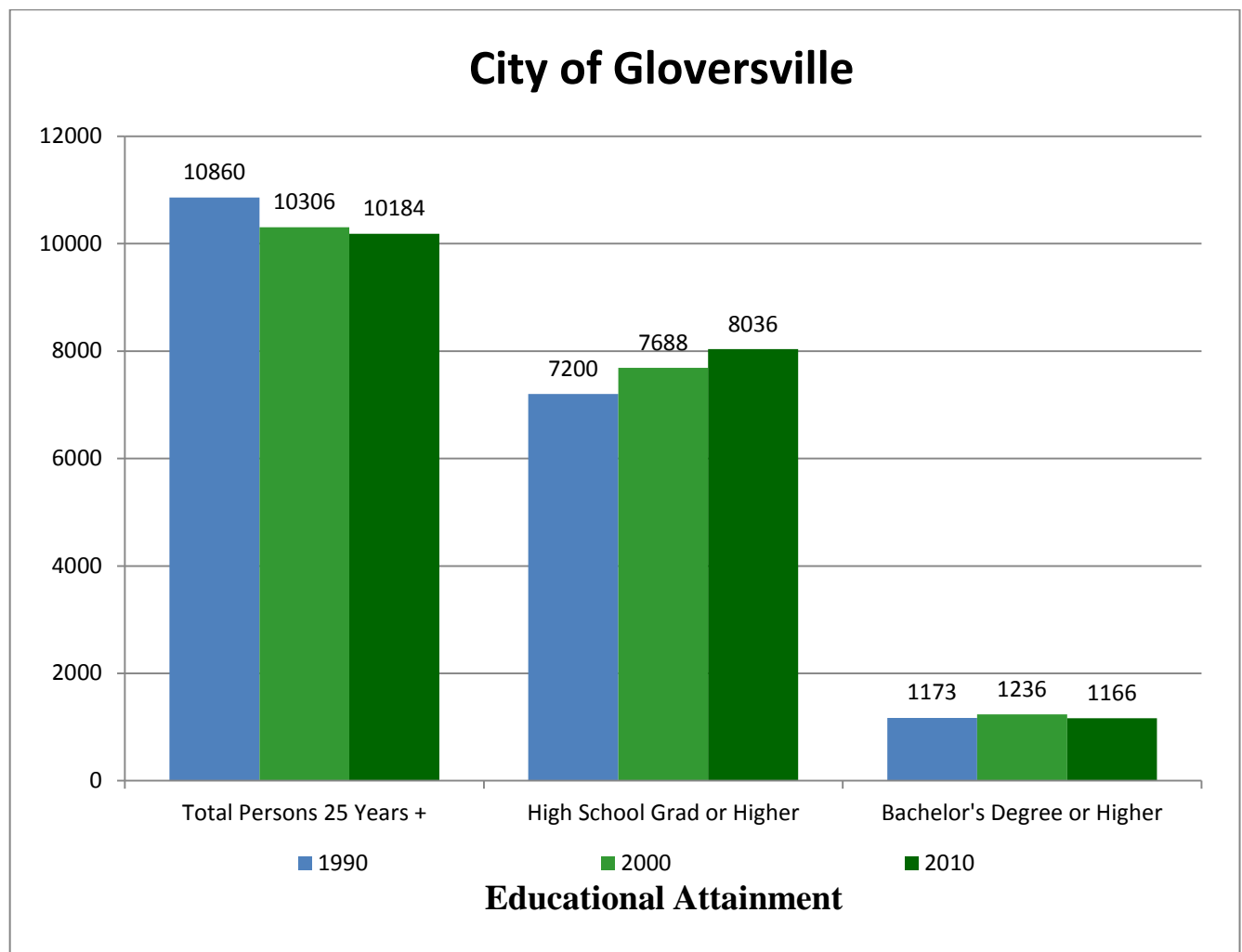
Between 1990 and 2010, there was little change in the types of housing units available for City of Gloversville residents, there was a small decline in the number of 2-4 unit households and 5-9 unit households, while at the same time there was a slight increase in the number of single-family households, and a decent bump in 10 or more unit households. The number of Mobil Homes and Trailers dropped significantly but overall numbers of these types of units are relatively small.



D. Educational Attainment 1990-2010

CITY OF GLOVERSVILLE - EDUCATIONAL ATTAINMENT				
	1990	2000	2010	% Change 1990-2010
Total Persons 25 Years +	10860	10306	10184	-6.22%
High School Graduate or Higher	7200	7688	8036	11.61%
Bachelor's Degree or Higher	1173	1236	1166	-0.60%

Between 1990 and 2010, the City of Groversville saw a 6.22% decline in the number of persons 25 years and older. However, during that same time, there was an 11.61% increase in the number of high school graduates. The number of individuals with a Bachelor's Degree or higher remained relatively the same.

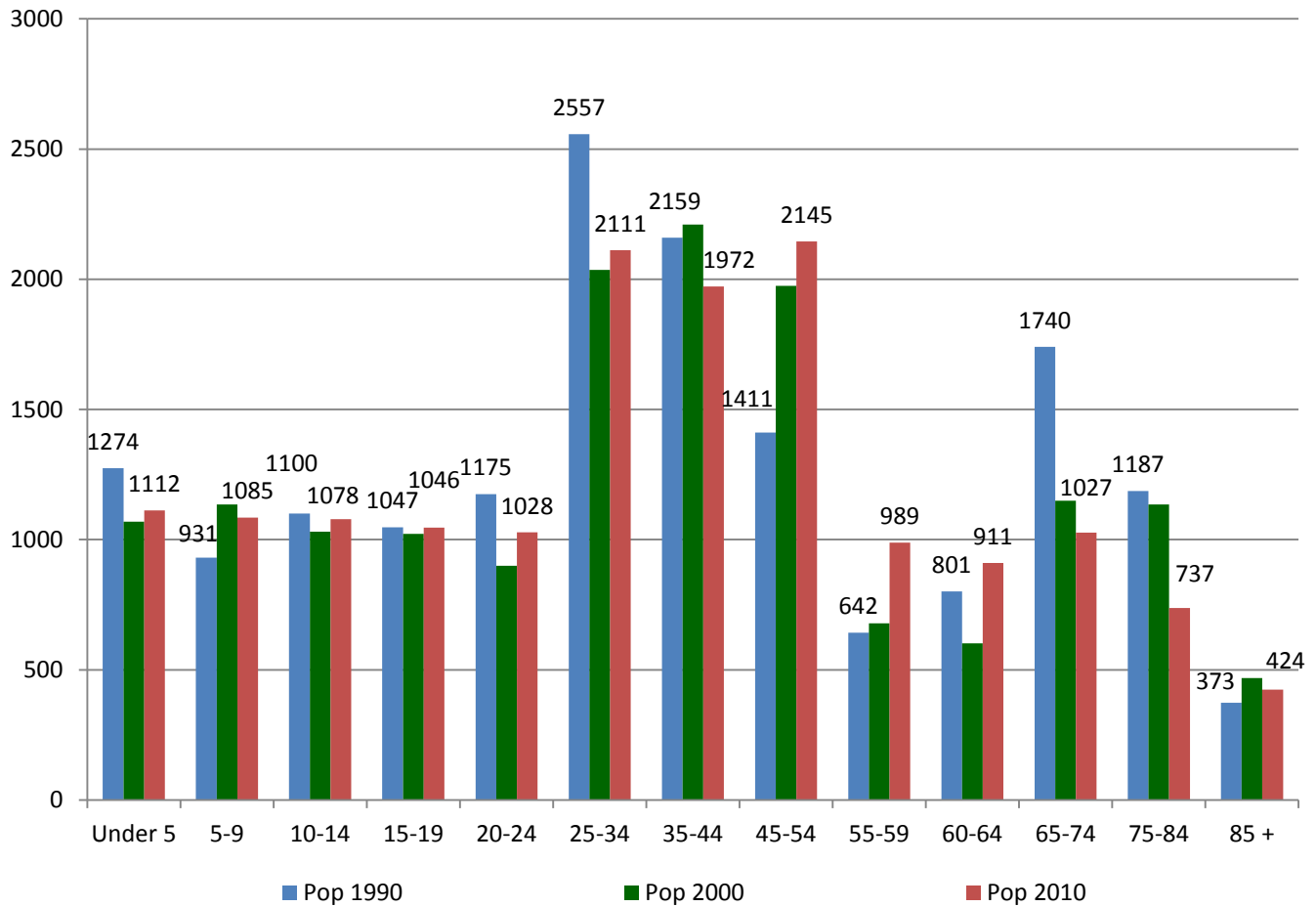


E. Population by Age 1990-2010**CITY OF GLOVERSVILLE - POPULATION BY AGE 1990-2010**

AGE	Pop 1990	Pop 2000	Pop 2010	Change 1990-2010
Total population	16,656.00	15,413.00	15,665.00	-991
Under 5	1,274.00	1,069.00	1,112.00	-162
5-9	931.00	1,135.00	1,085.00	154
10-14	1,100.00	1,031.00	1,078.00	-22
15-19	1,047.00	1,022.00	1,046.00	-1
20-24	1,175.00	900.00	1,028.00	-147
25-34	2,557.00	2,036.00	2,111.00	-446
35-44	2,159.00	2,210.00	1,972.00	-187
45-54	1,411.00	1,975.00	2,145.00	734
55-59	642.00	679.00	989.00	347
60-64	801.00	602.00	911.00	110
65-74	1,740.00	1,150.00	1,027.00	-713
75-84	1,187.00	1,135.00	737.00	-450
85 +	373.00	469.00	424.00	51
Median age (years)	34.9	37.3	37.1	2

While the City of Gloversville's population declined by approximately 7.9% between 1990 and 2010, there were several dramatic increases and decreases that were witnessed within certain age categories. For instance, the under 5 population for the City of Gloversville decreased by 162 individuals or approximately 13%, while at that same time, the 5-9 age group increased 154 individuals or 16.5%. Perhaps the most significant statistical trend that occurred between 1990 and 2010 was the 52% increase in the 45-54 year old age group. This same trend has been seen in other Capital District cities, including Albany, Schenectady, Troy and Saratoga Springs. On the other hand, the City also witnessed a 41% decline in the 65-74 year old age group, which may be attributed to the lack of housing options in the community for individuals who are looking for maintenance-free living a condition that existed in the 2003 plan update also.

City of Gloversville



Population by Age Bracket

F. Population by Age 1990-2010

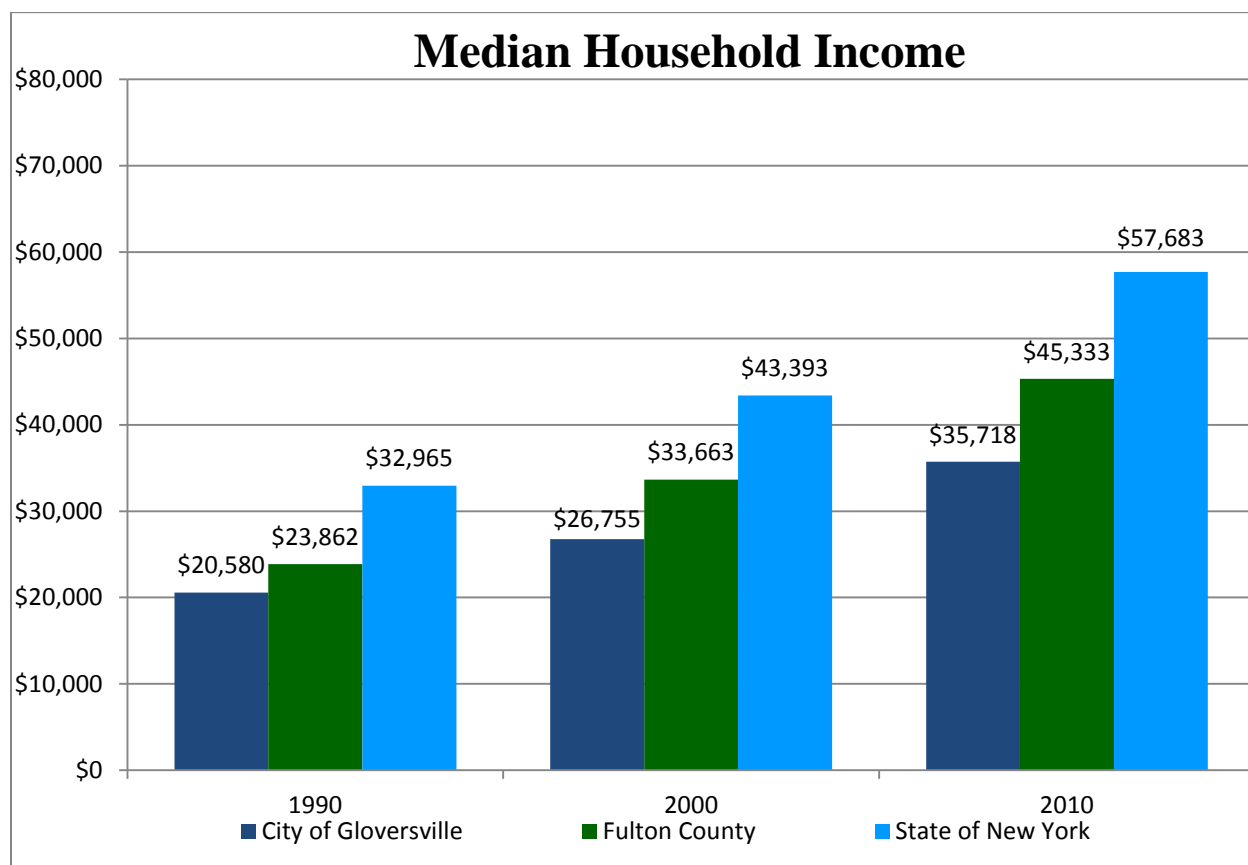
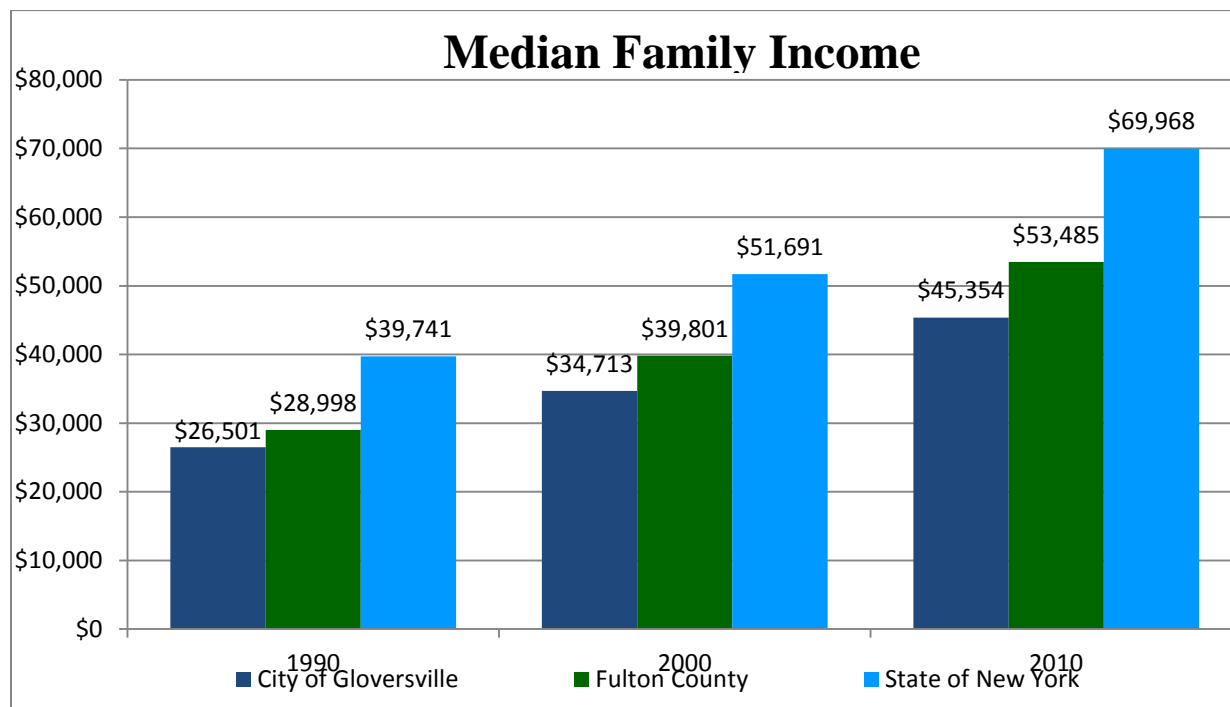
From an income standpoint, the City of Gloversville seemed to mirror trends at the State level. On the other hand, Fulton County, as a whole, fared much better than both the City and the State. For instance, the City of Gloversville's Median Family Income increased approximately 71%, which was similar to the State's 76% increase. Fulton County's Median Family Income increased 84.4% during that same timeframe. In terms of Median Household Income, the City of Gloversville saw a 73% increase and the State of New York a 75% increase. Fulton County, on the other hand, saw a 90% increase. The same trend does not follow suit for Per Capita Income. The City of Gloversville witnessed a 68% increase while the State of New York saw almost a 95% increase and the County increased by 107%.

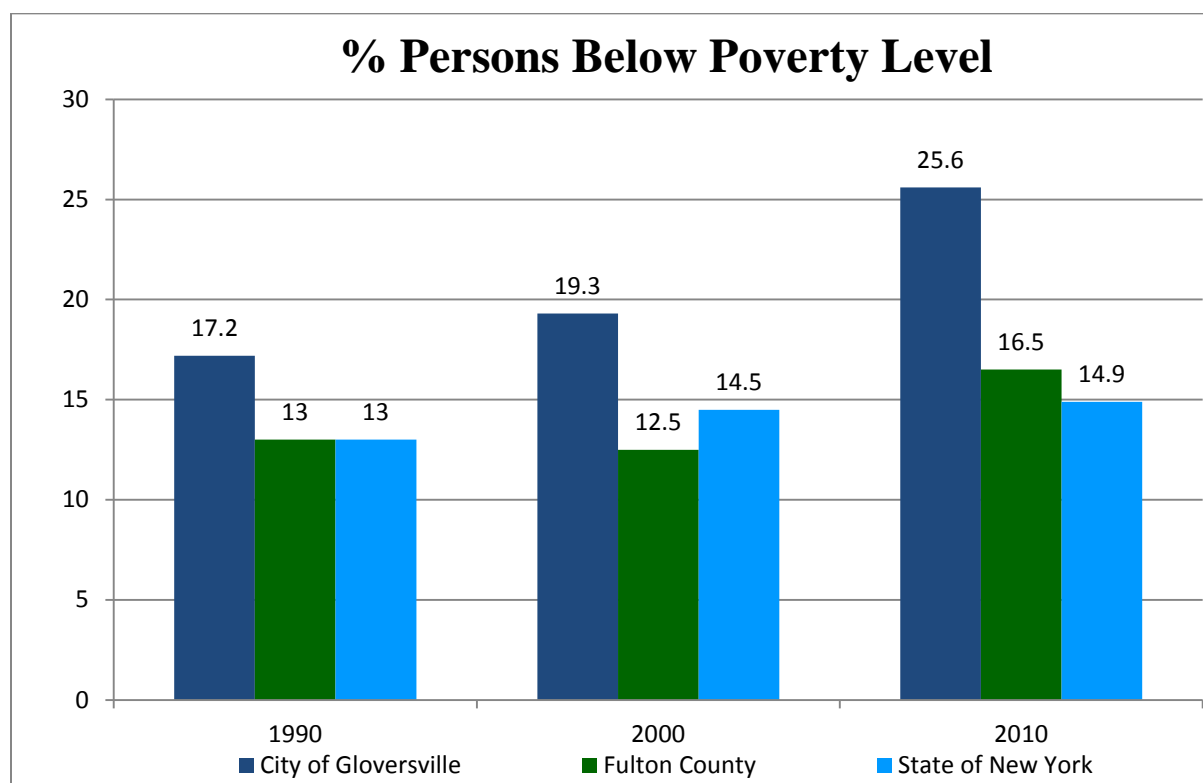
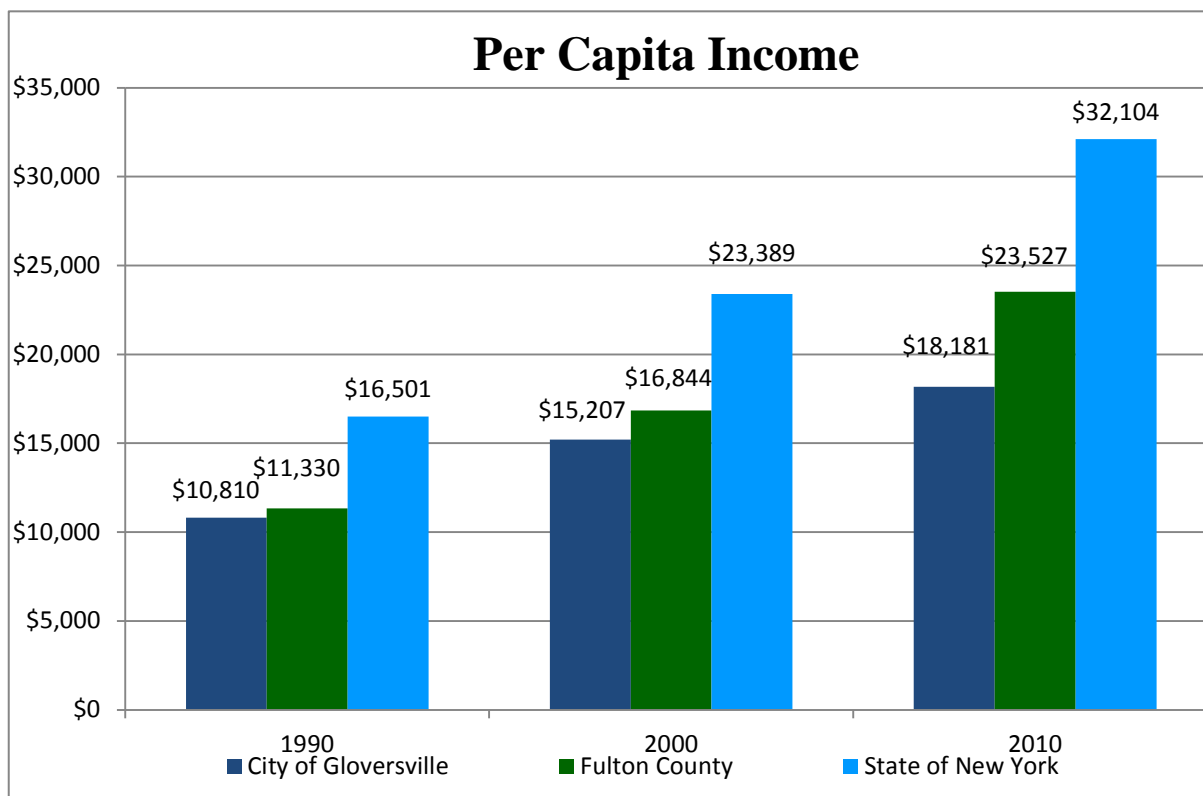
G. Income by Type 1990-2010

CITY OF GLOVERSVILLE - INCOME BY TYPE 1990-2010

	1990	2000	2010
City of Gloversville Fulton County State of New York	MEDIAN FAMILY INCOME		
	\$26,501	\$34,713	\$45,354
	\$28,998	\$39,801	\$53,485
	\$39,741	\$51,691	\$69,968
City of Gloversville Fulton County State of New York	MEDIAN HOUSHOLD INCOME		
	\$20,580	\$26,755	\$35,718
	\$23,862	\$33,663	\$45,333
	\$32,965	\$43,393	\$57,683
City of Gloversville Fulton County State of New York	PER CAPITA INCOME		
	\$10,810	\$15,207	\$18,181
	\$11,330	\$16,844	\$23,527
	\$16,501	\$23,389	\$32,104
City of Gloversville Fulton County State of New York	BELOW POVERTY LEVEL		
	2,831 (17.2%)	2,929 (19.3%)	3,110 (25.6%)
	6,889 (13.0%)	6,686 (12.5%)	7,395 (16.5%)
	2,277,296 (13.0%)	2,692,202 (14.5%)	2,326,653 (14.9%)

Another interesting trend can be observed in the number of individuals living below the poverty level in the City of Gloversville. In 1990, 17.2% of the population of the City of Gloversville lived below the poverty level. As of the 2010 Census, 25.6% were living below the poverty level. This is a significant increase from the 2000 Census level of 19.3% with an overall increase of 8.4% between 1990 and 2010. Both the County and the State saw much lower increases in poverty level during this same time period where the Statewide, level increased by 1.9% from 13% to 14.9% living below the poverty level and the Fulton County level increased by 3.5% from 13% to 16.5% living below the poverty level.





SECTION IX

DOWNTOWN AND SURROUNDING NEIGHBORHOODS

A. Introduction and Goals

The overarching goals of the 2003 plan for both the “Downtown and Neighborhood Revitalization/Housing were stated as follows:

To encourage the continued development, restoration, and diversification of land uses in the city’s Downtown, which will enhance the physical appearance, economic vitality, and social atmosphere of the community; and

To encourage revitalization of residential neighborhoods throughout the community through public investment, more focused ongoing maintenance efforts and by planning for a variety of housing options for all age groups and economic means.

While noble in thought, the assumption that solely improving the bricks and mortar of the City’s urban core and surrounding neighborhoods, without additional programs and development incentives will somehow lead to increased economic vitality and improve the social atmosphere of the community has not proven viable. For the City to enhance its urban core and surrounding neighborhoods it will first be necessary to establish a strategic approach to create the economic drivers (including programs, incentives, strategies for grants and targeted redevelopment zones where limited municipal funding will present the biggest bang for the buck). The two main goals from 2003 therefore need some modification to repurpose efforts spent to realize the main goals of improving the vitality of these city assets. The 2015 update to these goals has been combined into a single goal as follows:

To encourage the continued development, restoration, and diversification of land uses in the city’s urban core and surrounding residential neighborhoods, by linking economic development strategies directly to targeted urban core areas and strategically identified adjacent residential neighborhoods which in turn will be the catalyst for other private sector investment in the repurposing and enhancement of the City’s “Downtown.”

With a new combined goal statement brings with it the need to examine, update, expand and reprioritize the policies contained in the 2003 Downtown and Neighborhood Revitalization/Housing Sections. The following Policies enumerate the updated 2015 Policies:

B. Policies

1. Strategic Statement of Needs:

The City of Gloversville will explore establishing substantial tax and lending incentives to encourage commercial and residential building owners and businesses to invest in the downtown and strategic adjacent residential neighborhoods;

The City of Gloversville will explore establishing a specific and targeted loan pool designed to support strategic goals for downtown linked to a business mentorship program to support business success in the long-term;

The City of Gloversville will explore funding a modern, accessible inventory of building availability and conditions for best-use and improvement;

The City of Gloversville will look at options and implement a refocused code enforcement and code revision to encourage a positive downtown atmosphere with incentives as a first strategy for improvements rather than a punitive monitory approach that would only be used as a last resort;

The City of Gloversville elected and appointed officials and government bodies will continue to organize and improve existing outreach strategies to play an active, constructive and cooperative role in redevelopment process and marketing of downtown with other outside private and public sector bodies;

The City of Gloversville will invest in resources to maintain an ongoing aggressive and coordinated program to seek development and preservation grants;

2. Tenancy and Vacancy:

Two of the most significant issues hindering revitalization efforts in the City of Gloversville's Downtown urban core and surrounding neighborhoods are the absentee landlord and vacancy rates of many privately-owned buildings. Vacant buildings tend to deteriorate and thus depreciate in value. Many of these structures are owned by absentee landlords who often purchase the buildings as future holdings or for other tax and business related reasons without the intent of maintaining and/or improving the properties. Empty buildings in the downtown with littered entranceways, dirty windows and interiors filled with remnants from a previous business tenant detract from an otherwise well-maintained Downtown.

The City needs to incentivize property owners to maintain their vacant properties. Efforts need to include the removal of old signage, keeping windows cleaned and keeping litter picked up. The City should also look at other ways to keep vacant storefronts "alive" potentially by encouraging window displays that limit views of the vacant interior but add to the character of the downtown. One opportunity might be to set up a program where landlords can join a vacant storefront enhancement program that might include contacting art classes in the schools and colleges interested in painting temporary murals or window displays for other operating businesses, or community events, etc.

The City of Gloversville's Economic Development Zone occupies a significant portion of the City's downtown urban core. The Zone offers property owners several significant financial benefits that could encourage entrepreneurs from outside the community to establish businesses in the Downtown. In order to encourage investment however it will be critical to begin to improve the appearance and structural integrity of available structures in the Downtown and the larger Economic Development Zone. As noted earlier, the City will explore funding a modern, accessible inventory of building availability and conditions for best-use and improvement so that potential investors can quickly locate appropriate spaces within the City for investment.

Policies: The City of Gloversville needs to continue to work with the County to prioritize rehabilitation and/or raze select structures in targeted areas within the downtown and surrounding neighborhoods in an effort to improve the visual landscape and to provide space for new development. The City of Gloversville's efforts need to include the Downtown in order to remove buildings that have deteriorated beyond any legitimate hope of restoration and reuse and are thus a liability to adjacent sound structures.

The City of Gloversville will undertake a study to complete a modern, accessible inventory of building availability throughout the downtown urban core and surrounding neighborhoods in order to determine suitable locations for new investment and to strategically target areas where future capital project funding for building removal should be invested. See also 2 in the Economic Engine section of this plan.

The city will seek to establish a cooperative working relationship with Mohawk Valley Economic Development District (MVEDD), the Mohawk Valley Regional Economic Development Corporation, the County of Fulton and the Fulton County Center for Regional Growth (CRG) to obtain and market key properties in the downtown for re-use as viable industrial, commercial and office space as well as mixed use facilities.

The City of Gloversville will work with the owners of vacant properties in the downtown urban core and surrounding neighborhood area to encourage them to maintain, improve and work to achieve occupancy of their properties. This will be done first by means of incentives and secondly where necessary by citations and fines.

3. New Construction:

New construction is a key component in the City's goal to achieve economic development and diversification within the Downtown urban core. Main Street and Fulton Street, the primary City corridors, remain in land use transition as they were in 2003, with a hodgepodge of incompatible uses, vacant lots and vacant buildings. A clear vision for future land use development within the downtown and the neighborhoods surrounding this urban core is needed. Areas within these primary corridors offer new opportunities for redevelopment and reuse of vacant or underutilized properties. Sustainable and compatible mixed-use development is vital to downtown Gloversville and is the fundamental component of a livable city and a strong economy. Downtown Gloversville should be the center for construction of new facilities in government, commerce, education, housing, the arts, entertainment and health. The downtown should be the inspiration that draws people into the community and that builds strong neighborhoods. Great neighborhoods and a vital business district go hand-in-hand; one cannot succeed without the success of the other. This is especially true with respect to residential neighborhoods in very close proximity to the downtown. City government's role as a partner and facilitator is important in encouraging new development, establishing business retention and recruitment strategies and preventing land speculation by property owners, which encumbers new development.

At the time of this writing, the Mohawk Valley Economic Development District (MVEDD) was granted a land bank by the State of New York. The district includes Fulton County plus five other counties. The designation grants MVEDD funds to acquire properties taken in tax foreclosures and to strategically re-purpose them and market them to qualified buyers for re-development. This presents

the city with an opportunity to leverage its own efforts and resources in partnership with a state funded program to re-develop the many disinvested and deteriorating neighborhoods adjacent to the downtown urban core. Additionally, other non-governmental organizations such as Mohawk Harvest Cooperative Market and Gloversville Housing & Neighborhood Improvement Corporation have come to existence in recent years which have goals of improving the city urban core (City Center). The city would benefit by taking a lead position in developing a plan of re-development for each neighborhood in the urban core and partnering with these other players in bringing such plans to realization.

Policies: The City of Gloversville will promote new mixed-use commercial development, infill construction within and along the corridors of the Downtown urban core and surrounding neighborhoods that promote reinvestment in the existing commercial downtown area and surrounding neighborhoods and the expansion of the residential population in and adjacent to the downtown and its corridors.

The City of Gloversville will target public investments through city governmental agencies to acquire and market vacant properties and foreclose on properties to encourage private investments in new construction within the Downtown and surrounding neighborhoods.

The City of Gloversville will encourage the reinforcement of the Downtown, as the multipurpose center for the region by promoting the location of government, large scale offices, and arts and entertainment uses along and adjacent to the Main Street and Fulton Street corridors.

4. Commercial | Residential Conversion:

Given the significant vacancy rate in buildings throughout the City of Gloversville's Urban Core, especially on the second and third floor levels, there appears to be an opportunity to encourage a nontraditional use of these buildings as mixed use commercial/residences. The substantial vacancy rate has a tendency to discourage investment and the entrepreneurial spirit in the City's downtown area. However, many of these older structures contain unique architectural features and offer tremendous potential live work space for those with a little imagination, a desire to reside in a small urban setting and the appeal of having a walkable neighborhood.

Policies: The City of Gloversville will encourage commercial | residential conversion of structures throughout the urban core and surrounding neighborhoods in an effort to bring residents back into the downtown area thus potentially spurring demand for additional commercial development.

5. Housing Options:

When it comes to housing options in the City of Gloversville there is a very limited variety available to residents of the community. The City's housing stock, which is extremely old, consists of single-family, two-family and multi-family units with a few older apartment buildings scattered throughout the community. Given the increasing age of the population in the City, this selection of housing alternatives is no longer providing enough choices, especially for the senior community, and is probably one of the causes of the City's continued population decline. Housing options such as condominium developments and assisted- living centers for the aging population will provide the City's residents alternatives for staying in the community when owning a traditional; single- family home is no longer economically feasible or presents a variety of property maintenance burdens.

Policies: The City of Gloversville will encourage the development of mixed use residential structures, modern apartment complexes, and assisted-living, senior housing centers for seniors throughout the community to address the ever growing need for quality affordable housing for seniors in the community. These facilities must blend with the architecture and character of the host neighborhood in which they are to be located. An example of this development strategy is the planned Estee Senior Apartments project aimed at meeting the need for quality affordable housing for seniors.

The City of Gloversville shall initiate a series of roundtable discussions with civic leaders, financial institutions and local developers to discuss housing options and neighborhood revitalization strategies within the City's borders, including targeted neighborhoods that no longer contribute to the City socially or economically.

The City of Gloversville shall encourage New Urbanism concepts and traditional neighborhood designs for all new housing/commercial developments and revitalization projects. The City should encourage grant- writing efforts in seeking funding for New Urbanism redevelopment projects for distressed neighborhoods.

6. Land Banking:

The City of Gloversville currently has a substantial inventory of vacant properties acquired through tax foreclosures. Since the 2003 Comprehensive Plan the role of foreclosing on properties has shifted from the City to the County of Fulton. While this arrangement takes the burden off City staff to process the foreclosures, it also gives up the City's control of how it might strategically administer this process. Many times, this process becomes a financially costly endeavor for the City because of the limited assurance that future tax bills will be paid by an owner who is unable to make an economically feasible use of a property. It is recommended that the City either consider taking back control of tax foreclosures from the County or that it enter into an agreement with the County that would give the City the option to take title for a price determined by a set formula.

The County has a program established for demolition of abandoned structures throughout the community that are dilapidated beyond repair. The City needs to work with the county to target removals in support of other policies within this plan and therefore improve on the usefulness of this program in the future in order to phase out structures that are causing blight within the downtown and surrounding neighborhoods. However, instead of immediately attempting to resell many of these tax foreclosed properties to the public, the City should consider land banking the properties in an effort to piece together larger tracts of land that can offer additional options for future re-development, including retail stores, office space, or mixed use residential developments. By acquiring several pieces of property in a neighborhood, the City not only increases the options for development, but lessens the administrative burdens on City staff. In turn this enhances the possibility of collecting future tax revenues from the property, and provides the City with an opportunity to apply sound land use planning principles to future development within the City's borders.

Policies: The City of Gloversville will endeavor to partner with private and public entities to accumulate properties in the community through tax foreclosure in order to assemble larger tracts of land that can be actively marketed for larger scale developments in the future.

7. Streetscape and Public Space Options:

City owned parcels of land present a number of possibilities for the betterment of the community. A common practice is to either make them available to neighboring owners or sell them to individuals with the hope that they will be improved and generate tax revenue. This straight forward approach, taken by the city in past years has proven counterproductive in the long run.

The City of Gloversville needs to make a serious examination of the highest and best use for these parcels on an neighborhood by neighborhood basis. An individual or group of individuals should be empowered to directly oversee and manage the distribution of city owned properties. Determinations must be guided by the stated long term revitalization goals embodied in this document. For example:

a. As parcels are acquired near the main entrances to the community, they could be held by the city pending the adoption of a gateway plan to enhance the appearance of these main corridors.

b. Though there are several small parks scattered throughout the downtown, improving the livability of the district, there is no large public space capable of serving a central square. Such a space could be used throughout the year for a variety of celebrations and community events. It could also serve as an urban cultural park memorializing key aspects of the city's history.

Policies: The City of Gloversville will closely examine opportunities to create a substantial multi-use public space in the city's downtown.

The City of Gloversville will oversee analysis of city - owned properties on a block by block basis in order to identify the best use options for development of those properties.

The City of Gloversville will pursue grant initiatives in order to obtain funding for street scape improvement along the main traffic corridors of the community.

8. Maintaining Public Spaces:

The maintenance of public spaces is one issue the City can almost completely control. There is perhaps no better way for the City to influence the appearance of the Downtown and adjoining neighborhoods than to continue to offer community-wide cleanups and to maintain public spaces throughout the City. The maintenance of public spaces includes not only the upkeep of parks throughout the community, but periodic upgrades to the street system and more importantly, the sidewalk network throughout the downtown and community at large. By maintaining public spaces, the City encourages property owners to not only perform routine maintenance on their individual properties, but to make investments and upgrades that enhance the downtown and surrounding neighborhoods. The City should examine the possibility of re-instituting the sidewalk program in an effort to show a continued commitment to infrastructure maintenance and to show occupants of the community that the City is willing to invest in itself in order to enhance the appearance of the community that we live in.

Cleanliness is as important as infrastructure improvements and less expensive to implement. The positive impact of improved facilities is often obscured by trash and debris. The city should re-double its efforts to implement regular and frequent street cleaning during the spring, summer and fall. Implementing an ongoing, publicized anti-litter campaign could raise awareness of the problem and encourage private owners and renters to maintain a clean street scape. Vigilant enforcement of existing codes relative to cleanliness is essential in fostering a clean, orderly appearance.

Policies: The City of Gloversville will focus on the maintenance of public spaces throughout the City and will explore funding options to develop a shared cost sidewalk program especially in the downtown and surrounding neighborhoods.

The City of Gloversville will re-institute a regular and frequent street cleaning program for curbs and storm sewers during the spring, summer and fall especially in the downtown and surrounding neighborhoods.

The City of Gloversville will implement more vigilant, universal enforcement of existing property maintenance codes relative to cleanliness.

9. Traffic Flow:

The ultimate goal in controlling vehicular traffic in and around downtown is to make the entire district easily accessible but pedestrian friendly. The downtown must be developed as a destination rather than a thoroughfare. Speeding vehicles through the downtown at 30 miles per hour with multiple lanes and synchronized traffic lights makes the downtown less walkable and less cycle-able. It decreases the livability of the district by making it uncomfortable and even somewhat hazardous for pedestrians. From the perspective of the vehicle, a person cruising through at 30 miles per hour doesn't have time to notice the businesses and activity of the street. It's just a blur. Sailing through in a vehicle does absolutely nothing positive for the downtown. Successful downtowns have employed a variety of traffic calming devices in tandem with noticeable signage indicating convenient parking. Narrower lanes, more frequent traffic signals, a reduced speed limit, the inclusion of bike lanes and the enforcement of mandatory stops for pedestrians at crosswalks are a few successfully used examples. The City of Gloversville must encourage pedestrian visits to the downtown from closely surrounding neighborhoods. It must also encourage those arriving by vehicle to park off street and walk.

Policies: The City of Gloversville will study the feasibility of traffic calming in the downtown so as to reduce the speed with which vehicles traverse the district. It will also explore the possible creation of designated bike lanes and clearly designated crosswalks where vehicles are required to stop for pedestrians.

The City of Gloversville will implement clear signage directing drivers to convenient off-street parking. It will also increase the number of curbside parking spaces where possible. (see next section)

The City of Gloversville will strive to develop attractive, well lit pedestrian walkways linking the central business district to surrounding residential neighborhoods and to off street parking areas.

10. Parking:

When the City of Gloversville's Downtown originally took shape, the configuration of lots and buildings did not take into consideration that today two-car households would prevail and that society would become so mobile and commuter- oriented. Given the number of driveway cuts and street intersections throughout the Downtown, there is very limited on-street parking space available for businesses and stores on the main streets.

Residential conversions in the adjoining neighborhoods into medical offices, professional offices, etc. also cause increases in parking demand along the streets they front on including the primary City corridors. Unfortunately, most of the converted homes were constructed during a time when the automobile was not the predominant form of transportation and therefore provisions for off-street parking remain very limited.

On the other hand, there is a significant amount of off-street parking available, much of it City-owned, throughout the Downtown in locations that are perceived to be inconvenient. To date, a detailed parking analysis of the Downtown has not been completed by the City of Gloversville. Such an analysis needs to examine the availability of on-street and off-street parking and its location in relation to businesses and stores throughout the Downtown. The analysis will also have to thoroughly estimate the number of parking spaces that are necessary in the Downtown given the current business climate and the potential for growth in the future.

Given the fact that the majority of the larger off-street parking areas within the Downtown are located on the back sides of the properties, there is a tremendous need to provide some form of linkage between these large parking areas and the front entrances of the businesses and stores on Main Street and Fulton Street.

Policies: The City of Gloversville will undertake a detailed parking study in order to thoroughly examine the availability of both on-street and off-street parking in the Downtown and adjoining neighborhoods and to specifically analyze the current and future parking needs for the Downtown.

Public works projects in the Downtown will be focused on developing functional and aesthetically-pleasing linkages between larger back door parking areas and the storefronts along North and South Main Streets and East and West Fulton Streets.

The City of Gloversville will encourage property owners in the Downtown to develop rear-door access to the businesses along North and South Main Streets and East and West Fulton Streets with appropriate signage in order to accommodate potential customers' shopping needs.

11. Entertainment:

There are a wide variety of activities that could and do provide entertainment for the residents in our City as well as visitors to our community. Art shows, jazz band concerts, street festivals, and sporting events are all opportunities for the City of Gloversville to showcase the community's culture, history and architecture. The types of entertainment available in the City's Downtown should include a variety of activities for differing interests, including opportunities for the youth of our community so they develop an appreciation of what the City of Gloversville has to offer.

By encouraging our residents and non-residents to frequent the downtown area for a wide array of entertainment opportunities, the City will eventually begin to see an increased demand for restaurants and shops throughout the Downtown. This, in turn, will have a significant impact on both property and sales tax revenues for the City.

Policies: The City of Gloversville is not thought of as a "College Town", however, every year, new students enroll at the Fulton-Montgomery Community College, who come from other areas of the State

or from overseas and have no idea of the types of entertainment the City of Gloversville has to offer. Creating a mental and physical linkage between the college and the City is necessary to tap into this adjacent resource.

The City of Gloversville will encourage the use of Downtown venues for entertainment functions in order to increase the number of visits to our downtown area.

The City of Gloversville will work with public, not-for-profit, and private organizations wishing to conduct street festivals, sporting events, or other entertainment activities in the Downtown.

The City of Gloversville will encourage the Business Improvement District Board and the City of Gloversville Business and Professional League to work closely with the Fulton-Montgomery Community College to market their businesses to the student body.

The City of Gloversville will encourage the Business Improvement District Board and the City of Gloversville Business and Professional League to seek grant funding for development of a Downtown Corridor Study.

12. Maintenance/Restoration:

The overall physical appearance of our Downtown is the first impression visitors and residents alike take away from their experience in the downtown area. A clean Downtown is appealing to everyone who uses it. Well designed and strategically located trash receptacles throughout the Downtown encourage residents to take pride in their community and visitors to respect the appearance of our community.



Fulton County Regional Chamber of Commerce Building in the City's Downtown.

Since 2003 the City has replaced the existing lighting along Main and Fulton Streets in the Downtown with Victorian-style lamps that match the architectural style of the City's Downtown. The expansion of this effort to include Bleecker Square and other areas to the east and west of Main Street will not only enhance the aesthetic appearance of the City's Downtown, but will also allow the community to address safety concerns in poorly lit areas of downtown, such as alleyways linking parking areas with Main Street or Fulton Street.

Many of the building exteriors in the Downtown have been restored since 2003 and some are in the process of being restored at the time of this writing. However, there are still several which have deteriorated significantly and need to be restored in order to enhance the general appearance of the downtown area in the City of Groversville. Given the fact that a significant portion of the City of Groversville's Downtown is classified as a historic district, which is on the National Register of Historic Places, the City has enormous opportunities for obtaining grant funding for façade restoration. The property owners who have made efforts to restore their facades have greatly enhanced the physical appearance of the City's Downtown. The City of Groversville's Community Development Agency, which oversees the preparation of grant applications for housing rehabilitation under the Federal Small Cities Program, should be encouraged to apply for additional funding for façade restoration.

Policies: The City of Groversville Public Works Department will maintain strategically placed trash receptacles which will be emptied frequently and provide litter/street cleaning services year round

throughout the City's Downtown, in order to discourage littering and to pursue a clean business atmosphere. Property owners/occupants of businesses within the Business Improvement District should be encouraged to clean the walkways and keep signs and windows clean and in good repair.

The City of Gloversville will examine the possibility of providing additional period specific lighting throughout the Downtown in order to link parking areas with business destinations and storefronts along Fulton Street and Main Street.

The City of Gloversville will encourage private property owners to match the style of lighting used throughout the Downtown on all renovation or new construction projects.

The City of Gloversville's Community Development Agency will pursue, when feasible, grant funding for façade restoration throughout the City's downtown.

The City of Gloversville will encourage the Business Improvement District Board and the Business and Professional League to seek grant funding for smart wiring of downtown buildings in order to encourage technology companies to locate within the Downtown.

SECTION X

TRANSPORTATION

Introduction and Goal:

There are three (3) primary traffic corridors that bisect the City of Gloversville, including Main Street, Kingsboro Avenue, and Fulton Street (NYS Route 29A). There are also three secondary corridors including State Street, Second Avenue, and Fifth Avenue, which along with the primary corridors serve as the main entry points into the City. The majority of traffic flow throughout the entire community is handled by one of these corridors, while the remainder of the transportation network in the City is setup in a grid- type pattern with very few exceptions.

Main Street and Kingsboro Avenue run in a north-south direction and essentially serve as collector streets for the entire community. Main Street handles the majority of the commercial traffic since it runs through the Central Business District, while Kingsboro Avenue handles mostly residential traffic. Fulton Street (NYS Route 29A), on the other hand, serves not only as an east-west collector street for both commercial and residential traffic, but also as the primary traffic corridor passing directly through the City.

The existing transportation network in the City of Gloversville has helped to setup clearly-defined neighborhoods and has determined, to a large extent, where the various types of development has occurred in the community. Today, there is very little opportunity to expand the City's transportation network. However, the City's Capital Budgeting Process, which has proven to be very effective, should continue to be used as a mechanism for assuring that proper maintenance and upgrades to the transportation network take place in a timely fashion.

The 2015 update to the Transportation Goal is as follows:

To continue to place a high priority on the maintenance of the transportation network and undertake improvements as required in order to preserve street capacities in terms of traffic flow and to continue to address future safety concerns.

In order to reach this goal, the following policies have been adopted:

A. Roadway Network:

NYS Route 30A –South Kingsboro Avenue to Steele Avenue

There are significant vacant lands within the City limits and just outside the limits within the Town of Johnstown adjacent to NY Route 30A. The City of Gloversville anticipates these lands will be developed, which will generate traffic that may affect operations of the surrounding roadway network. To determine the most credible assumptions concerning potential development on some of these vacant lands, input from several of the land owners was used in the preparation of this study. The three main development areas that were examined for their potential land uses and trip generation potential included:

Area 1: The westernmost land mass, fronting both Route 30A and S. Kingsboro Ave, consisting of about 16 acres, which includes proposed development sites of a fast food restaurant and a new Foothills United Methodist Church.

Area 2: The center parcel that fronts Route 30A and has access to S. Kingsboro Ave. This parcel consists of about 39 acres. It is anticipated that development will occur on this site within the next 10 to 20 years.

Area 3: The easternmost land mass (3 parcels), fronting both Route 30A and Steele Ave, consisting of about 35 acres.

The development potential for these lands is estimated to be between 300,000 to nearly 800,000 SF of mixed commercial development that would add greatly to the City's tax base. Current zoning for this area will be changed to a "highway commercial" category based on the support for such a change identified in Section VII Economic Engines.

Policies: To accommodate this anticipated demand and related traffic increases, the City will pursue direct access to NYS Route 30A. The access point should be located along the western border of the eastern parcel adjacent to Steele Avenue, or in center parcel area between Steele Avenue and South Kingsboro Avenue.

East State Street

East State Street in the City of Gloversville has seen steady increases in vehicular traffic for many years. These increases can be attributed to the expansion of the Nathan Littauer Hospital, the reuse of the former Bishop Burke High School by the Lexington Center, and the development of medical offices along this corridor, many of which have been established in former residences. There has also been an increase in tractor trailer traffic servicing local business. While this concentration of medical facilities near the Nathan Littauer Hospital seems rational, the increases in traffic along this corridor are causing both parking and congestion problems. Once more, there are still a significant number of residences along East State Street that are being adversely impacted by the current capacity limitations of this corridor.

Policies: The City of Gloversville will mandate that adequate off-street parking provisions accompany any development or relocation along East State Street in order to assure that acceptable traffic capacities are maintained along this corridor. The City will require traffic impact mitigation assessment and improvements as warranted for any uses that degrade traffic flow in the area.

B. Transit System:

The City of Gloversville Public Transit System provides many City residents, as well as non-residents, with a means of transport to jobs, shopping, and other activities. A public transit system is particularly important to groups such as the poor, the elderly, the handicapped, and those who do not have access to an automobile. However, a public transit system could also be beneficial to a community that has significant traffic congestion problems or parking concerns in its Central Business District.



Gloversville Transit System Facility along West Fulton Street.

While the City of Gloversville is not witnessing severe traffic congestion or parking limitations in its Central Business District at the present time, successful marketing of the City's Public Transit System could entice more residents to occasionally leave their private automobiles at home and ease traffic burdens in the community. A coordinated scheduling effort and routing system will allow more citizens to take advantage of the City's transit system. For example, according to a 1990 National Personal Transportation Survey, the average person is willing to walk about 1,500 feet to connect with a transit system. Given the ongoing changes in the location of commercial and industrial activity and the new concentrations of residential development outside of the Cities, the routing of transit system services will need to be continually analyzed and possibly reconfigured in order to service the largest segment of the population.

Policy: The City of Gloversville Transit System should submit an annual report to the City of Gloversville Common Council outlining the various transit routes available throughout the County and specifically pinpointing the changes that have been made during the past year and the reasons for those changes. The Transit System will work with entities such as FMCC, schools, Walmart, senior center, businesses

and other municipalities to increase availability for ridership. Promoting the Transit System is the responsibility of the Manager of the Transit Department and Commissioners. Transit is beneficial in promoting Gloversville as a community that has public transportation for its populace.

SECTION XI COMMUNITY FACILITIES

A. Introduction and Goals

Community Facilities include not only those facilities owned and operated by the public, but also those facilities that are owned and operated by private enterprise for the benefit of the community. The City of Gloversville's Community Facilities are an extremely important component in the lives of many of our citizens adding immeasurably to their quality of life.

There are a broad range of facilities and services that come under the heading of Community Facilities. Some facilities such as the Fire Station and the Police Department are necessities in our community. On the other hand, facilities such as the Public Library, while not necessary, are desirable because they add to the community's cultural and educational enrichment.

According to the 2000 Census, the City of Gloversville's population has continued to decline. Yet, there is still a great demand and need to keep the City's Community Facilities updated and to increase the variety of community services offered to our residents. The increased demand for these facilities and services is putting intense pressure on the City's budget and may eventually necessitate a serious examination of facilities and services that can be shared with other communities in Fulton County, while preserving Gloversville's unique identity.

It is extremely important that the City of Gloversville maintain its current Community Facilities and continue to offer an expanding variety of services to our residents and business owners. Upgrading and expansion of our Community Facilities and services will be essential if the City of Gloversville expects continued private investment to take place in the community. The 2015 Community Values Section goal is as follows:

To promote the maintenance, enhancement and development of Community Facilities and Services in a cost effective manner so as to meet the future needs of our Community.

In order to reach this goal, the following policies have been adopted:

B. Policies

1. Gloversville Public Library:

The Gloversville Public Library is a tremendous source of cultural enrichment for the residents of our community and surrounding townships and is therefore an extremely important community resource. The Gloversville Public Library is located on the southeastern corner of the intersection of East Fulton Street and Fremont Street along one of the City's main traffic and transportation arterials making the Library easily accessible to the public. The Library is also situated on the fringe of the Central Business District, which at times can encourage our residents to shop or otherwise do business in the downtown area visiting the library. The library is one of the most significant architectural treasures in the city. Constructed in 1904 by virtue of a Carnegie endowment, it displays elaborate exterior artistic detail and is listed on the National Register of Historic Places. It receives an average of over 400 visitors

per day and is second only to the Schenectady County Library in user traffic in the entire Mohawk Valley Library System. As a result of the steady increase in demand for its services the library has experienced an ever greater shortage of space. At the time of this writing, and after several years of planning, the library is in the midst of a 7.1 million dollar capital campaign which will transform the facility into a 21st century learning center. The planned renovations will not significantly alter the historic character of the building, but will nearly double the usable interior space to allow greatly expanded programming. Specialized space for a new children's area, meeting rooms for classes, tutoring and community activities, and a teen center will become available. The renovations will also make all three levels of the building handicapped accessible and upgrade all systems to comply with current codes. It is anticipated that construction will begin in late 2016 and be completed by early 2018.

Today, due to technological advances in the gathering and dissemination of information, libraries have become not only repositories of books and periodicals, but active community centers that offer all residents instant access to the wider world. This planned transformation of the Gloversville Public Library will make it a premier educational asset to the region and a central pillar in the rebirth of the entire city.

Policy: The City of Gloversville will support continued programs, events and planned renovations at the Public Library in order to help preserve and improve this vital asset for the community.



The unique Architecture of the Gloversville Public Library

2. Nathan Littauer Hospital:

The City of Gloversville is home to an excellent medical facility, the Nathan Littauer Hospital. The Hospital is located in the northern end of the City along East State Street and is a regional health facility serving all of Fulton County, southern Hamilton County, and parts of Montgomery County. The Hospital is a tremendous resource to our community, not only in terms of the medical services it provides, but also for the economic benefit the Hospital bestows on the community in terms of payroll and goods and services purchased. For many years now, there has been a national trend, resulting from advances in new technologies, that has allowed more and more people to receive medical services outside of hospitals and for an increasing number of patients to have out-patient surgeries at hospitals or other medical facilities. Because of this trend, Nathan Littauer Hospital has just completed renovations that will allow the Hospital to provide additional medical services to the region. The City of Gloversville recognizes that future advances in technology may necessitate Nathan Littauer Hospital undertaking future expansion at the present facility or at smaller medical facilities throughout the area. However, the City also recognizes that vehicular access to the Nathan Littauer Hospital is very limited and may need to be improved in the future.

Policy: The City of Gloversville will continue to support efforts by the Nathan Littauer Hospital to expand services to the community, and will encourage and support efforts to investigate the feasibility of a secondary access to the Hospital facility along NYS Route 30A.



Nathan Littauer Hospital along East State Street

3. Senior Living Facilities:

Another national trend that has impacted the Hospital involves long-term elderly care. At one time, there was a significant need for additional nursing home space, not only locally, but throughout the nation. Today, there is no longer a waiting list for the nursing home facility at the Nathan Littauer

Hospital or other facilities in the County, and the focus of long-term elderly care has shifted dramatically toward assisted-living situations. For the past several years, assisted-living centers have been constructed throughout the capital region. However, there has been no real influx of these types of facilities in Fulton County. According to the 2010 Census, approximately 28% of the County's population resides in the City of Groversville including a significant percentage of the County's elderly population.

TABLE 10-1
% ELDERLY POPULATION 2010 Census

	FULTON	CITY OF	% OF COUNTY'S ELDERLY POPULATION
65+ population	4,621	1,027	22%
75+ population	2,847	737	26%
85+ population	1,433	424	30%

The 2010 Census figures also reveal several other trends with the elderly population. Between 1990 and 2000, the County's 65+ population remained somewhat stable, however between 2000 and 2010 the County's 65+ population declined significantly. The City's 65+ population has declined steadily between 1990 and 2010. The 75+ population has also decreased since the 2000 census at both the City and County levels. However, the 85+ population has increased at the county level and has remained at a higher percentage at the City level since 1990. Perhaps more significant is that the median age at both the City and County levels have increased noticeably since the 1990 Census. These demographic trends point to the fact that the City must continue to look for opportunities to assist our elderly population with services and with appropriate housing options.

TABLE 10-2
1990 VS. 2010 ELDERLY POPULATIONS

	FULTON COUNTY			CITY OF GLOVERSVILLE		
	1990	2000	2010	1990	2000	2010
65+ population	8,967	8,980	4,621	3,300	2,754	1,027
75+ population	3,969	4,640	2,847	1,560	1,604	737
85+ population	931	1,247	1,433	373	469	424
Median Age	35.2	38.6	41.8	34.9	37.3	37.1

Consequently, the City must continue to identifying locations within the community that could support and benefit from the construction of various types of senior living facilities including independent senior living housing, assisted- living facilities, cognitive care, Adult Day care and continued support for local Nursing Home facilities. Also by mixing the elderly population into neighborhoods with young couples and children, the City of Groversville can avoid the problem of isolating our elderly population.

Policy: The City of Gloversville will encourage the construction of senior living facilities of all types both within residential neighborhoods and throughout the community to blend these facilities into the overall community including our downtown and adjacent neighborhoods in appropriate fashions to complement and preserve our surrounding historical and architectural features.

4. Fire Protection:

The City of Gloversville is fortunate to have a very dependable municipal Fire Department. At the present time, the response times for the Fire Department, which is located along Frontage Road, to locations throughout the community are well within regulatory requirements. However, if there is significant expansion of the City's municipal borders in the coming years, this issue may have to be reexamined. On the other hand, as development occurs within the City limits and renovation and reuse of existing buildings takes place, the City will encourage and, in many cases, mandate that better fire access to the buildings be provided. New facilities should be located on sites that minimize barriers such as busy intersections or one-way streets, which tend to lengthen the time required to reach a fire and thus reduce the effective service area of the Fire Department.

Policy: The City of Gloversville, will carefully assess emergency vehicular access issues as they relate to the construction of new projects and the redevelopment of existing buildings throughout the community.

5. Police Protection:

The City of Gloversville Police Department not only acts as the law enforcement agency for the community, but also provides educational programs for residents of the City. Programs such as D.A.R.E for K-12 students and parenting programs for school-aged children are increasingly demanding additional staff hours from the Police Department.

Policies: The City of Gloversville Police Department would like to expand its educational partnerships with other community agencies in order to provide additional services to the City. The City must review, with the Police Chief, on a regular basis, methods to ensure adequate educational and community programs are maintained.

Usage of bicycle patrols by the City of Gloversville Police Department has become more prevalent not only because of the recent construction of the FJ & G Rail Trail but also as a result of the success the Department has witnessed using the patrols throughout the City. At some point in the future, the City of Gloversville would like to expand the Trail system by creating linkages between the FJ & G Rail Trail and various parks and neighborhoods throughout the City. The continued development of the pedestrian trail system throughout the City will certainly entice more residents and non-residents to use this Trail system, and, consequently, the users themselves may begin to police this Community Facility. However, there will still be a significant need for police bike patrol presence along the Trail in order to ensure proper functioning and safe use by community residents. A review of current staffing levels for the Trail and a plan for police coverage of the Trail as it expands will be critical.

The City of Gloversville Police Department should review its current staffing of bike patrols along the Trail and plan to provide additional bicycle patrols as the Trail system expands.

The City of Gloversville Police Department has also begun to feel a space crunch at its present location in City Hall. As the Department begins to provide more services to the community, additional space may need to be made available. The Police Department has no shooting range and currently uses the City of Johnstown's facility, which, at some point in the future, may become an unworkable situation.

The City of Gloversville should undertake a comprehensive examination of space within the City Hall building in order to determine how space is currently utilized and if additional area in the facility can and should be dedicated to the City of Gloversville Police Department. Additionally, the City of Gloversville should begin to identify properties outside of the City's municipal borders where a police shooting range can be established.

The final report on consolidation of services in Fulton County, which was prepared in the early 1990's, specifically recommended that the Cities of Gloversville and Johnstown seriously evaluate consolidating their Police Departments. The report went on to recommend that a comprehensive assessment of this issue be conducted. From 1992-95, the Cities of Gloversville and Johnstown conducted such a study, which, at the time, seemed to uncover significant benefits that could be realized by both City Police Departments if consolidation took place. However, administrative and bureaucratic concerns surfaced and the study was never acted upon. As this report is being prepared, the City of Gloversville has reopened discussions with the City of Johnstown concerning consolidation of the Police Departments.

The City of Gloversville's Police & Fire protection are the two essential services that the City provides. Without these services, the City loses a critical safety network and its ability to market the community as a safe place to live. These departments are also vital to the health, safety and welfare of the public and to the socioeconomic development of the City. The services provided by the Police and Fire Departments should be preserved. It is important to recognize the strong ties these departments provide to the social and civic stability to residents of the City of Gloversville. The uniqueness of these services separates the Cities from other communities and is a strong contributing factor in what draws people to this specific location.

Any consolidation plan must be looked at thoroughly and completely and not just address labor cost savings. Consolidation may or may not be cost effective in the long run, but that is unknown until all factors are fully considered. Issues such as: Time and costs spent on negotiations with unions, administrators, bureaucrats and employees, establishing new charters, attorney fees, costs of establishing a centralized location with new buildings, new vehicles and logos, potential loss of jobs are just some examples of costly and time-consuming factors that should be considered.

The proposal to consider consolidation of services is a direct reaction to the City's most imminent problems or "downstream effects", which is the lack of City revenues and funds. Therefore, as an alternative to any consolidation plan, the City shall explore other options in maintaining City services or focus on "upstream causes", dealing with the root cause to existing problems that contribute to the cutback of City services, which is the lack of adequate and affordable housing and commercial and economic development, decrease in neighborhoods, revitalization and overall City marketability.

The City of Gloversville should explore consolidation and shall encourage the assessment of a city level departmental reorganization, as part of any consolidation plan of city services. Part of the

assessment should include evaluation of options such as: attrition, early retirement incentives and job reclassifications, etc. to determine if Police, Fire and other City Service departments can maintain proper staffing, prevent job cuts and preserve the integrity of the department.



FJ&G Rail Trail Looking North from South Main Street near Cumberland Farms

6. Animal Control:

The City of Gloversville and the Regional Animal Shelter have formed a unique partnership. This partnership allowed The Regional Animal Shelter, located at 118-119 West Fulton Street, to be completed. The partners entered into a contract which stipulated five kennels will be reserved for city use. Animals on the loose in the city or those without licenses are usually picked up by Police Officers or Animal Control. These animals are brought to the shelter. The shelter cares for the animals until the owners reclaim them and pay the appropriate fees or via the court system. When the animals are not claimed by the owners, within five days, the City signs the animals over to the Shelter and they then attempt to find them a home. The animals are now licensed and receive rabies shots prior to leaving the shelter.

Previously these animals were boarded at a veterinarian's with high fees. This partnership with the Shelter has saved the City (taxpayers) with the expense of boarding and feeding these animals. This building was empty with no prospects for use. Today this building serves a vital function in this community.

Policy: Going forward Regional Animal Shelter is planning to expand by building a larger facility that will accommodate many more animals with the current building being utilized as the intake point. Regional will then have an in-house veterinarian. This expansion should be encouraged by the City as Regional will still care for our animals and this may open other opportunities.

7. Fulton County Ambulance Service:

The Ambulance Service of Fulton County is located along Spring Street near City Hall and the Fire Department in a former automobile dealership. The Ambulance Service shares the former dealership with an auto body shop. The Ambulance Service, at one time, was housed in the City of Groversville Fire Department and made the move to the former dealership because of space limitations in the Fire Department building. However, as population growth within the City has declined and has remained somewhat stagnant at the County level, there does not appear to be any immediate need to expand the Ambulance Service Agency or provide additional space for operational purposes.

Policy: The City of Groversville will encourage the continued use of the current building by the Fulton County Ambulance Service and will recommend renovation of the existing building before support for any new facility will be considered.

8. City Hall:

The City Hall building along Frontage Road is recognized as the central administrative offices for the entire City. The building houses most local government functions within the City and is used by a variety of groups during the evening hours throughout the week. The City Hall building itself is approximately 30 years old and has very limited expansion possibilities.

Policies: If additional municipal office space is needed in the future, a study of office space accommodations within the City Hall building should be undertaken to determine if the additional space can be accommodated within the present City Hall building or whether satellite office space will need to be identified. This study would be included as part of the analysis discussed in Policy #3 under Police Protection.

City Hall is recognized as the municipal center of government within the City of Groversville, and consequently, the buildings and grounds surrounding the facility should be exquisitely maintained.



City Hall from Frontage Road

9. School District Collaboration:

The City of Groversville School District owns several properties throughout the community including the Groversville High School/Middle School Facilities, the former Estee Middle School, Boulevard, Park Terrace, McNab and Kingsboro Elementary schools. The City School Board would like to see continued use of the School District properties by the community. In particular, the School District would like to see the former Estee Middle School renovated and possibly reused as some type of Community Facility.

Given the limited amount of space remaining within the City's borders to develop property for recreational usage, the City of Groversville feels that the School District properties offer an invaluable resource to residents of the community. Likewise, the School District itself would like to further utilize these properties by offering children additional programs at these sites.

Policies: The City of Groversville will encourage continued use of City School District properties as Community Facilities for recreational pursuits, additional meeting space, and a variety of youth and adult programs.

The City of Groversville will continue to partner with the City's School District in finding an acceptable use for the former Estee Middle School property. A 35 unit affordable senior housing project is currently being evaluated for the Estee Middle School structure and at the time of writing this Comprehensive plan had just received a \$400,000 grant from the Governor's Mohawk Valley Regional Economic Development Council.



Former

Estee Middle School

10. **Lexington/Not-for-Profit Facilities:**

The Lexington Center facilities are currently the primary provider of services to the mentally-challenged and otherwise severely developmentally disabled in Fulton County. Lexington Center has continued to expand and now includes numerous facilities throughout the City. The Lexington Center not only provides a much needed service to the City of Groversville and the County as a whole, it also provides a tremendous boost to the economy in terms of the number of jobs it furnishes and in terms of the goods and services that are purchased by the various facilities. Although Lexington's facilities are considered tax exempt properties, the City of Groversville feels that the construction investments in the community, the jobs created by the agency, and the ancillary benefits to local businesses benefit the community. However, the City should review the costs associated with providing services to these facilities (such as the number of fire and/or police calls to facilities and the number of Department of Public Works services provided.)

Policies: The City of Groversville will support the continued development of Lexington Center facilities throughout the community as long as they comply with zoning and other regulations and do not detract from the community values and historical character of the neighborhood.

The City of Groversville should examine the idea of providing municipal services, such as garbage collection, on a fee per usage basis, in order to offset the costs associated with continuing this municipal service.

Not-for-profit organizations are essential to the community in providing jobs and income to residents. However, these organizations put added stresses on city services, the local tax base, infrastructure, and on the annual fiscal budget, due to their tax-exempt status. The City has much to offer these organizations, which helps to make them successful. In fact, the City is vital to not-for-profit organizations. These organizations rely on City residents as their employee labor pool. City roads are utilized for their employees to travel to and from work and for the shipment of goods and services. City

parks and recreational facilities are used by their employees and clients as well as other City facilities and services. In order for these services to continue and for the City to assure future success for local not-for-profit organizations, social and economic contributions must be made to the City. The City of Groversville is faced with continued increased costs associated with maintaining City roads, public facilities, parks and recreational areas, police and fire protection, snow removal and other City services.

The City of Groversville shall discuss with State Legislators the possibility and procedures for instituting PILOT programs for Non-Profit that utilize City services. The City should also explore other options such as opportunities in establishing a partnership policy program with all not-for-profit organizations. Programs that either create a city redevelopment foundation with economic contributions made by not-for-profit businesses, which aid the City in capital improvement projects in lieu of their tax-exempt status, or programs that provide neighborhood initiatives, including Homebuyer incentive programs, parks and recreational development or housing rehabilitation funds, should be considered.

11. Fulton County Museum:

The Fulton County Museum is located in the Kingsboro Historic District in the City of Groversville. The Museum contains the only complete glove-making exhibit in the United States and a leather tannery of the early 1900's. There are also farm and industry exhibits, a textile weaving room, an authentic Indian long house with artifacts, and a multitude of other smaller exhibits. The majority of the visitors to the Fulton County Museum are not City residents and many are out-of-state travelers looking for tourist-related facilities to visit.

There are no physical expansion possibilities for the Fulton County Museum given the size of the Museum property and the densely-developed surrounding neighborhood. However, additional funding is always needed from the City and County in order to maintain and continue operating the Museum effectively.

Policy: The City of Groversville will encourage the promotion of the Fulton County Museum as a tourist attraction, including the placement of additional signage throughout the City advertising the facility.

12. Transit System:

The City of Groversville Public Transit System provides many residents as well as non-residents, with a means of transportation to jobs, schools, shopping, doctors and other activities. A public transit system is particularly important to groups such as college students, senior citizens, school students, handicapped citizens and those who do not have access to a vehicle. Coordination of schedule and making an effort to accommodate the citizens this will increase ridership as more citizens take advantage of the Public Transit System. Given the ongoing changes in the City such as Walmart for example researching the shifts for employees and making scheduling adjustments for routes of transit is very important.

Policy: The City of Groversville Transit System should submit an annual report to the City of Groversville Planning Board outlining the various transit routes available throughout Montgomery & Fulton County and specifically pinpointing the changes that have been made yearly and the reasons for the changes. The Transit System will work with entities such as FMCC, schools, Walmart, senior center, businesses and other municipalities to increase availability for ridership. Promoting the Transit System is the

responsibility of the Manager of the Transit Department and Commissioners. Transit is beneficial in promoting Gloversville as a community that has public transportation for its populace.

SECTION XII

CULTURAL AND HISTORIC RESOURCES

A. Introduction and Goal

The City of Gloversville's Historic and Cultural Resources contribute to the character and individuality of our community by providing a sense of identity and a sense of place. In terms of planning for the orderly development of our community, historic resources include the tangible assets of our heritage, such as buildings, neighborhoods, roads, landscapes, open spaces and parks. On the other hand, cultural resources in the City of Gloversville include our educational institutions, the public library, and a variety of agencies and venues that house and support a broad range of artistic endeavors.

The first settlers in the Gloversville area were Scotch and German immigrants. Among the settlers were glove workers who founded the glove industry in Fulton County. Later, settlers from New England entered the glove manufacturing trade and they are credited with the development of the industry to a position of great economic importance. By 1816, a few dwellings had been erected along the Cayadutta Creek. The name "Stump City" was used because of the practice of cutting hemlock trees, removing the bark for use in tanning processes, but leaving the logs and stumps on the clear land.

Within three (3) years, however, the hamlet had grown enough to need a post office. By that time, the glove industry was so important that the name "Gloversville" was selected. In 1830, there were only 14 dwellings in the community. But, by 1853, when Gloversville was incorporated as a third class village, there were 249 dwellings and 1,318 people. By 1890, when it became a city, the population of Gloversville had reached 13,634 and in 1950, the population peaked at 23,634. Due to a decline in the domestic manufacture of gloves and the exodus of individuals from cities to the suburbs, Gloversville had been experiencing a steady decrease in population since 1950 and as of the 2000 Census, the City's population had declined to 15,413 residents. According to the 2010 Census the City had experienced a slight increase, with the population at 15,665 residents.

The diversity of historic resources within the City of Gloversville is evident by the properties included in the City's two (2) historic districts, the Kingsboro Historic District and the Downtown Gloversville Historic District, both of which are include on the National Register of Historic Places.

The Kingsboro Historic District is located in the northeast corner of the City at the point where Kingsboro Avenue terminates at East State Street and contains the Kingsboro Avenue Park and the Old Kingsboro Revolutionary Cemetery. During the early 2000's a group of World War II Veterans formed the Veterans Memorial Committee. The committee planned and raised financing for the World War II Memorial now found in the Kingsboro Avenue Park. The historic Old Kingsboro Revolutionary Cemetery, across the street from Kingsboro Park is the cemetery of Revolutionary War Soldiers and early settlers of the area. The cemetery is the resting place of many notable early locals, including Reverend Elisha Yale, who was the first pastor of the Kingsboro Congregational Church.



The district contains all of the properties which face Kingsboro Avenue Park and also includes five (5) properties along Kingsboro Avenue to the south of the Park. Also found in the district is the Fulton County Museum.



The Downtown Historic District is centered on the intersection of Fulton and Main Streets in the Central Business District. It also included properties located on Church Street, Fremont Street, Spring Street, and Prospect Avenue. As indicated in the city's 2003 Comprehensive Plan, a total of 91 buildings are located in this district, 78 of which contribute to the District's historic character.

The Downtown Historic District includes the historical Shrine Memorial Hall which now houses the Mohawk Harvest Co-op, the Glove Theater with its theater museum, and locally owned shops and stores. These blends of old and new in this district serve as cultural attractions in the community and bring people into the area for unique shopping and entertainment experiences.

Gloversville's other cultural resources include the historic 1905 Andrew Carnegie built Gloversville Public Library, and our educational institutions, which provide a significant number of jobs in the community. These cultural resources enhance the quality of our residents' lives by providing us with experiences that broaden our background and insight into our past as well as our present. Such experiences not only help us appreciate more types of cultural activities, but also provide opportunities for personal and social growth. The 2015 Cultural and Historic Resources Section goal is as follows:

To promote the Historic and Cultural Heritage of the Community by supporting the preservation of significant sites, structures, and neighborhoods and by encouraging the continued expansion of a variety of cultural resources for our citizens.

In order to reach this goal, the following policies have been adopted:

B. Policies

1. Restoration and Rehabilitation:

The restoration/rehabilitation of historically significant properties and older buildings, in general, can help restore a sense of pride in our community's past. Older buildings, many times, can be successfully adapted into contemporary, commercial, residential, and even industrial uses. The restoration and reuse of these older buildings can act as a catalyst to revive residential and commercial areas that have been declining in both stature and appearance for many years. Since the 2003 Comprehensive Plan, a private group of citizens joined together to form Schine Memorial Hall, LLC. These members invested their own funds to purchase the historic building and raised the funds needed to qualify for a New York State Main Street Grant to begin restoring and preserving the building. The Schine Memorial Hall is a commercial building which now houses the very successful Mohawk Harvest Co-op, and offers both retail and office space to a number of other tenants.

Gloversville is full of many beautiful Victorian style homes that continue to be renovated and restored to their original splendor by private citizens. Once restored these become much loved family homes for many of our residents for years to come.

Policy: The City of Gloversville will encourage the restoration and rehabilitation of our community's historic buildings and properties whenever feasible so that these structures can be used as viable residences, office space, retail or industrial ventures.



2. Site and Building Inventories:

Although the City of Gloversville has established two (2) historic districts on the National Register of Historic Places, there is no official list inventorying the older, yet less recognized buildings in our community. A Policy was set in the 2003 Comprehensive Plan to complete a survey of those older buildings, but has yet to be completed. As stated in the 2003 Comprehensive plan, a survey of the older structures throughout the City could be used to define policies that preserve irreplaceable resources and allow for continued physical development and economic growth. A survey of these older structures

could entice the expansion of one of the two (2) existing historic districts within the community and/or the creation of additional historic districts.

Policy: The City of Gloversville will cause to be prepared an inventory of historic properties throughout the City that are not yet included on the National Register of Historic Places. This inventory would be used to encourage expansion of the two (2) existing zones and/or to create additional historic districts which could then be eligible for funding through a variety of sources.

3. Historic Preservation Review Board:

The City of Gloversville Historic Preservation Review Board oversees any development or restoration of properties within the City's two (2) historic districts and the buffer zone surrounding the Downtown District. The Historic Preservation Review Board was established in order to protect and enhance the landmarks and historic districts which represent distinctive elements of the City of Gloversville's historic architectural and cultural heritage. The role of this Board, in the past, has been to review restoration projects that occur in one of the two (2) historic districts in the City. However, this group also has the authority to make recommendations to the City concerning the utilization of State, Federal, or private funding to promote the preservation of landmarks and historic districts within the community, conduct surveys of significant historic, architectural, and cultural landmarks and historic districts.

The Board also has the authority to recommend to the City the acquisition of landmark structures that are extremely important to the community where private preservation is not feasible. The 2003 Comprehensive Plan recommends that the Historic Preservation Review Board work closely with the City's Community Development Agency in order to identify projects within the City's historic districts that could be eligible for funding under [any available grants] or a multitude of other funding sources. The city continues to recommend that partnership between the Historic Preservation Review Board and the Community Development Agency.

Policy: The City of Gloversville Historic Preservation Review Board should take a more active role in the preservation and future redevelopment and reuse of historic properties throughout the City of Gloversville.



4. Tourism:

The City of Gloversville has a wealth of historic and cultural resources that could conceivably boost the local tourism industry. Visitors who attend civic events, performing arts presentations, visit the local museum, view art collections or take guided tours through our historic districts are an encouraging sign that our historic and cultural resources are helping to increase the number of visitors to our community.

However, these resources, more than likely, are not going to be tourism destinations themselves. Rather, the historic and cultural resources in the City will provide the additional experiences and activities that enhance a visitor's time in Fulton County. Fulton County's location along the foothills of the Adirondack Mountains, within easy access of numerous summer and winter tourism destinations, will still remain the focus of tourism activity in community. The Fulton/Montgomery County Chamber of Commerce, located in the city's downtown, should be utilized to direct visitors to the city's historic and cultural resources as well as additional amenities and activities they are unlikely to find in other communities.

Policy: The City of Gloversville will support efforts the Fulton/Montgomery County Chamber of Commerce, private individuals, non-profit organizations and government agencies to market the city's historic and cultural resources for tourism-related activities.

5. Streetscape Infrastructure:

The Downtown Gloversville Historic District contains a multitude of historic buildings that, at one time, were home to dozens of thriving businesses and a variety of professional offices. Since 2003, there have been a number of efforts by property owners to renovate the facades of some of the buildings in the downtown district. The city, in conjunction with the Business Improvement District has replaced the lighting in the Central District with Victorian-style lamps that match the period of the architecture that is found in this historic area. Additional upgrades such as new sidewalks, improvements to parking areas and nicely landscaped and lighted walkways from the parking lots to the front entrances of buildings along Fulton Street and Main Street have been started in the downtown district, but more work needs to be done to make this a walking downtown, which would be more appealing to visitors and enhance the appearance of the streetscape itself and encourage private property owners to invest in their historic buildings.

Policy: The City of Gloversville will continue to seek funding to make improvements to all public streetscape/parking/walkways in the downtown Gloversville Historic District not only to enhance the appearance of the Central Business District, but to preserve the historic and cultural integrity of the district itself.



6. Urban Cultural Parks:

Many communities throughout New York State have established urban cultural parks in an effort to preserve the historic and cultural identity of specific geographic locations in those communities. Given the unique way neighborhoods evolved in the City of Gloversville as a result of the flourishing leather and glove-making industries, an urban cultural park could be developed in order to help preserve the history and culture of the City as local economic development efforts continue to diversify the community's industrial base.

Policy: The City of Gloversville will examine the possibility of creating an urban cultural park in the Downtown Historic District in an effort to preserve the history of the leather and glove-making industries and the evolution of neighborhood development in the community.

SECTION XIII

PARKS AND RECREATION

INTRODUCTION:

The City of Gloversville benefits from a fairly extensive park system and several recreational facilities that serve the recreational interests of many of our residents and business owners. The effective management and maintenance of this park system will have a significant impact on the quality of life of our residents and business owners and, to some extent, the residents and businesses in surrounding townships.

Parks and recreational facilities that are well-managed and properly maintained typically increase the value of adjacent properties. On the other hand, parks and recreational facilities that remain uncared for can eventually contribute to eroding property values and neighborhood blight. The City of Gloversville has a wide array of public parks and recreational facilities including neighborhood parks, mini parks, athletic fields, playgrounds, basketball courts, tennis courts, walking and biking paths, a pond, and several flower gardens.

The City of Gloversville realizes that well-managed and maintained parks and recreational facilities help to attract businesses to the City and thereby assist with the economic revitalization of the community. The City's parks and recreational facilities could also provide a stimulus for attracting and encouraging vacationers, retirees and others to spend their disposable incomes within the City and to locate in the community either permanently or on a seasonal basis.

The City of Gloversville recognizes that recreational activities are not limited to sporting events or other types of physical exercise, but also may include time spent relaxing or enjoying more passive pursuits such as reading a book on a park bench or visiting a museum or art gallery. The overarching goal of the 2015 plan is as follows:

To manage and maintain our parks and recreational facilities in order to enhance the redevelopment potential of our City, to promote neighborhood revitalization, and to provide for the recreational interests of our residents and business owners.

The policies adopted therein to achieve that goal are hereafter enumerated and where appropriate followed by a brief description of our subsequent experience leading up to the 2015 update:

1. Park and Facility Survey, Evaluation and Oversight:

The City's demographic character is constantly changing, and with it so are the recreational interests of the City's residents. Thus, there is a perpetual need to examine the ongoing management of our City's various parks and recreational facilities. The City of Gloversville has appointed a 7-member Recreation Commission to act as an advisory panel overseeing the operation and viability of the various parks and recreational facilities in the City of Gloversville. At a minimum, the Recreation Commission should be performing an annual inspection of all parks and recreational facilities and submitting a report to the Director of the City Public Works Department. This report can be referenced by the Department of Public Works during yearly budget deliberations and can act as the basis for preparing a Capital Improvement Program for the City's parks and recreational resources. The report can also be used by

the Department of Public Works to develop a maintenance schedule for all of the parks and recreational facilities in the community.

Policy: The City of Gloversville should conduct a survey of all of its existing parks on an annual basis coordinated by the Department of Public works with significant assistance from the Recreation Department. The resulting report should identify the strengths, weaknesses, and needs of each of the parks. This survey may also quantify the number of regular users of each park. Based upon the results of this survey and report findings, the City can make informed decisions with regard to maintenance and upgrade expenditures. The City will then encourage the Recreation Commission to work with the Department of Public Works and take a more active role in the evaluation of maintenance and capital improvement projects for all of the City's parks and recreational facilities.

2. Recreational Events and Activities:

The City of Gloversville hosts a number of events and activities each year that brings outside people and interests into our community. Examples of these events and activities include the Gloversville Citizen's Band, 5K and 10K Road Races, Railfest, Youth Fishing Derby, Summer Basketball League, the Little Huskies Football Team and Fulton United Soccer League. When these events and activities are operating, the City historically draws crowds of people from outside of our community to attend these events and activities.

The City realizes that festivals, athletic tournaments, and cultural performances are all types of events and activities that, from a recreation and tourism standpoint, can spur outside interest in our community. Events that bring in a significant number of people from outside of the City and County not only enhance the recreational experiences for our own residents, but have the added benefit of boosting the local economy through the goods and services that are purchased from local businesses.

Policy: The City of Gloversville encourages and will support festivals, athletic tournaments, teams and leagues, and cultural performances that enhance tourism activity within the City and generate interest in our community's recreational facilities and activities.

3. Youth Programs:

In every community, large or small, there is a need for organized youth programs. In the City of Gloversville, there are a number of youth programs offered by a variety of agencies throughout the community. These programs include athletic teams, arts and crafts classes, educational groups, etc. These recreational programs give the children of our community a sense of direction and belonging and also provide excellent opportunities to learn, work and communicate with other people. The City should also explore the types of programs that can be instituted in the community and identify the available funding mechanisms to support these opportunities. For instance, there have been previous summer programs run by grants obtained through the City Clerk's office.

Policy: The City of Gloversville will encourage the continued development of youth programs throughout the community and will offer assistance to these programs whenever feasible.

4. FJ & G Rail Trail:

Phase I of the FJ & G Rail Trail Project was developed in the summer of 1998 and involved the construction of approximately 2.8 miles of Rail Trail from the intersection of Fulton Street in the City of Gloversville to Fairgrounds Park along North Perry Street in the City of Johnstown.

Development of Phase II of the project was completed during the summer of 2001 and involved the construction of approximately 3.2 miles of Rail Trail along the abandoned rail corridor between West

Fulton Street in the City of Gloversville and Dennie's Crossing in the Town of Johnstown. With the completion of Phase II of the Rail Trail, the entire length of the abandoned railroad corridor within the City of Gloversville's borders is now developed. The Trail was designed for usage by walkers, joggers, bicyclists, cross-country skiers, etc. and has been an overwhelming success and proud accomplishment for the community. The FJ & G Rail Trail provides a unique pedestrian linkage between a variety of destinations throughout the City and into the surrounding communities. As development of the Trail continues in the future, the Trail will provide a pedestrian corridor to a variety of other destinations, not the least of which will be the New York State Barge Canal in Fonda. The City should continue to review and evaluate the usage and maintenance of the Trail to ensure it is kept clean and safe and is being used properly.

Policy: The City of Gloversville will look for opportunities to expand the Trail system by creating pedestrian linkages between various destinations and the FJ & G Rail Trail Corridor.

5. **Darling Field:**

The Darling Field facility has perhaps the widest range of recreational facilities in the community. Darling Field currently houses four (4) tennis courts, a track, soccer fields, a baseball diamond, four (4) basketball courts, and a playground area. Darling Field is also home for the Fulton United Soccer League.

Given the location of Darling Field in the northeast corner of the City of Gloversville, in a densely-populated residential neighborhood, and the fact that the FJ & G Rail Trail connects Darling Field to many other destinations within the community, this facility should be one of the focal points of maintenance efforts and recreational facility upgrades in the community.

Policies: The City of Gloversville Department of Public Works, working in conjunction with the Recreation Commission, should develop a schedule of maintenance needs and upgrades for the Darling Field facility that can be used by the City to identify capital budget priorities.

The main parking area for the Darling Field facility is located along the north side of Newman Street. Currently, the parking lot is not well maintained, which limits its capacity and, from an aesthetic standpoint, takes away from the appearance of the entire Darling Field facility. By upgrading the parking lot along Newman Street and continuing to maintain the lot, the City of Gloversville could significantly enhance the appearance of the Darling Field facility and ease parking congestion along Newman Street during events at the facility.

The City of Gloversville will look to fund an upgrade of the parking lot serving the Darling Field facility along Newman Street in the City of Gloversville.

6. **Littauer Field:**

The Littauer Field, which is located adjacent to the City's Central Business District, offers a softball field, a football field for the Little Huskies Program, and winter skating for City residents. While expansion of this facility could provide much needed additional ball field space within the City, there does not appear to be enough adjacent property to allow this to happen. There is also limited parking and seating available for viewing events that are currently taking place at this facility.

Policies: The City of Gloversville should focus on maintaining and providing additional amenities for the softball diamond and football field at the Littauer Field facility.

The City of Gloversville should undertake parking improvements on available land at the Littauer Field facility.

7. Myers Park:

Myers Park is located in the southern end of the City of Gloversville and consists of 19 ½ acres of wooded hilltop that is accessed by narrow, winding driveways. The Park offers very few amenities other than a quiet, peaceful, relaxing, natural environment. Unfortunately, because of the limited amenities, Myers Park is not as popular a recreational facility as it could be. Additional plantings could be made throughout the Park, trails and walkways could be periodically upgraded, stonework overlooks could be built or rebuilt, reflecting ponds could be constructed, and facilities such as a conservatory could be developed within the Park itself. The Park is also located very close to the FJ & G Rail Trail and therefore a possible linkage between the facilities should be examined. In the past, the Park has been the site of small community events which should continue to be encouraged. The City should also consider creating a specific theme for the Park which could lead to the introduction of certain species of plants and trees that enhance the character of the Park yet require low maintenance.

Policy: The City of Gloversville should budget adequate resources to properly maintain the Park, examine similar properties in other municipalities (i.e. – Highland Park in Rochester) and consider soliciting the services of a landscape architect to develop a long-term strategy for rejuvenating the Park.

8. Wohlfarth's Pond:

Wohlfarth's Pond is located on the western side of the City of Gloversville and is a popular passive recreation spot for both residents and nonresidents of the City. The facility has walking trails and is a favored fishing and picnicking spot. Many residents also feel that this facility offers a nature preserve type atmosphere within the City's borders.

Policy: The City of Gloversville will continue to maintain Wohlfarth's Pond as a passive recreational facility for fishing and picnicking.

9. Melchoir Park:

Melchoir Park is located in the east end of the City and is a relatively flat six (6) acre parcel, with mature landscaping, situated in a densely-developed residential neighborhood. The Park is popular with bicyclists, joggers, walkers, etc. throughout the year and has been used during the summer months for Gloversville Citizen's Band concerts.

At one time, there were beautiful gardens planted throughout the Park that also attracted the attentions of our City's residents. However, given maintenance cutbacks and vandalism concerns, there are no longer gardens throughout this property. Although there is limited parking available around the Park, serious consideration should be given to upgrading the amphitheater area with seating for the summer concerts, which, at times, draw considerable crowds. A plan to upgrade the walkways from the current blacktop to a more picturesque brick or tile could be undertaken one section at a time. With the location of the Park in the midst of a dense residential area, many people would consider walking to events at this facility, further expanding on a sense of community and enhancing the "walking community" concept.

Policy: The City of Gloversville will continue to maintain Melchoir Park as an attractive outdoor recreational asset and will examine the possibility of introducing landscaping either through City efforts or local clubs and private donations. The City will also explore upgrading the amphitheater area for concerts and other small cultural events.

10. Playgrounds and Pocket Parks:

The City of Gloversville has a number of small playgrounds and pocket parks scattered

throughout the community. These recreational facilities provide park benches, picnic tables, basketball and tennis courts, and a variety of playground equipment. Maintenance of these facilities is difficult given the budget constraints and the size of the City of Gloversville Public Works Department. Through natural aging and in some cases vandalism, many of the amenities at these facilities (benches, playground equipment, etc.) are starting to deteriorate.

Policy: The City should not only review budgetary requirements to properly maintain these facilities but also encourage organizations throughout the community to adopt playground facilities in order to assist with the maintenance and general upkeep of these public spaces.

11. Rail Station Park:

Rail Station Park is a narrow park along West Fulton Street behind City Hall adjacent to the FJ & G Rail Trail. The Park presently has a gazebo, a restored box car, a pavilion, a parking area, and a bridge walkway leading over the Cayadutta Creek to a municipal parking lot near the Police Department in City Hall. A variety of uses for this park and additional plantings are needed to make this facility an attractive and interesting destination. For instance, the refurbished box car, which sits on the site, is the beginning of an opportunity to link the property to the old train station and increase activity at the Park.

Policy: The City of Gloversville should create a Comprehensive Plan for development of the Trail Station Park, incrementally upgrade the amenities at this property and aggressively seek grant funding for development of this important recreational facility.

12. Farmer's Market Pavilion:

Since the 2003 update, a new public pavilion was constructed on a large city owned parking area on Elm Street. It currently serves as the home to the Farmer's Market which is open on Saturday mornings from May through October, and provides an excellent opportunity for people to purchase fresh grown produce in Downtown Gloversville. However, it is underutilized during most of the year and has recently become a popular gathering place for children and young teens when school is not in session. It is in the middle of a vast expanse of city owned land, and is also in a direct sight line eastward through a BID owned park to Main Street. This location seems ideal for development as the centerpiece of a well-designed public square amenable to a variety of community functions and gatherings. This would be especially beneficial if the land around it were to be developed with new construction of residential and commercial facilities.

Policy: The City of Gloversville will explore grant funding possibilities for the expansion or enhancement of the area around the Farmers' Market Pavilion into a well-designed urban square. The city will also formulate a development plan for the City owned land around the pavilion and seek to attract one or more private developers to invest in construction according to the plan.

SECTION XIV

SUMMARY GOALS & ACTION ITEMS

A. Summary Goals:

A goal for the purpose of this Comprehensive Plan is defined as a desired result a the community envisions, plans and commits to achieve to reach a desired end result within the next ten year planning time frame. Of the fourteen sections in the Comprehensive Plan, seven sections contain Goals that set the direction for policies and action items included in the following section. The goals from all sections are as follows:

1. Section V - Community Values

To recognize community values in our future land use and public policy decisions and to protect the livability of our city.

2. Section VII – Economic Engines

To strengthen and diversify the City of Gloversville’s industrial base, promote commercial development and increase employment opportunities for City residents by fostering the highest possible density of industrial and business activity.

To develop the available land collateral proximal to Walmart within the City for sales tax generating enterprises in an efficient, aesthetically pleasing and environmentally sensitive manor so as to maximize business activity and municipal revenues.

To create a commercially thriving downtown with pleasant, well maintained adjacent neighborhoods that will attract creative people and productive enterprises and increase business activity.

3. Section IX – Downtown and Surrounding Neighborhoods

To encourage the continued development, restoration, and diversification of land uses in the city’s urban core and surrounding residential neighborhoods, by linking economic development strategies directly to targeted urban core areas and strategically identified adjacent residential neighborhoods which in turn will be the catalyst for other private sector investment in the repurposing and enhancement of the City’s “Downtown.”

4. Section X - Transportation

To continue to place a high priority on the maintenance of the transportation network and undertake improvements a required in order to preserve street capacities in terms of traffic flow and to continue to address future safety concerns.

5. Section XI - Community Facilities

To promote the maintenance, enhancement and development of Community Facilities and Services in a cost effective manner so as to meet the future needs of our Community.

6. Section XII – Cultural and Historic Resources

To promote the Historic and Cultural Heritage of the Community by supporting the preservation of significant sites, structures, and neighborhoods and by encouraging the continued expansion of a variety of cultural resources for our citizens.

7. Section XIII – Parks and Recreation

To manage and maintain our parks and recreational facilities in order to enhance the redevelopment potential of our City, to promote neighborhood revitalization, and to provide for the recreational interests of our residents and business owners.

B. Action Items:

During the course of updating the City of Gloversville 2015 Comprehensive Plan, certain trends emerged. These trends lead to the structuring of the following Action Items which attempt to set forth an “Implementation” path for the City to follow over the next ten year planning cycle. The Action Items are listed in order of priority based on the feedback that was received during the public information gathering efforts initiated at the onset of this 2015 update. Four primary Action Item Categories evolved during this process. Within each category specific Action Items are identified and include responsible parties for implementing the item, how this might be accomplished and when the item will potentially be initiated and completed. The four Action Items categories are:

- **Achieving Growth in Business Activity and Employment**
- **Improve City Revenue**
- **Expenditure Efficiency and Control, and**
- **Community Character Preservation**

As policies were reviewed and evaluated in the Section updates for the Comprehensive plan it became obvious that the Comprehensive Plan only works if all the parts of the plan (the individual sections) are brought together in the end to create the roadmap for the City that the plan needs to become. The Action Items are the roadmap and the policies held within each Action Item show the path that needs to be followed in order to implement the plan and recoup the rewards of the work that has gone into the plan to guide the City forward.

Each Action item is described below with a reference adjacent to the item referring to the Section of the Comprehensive plan where the policies were developed. It must also be stressed that each Action Item will influence the success of implementation of other Action Items and should not be looked at as a silo as the plan is followed into the future.

Action Item Category A – Achieving Growth in Business Activity and Employment

Creation of employment opportunities and fostering an environment for growth of business in the City was the number one issue on the minds of the City residents who provided feedback during the public information gathering phase of the Comprehensive Plan update. During subsequent updating of specific sections of the Comprehensive Plan specific focus areas for the City developed with unique needs and policies. Twelve “Growth in Business Activity and Employment” action items were developed based on these needs and policies.

A.1 Comprehensive Plan Implementation

City elected officials enter office with the goal of making a difference for the citizens and visitors to the City. They are tasked with working through issues to keep the City moving. One of the most powerful yet often least utilized tools the City elected officials have in their tool belt is the Comprehensive Plan. The 2015 Comprehensive Plan provides a blueprint for guiding future governmental actions. To implement the plan the City Common Council will take on as its first priority the organization of all Action Items. The Council will coordinate and set responsibilities for following through on particular items and will set time frames for initiating each Action item.

A.2 Downtown Business Incubator

The City will seek to establish a partnership with other public and quasi-public agencies to create a business incubator for the City's downtown and immediately surrounding areas.

One avenue to accomplishing this Action item might be to establish a full time bureau (Downtown Business Incubator Bureau – DBI Bureau) with a governing board of directors. Other structures can also be evaluated. Regardless of the structure selected, the entity will be tasked with the following objectives:

1. to serve as a central clearing house coordinating and administering incentives for new enterprises seeking to locate or existing enterprises seeking to expand in the downtown target area
2. to provide mentoring and support services to business owners
3. to administer incentives to qualifying enterprises as well as to building owners seeking to build or renovate to increase occupancy
4. to market the city and its downtown to potential residents and entrepreneurs both regionally and nationally
5. to promote our high speed fiber optic network to internet centered businesses

ECONOMIC ENGINE

The incubator will assign priority to projects that are consistent with the overall plan and vision for the urban core adopted by the city, such as:

- small, locally owned enterprises
- projects that provide employment for blue collar or less educated workers
- attractive, moderate to upscale retail establishments
- high-tech and internet based businesses and state-of-the-art office facilities
- the development of a hospitality industry, including hotels, bed & breakfasts and a variety of restaurants.

COMMUNITY VALUES

ECONOMIC ENGINES

A.3 Financial Incentives and Support Services

The city will seek to establish a well targeted system of tax and lending incentives to be administered by the incubator to encourage building owners and entrepreneurs to invest in the downtown and its adjacent neighborhoods. The city will also explore the establishment of a specific and targeted loan pool to operate in cooperation with the incubator. The loan pool would be designed to support strategic goals for downtown, and be linked to a business mentorship program to support long term business success.

DOWNTOWN

Initial thoughts on an approach to this Action item will be to have the City Common Council work with the Mayor's office, the City Finance Department and potentially an established DBI Bureau to evaluate potential tax investment structures and will reach out to the NYS Department of State and other state

and county agencies to seek advice and examples of such programs allowable under relative state laws and programs.

A.4 Educational Workforce Training

The city will work closely with both public and quasi-public agencies along with the Fulton-Montgomery Community College and the Gloversville Central School District to identify the types of educational programs that need to be offered at the college to train the local workforce for the skilled jobs to be developed at both Crossroads I and II and within the urban core. The City will endeavor to stay fully informed as to educational opportunities at FMCC and provide specific information on its web site to promote such opportunities for its citizens.

ECONOMIC ENGINES

A.5 Start-Up Initiative

The city will identify buildings within its borders which are appropriate for re-use as tax free zones under the state's Start-Up Initiative and actively promote them to FMCC for designation under this plan.

ECONOMIC ENGINES

A.6 Technology Based Home Businesses and Store Fronts

The city will endeavor to be as liberal as possible in allowing residents to use their homes for business ventures using computer technology throughout the city. The City will actively market the availability of the new fiber optic infrastructure in the downtown so as to enhance business development efforts.

ECONOMIC ENGINES

Initial thoughts on an approach to this Action item will be to have the Planning Board recommend updates to the existing zoning ordinance language in an effort to streamline and define parameters to make the review process simpler and faster for these home businesses. The Planning Board may either do this on its own or will be requested to work with a committee established by the Common Council to move this item along. The responsible party will be requested to work up and recommended language changes for review and forwarding as necessary to the City Common Council for adoption in the City Zoning Code. In the meantime, the Planning Board, knowing this to be a priority for the City will endeavor to develop some short term procedural guides for applicants to help them navigate the approval process as efficiently as possible.

A.7 Route 30A Land Use & Zoning

The city may implement a development plan with a zoning overlay for the area around NY Route 30A near the new Walmart facility to promote commercial development in a people friendly design so as to accommodate pedestrian and bicycle traffic as well as motor vehicles. The city will change the existing zoning covering the lands north of NY Route 30A between Harrison Street and Steele Avenue to a "Commercial" category to accommodate anticipated future commercial development demand.

The city will also actively engage with the New York State Department of Transportation (NYSDOT) to secure approval for such access to NY Route 30A as would accommodate realization of the above development plan. The access point should be located along the western border of the eastern parcel adjacent to Steele Avenue, or in center parcel area between Steele Avenue and South Kingsboro Avenue.

ECONOMIC ENGINES

TRANSPORTATION

Initial thoughts on the approach to accomplish this item include having the DPW Director continue NYSDOT negotiations for the NYS Route 30A Break in access. A Traffic study has been completed for this

action and will be submitted in final form along with the 2015 Comprehensive Plan in support of this ongoing effort. All other related roadway network improvements will be included in the DPW improvement plans and budgeted accordingly on an annual basis. Additionally the Planning Board may be asked to recommend updates to the existing zoning ordinance language in an effort to define appropriate design measures applicants need to consider when applying for site plan approval within the Route 30A Overlay Zone. The Planning Board may either do this on its own or will be requested to work with a committee established by the Common Council to move this item along. The responsible party will be requested to work up and recommended language changes for review and forwarding as necessary to the City Common Council for adoption in the City Zoning Code.

A.8 Overlay Zone Urban Core

The city will seek amend the current zoning language to align with the recommendations and action items identified in the 2015 Comprehensive Plan. The city will also seek to establish a zoning overlay for the area within a 1/2 mile radius of the corner of Main Street and Fulton Street plus both sides of South Main Street and East Fulton Street with design parameters in keeping with the character of the community and New Urbanist principles.

ECONOMIC ENGINES

Initial thoughts on an approach to this Action item will be to have the Planning Board recommend review options for design parameters defining New Urbanist principals and recommend design standards and updates to the existing zoning ordinance language in an effort to define appropriate design measures applicants need to consider when applying for site plan approval within the Urban Core Overlay Zone. The Planning Board may either do this on its own or will be requested to work with a committee established by the Common Council to move this item along. The responsible party will be requested to work up and recommended language changes for review and forwarding as necessary to the City Common Council for adoption in the City Zoning Code.

A.9 Market Value Analysis

The city will seek funding for a market value analysis for the urban core and surrounding neighborhoods and once completed will serve as a marketing tool for the incubator to attract private investment in both housing and business development.

A.10 Acquisition and Adaptive Re-Use

The city will seek to establish a cooperative working relationship with other Public and Quasi-Public entities to obtain and market key properties in the City of Gloversville for re-use as viable industrial, commercial and office space as well as mixed use facilities. The City of Gloversville will invest in resources to maintain an ongoing aggressive and coordinated program to seek development and preservation grants.

DOWNTOWN

A.11 Land Banking and New Construction

The city will continue to partner with the County of Fulton, the Gloversville Housing and Neighborhood Improvement Corporation, the MVEDD and its designated regional land bank and other private and public bodies to accumulate properties through tax foreclosure and otherwise, in order to assemble larger tracts that can be actively marketed for large scale development.

The city will promote new mixed use development as infill construction within the urban core and closely surrounding neighborhoods in order to increase the residential density of the areas immediately

surrounding the downtown.

DOWNTOWN

A.12 Tourism

The city will support efforts of the Fulton/Montgomery Counties Chamber of Commerce as well as private individuals, non-profit organizations and governmental agencies to market the city's cultural resources and tourism related activities.

CULTURAL & HISTORIC

Action Item Category B – Improve City Revenue

Without a sound revenue base the City cannot aid in attracting business, improve the community aesthetic and manage the necessary city infrastructure required to attract and retain residents and businesses. Six “Improve City Revenue” action items were developed based on these needs and policies.

B.1 State Aid Formula

The City Commissioner of Finance has been pursuing an improved State Aid formula for the City. It has been noted by the State Comptroller’s office that the City of Gloversville receives significantly less in State Aid, mostly from Aid and Incentives for Municipalities (AIM), on a per capita basis than the average for Mohawk Valley cities at about 60% of the average. In addition this aid is only about 47% of the average of cities statewide. Improving the State Aid ratio needs to be a high priority for the city in order to advance other policy initiatives identified in the 2015 Comprehensive Plan.

CITY FINANCES

B.2 Revenue Sharing

During the past ten (10) years there have been less than ten (10) new homes built in the City although there are many vacant lots available. There are a limited number of commercial/rental building lots available along the Route 30A corridor which will take several years to develop. The sales and property tax from these lots may not be able to keep pace with increases in operational expenses. The revenue sharing agreement currently in place with the Town of Johnstown will produce a minimal amount of revenue for both the Town and the City for structures built in the Town that require City sewer and water. The City will evaluate means to improve revenue sharing through agreements similar to the ones currently in place with the Town of Johnstown and work to ensure sales and property tax from benefitting properties keep pace with increases in operational expenses.

CITY FINANCES

B.3 Tax Exempt and Not-for-Profit Facilities

Tax Exempt and Not-for-profit organizations are essential to the community in providing jobs and income to residents. However, these organizations put added stresses on city services, the local tax base, infrastructure, and on the annual fiscal budget, due to their tax-exempt status. All tax exempt properties located within the City benefit from the police department, fire department and department of public works. Keeping our community safe, having the benefit of protection to minimize loss from fire, and having streets plowed and maintained are costs that should be shared by all property owners in the City. The City is also faced with continued increased costs associated with maintaining City roads, public facilities, parks and recreational areas, police and fire protection, snow removal and other City services. The City will evaluate alternate funding mechanisms to offset the benefits provided to these tax exempt entities including PILOT programs for Non-Profits, partnership policy programs, city redevelopment foundations, economic contributions made by not-for-profit businesses, which aid the City in capital improvement projects in lieu of their tax- exempt status, and programs that provide

neighborhood initiatives such as homebuyer incentives, parks and recreational development incentives and housing rehabilitation funds.

CITY FINANCES
COMMUNITY FACILITIES

B.4 Manage Water and Sewer Services

The City will not extend water and sewer services outside of its municipal borders until the City completely explores the long and short term impacts of such extension. Any extension of such services outside the City shall be implemented only after the City Council determines the benefits or negative impacts on development within the City. The City will review the infrastructure of the water and sewer distribution systems within its jurisdiction to ensure they are properly maintained. The City will concentrate on maintaining and upgrading its existing water and sewer facilities before focusing on the expansion of available capacities.

ECONOMIC ENGINES

Initial thoughts on the approach to accomplish this item include having the City Common Council engage with the City of Johnstown, the Town of Johnstown and the County of Fulton to arrive at a mutually beneficial plan for the sharing of water and sewer services. Such plan must, among other things, include mutual zoning which sets an absolute limit to outward sprawl development and provide substantial ongoing monetary reimbursement to the City for its investment in its service infrastructure. The City Public Works Department will include in its annual budget evaluation plans for system upgrades and maintenance and will work with the Mayor's Office and the City Common Council to allocate budgetary resources annual to maintain these public utilities.

B.5 User Fees

User fees can help distribute municipal services costs proportionality to the demand entities and residents within the city place on such services. For example, several years ago a garbage bag charge was considered that would have produced revenue of several hundred thousand dollars and would have proportionately placed costs for services directly on and individual resident or entities demand for that service. Other areas, such as increased charges for abatements, also need to be explored.

CITY FINANCES

Action Item Category C – Expenditure Efficiency and Control

Introducing additional Expenditure Efficiency and Control was the third dominant topic discussed by City officials, residents and businesses. Many suggestions were made and most did not include cutting city services. The City has already gone down the path of reducing services. Over the past ten years the City worked diligently to pace cost for providing services with revenues generated by a shrinking business climate and employed citizen base. Items that now need to be considered include further emphasis on shared services, shared cost for services, efficiency in services and attrition where redundancies are removed in service provision. Three "Expenditure Efficiency and Control" action items were developed based on these needs and policies.

C.1 Sharing of Services

The City will continue to explore all areas that could enhance shared services with the City of Johnstown, Town of Johnstown, and Fulton County. Mutual aid has already been established, such as the Gloversville/Johnstown Joint wastewater treatment plant and/or is being discussed. Joint investigations

and training with the City of Johnstown police should be expanded where possible. Public works employees could be shared when projects requiring extra manpower for short durations of time occur.

An inventory of equipment owned by the three (3) municipalities and County should be maintained for the purpose of avoiding duplicate ownership of those pieces that may only be used occasionally. Also need to work out schedules whereby common equipment can be shifted about as needed.

CITY FINANCES

C.2 Multi-Municipal Planning Initiative

The City will lead an effort to partner with neighboring municipalities to develop a mutual zoning and land use plan that will accommodate the needs of all, but address the needs of the City to revitalize its neighborhoods, broaden its tax base, and increase public revenues to improve the quality of its services.

The City shall collaborate with local communities in filing joint applications to the Federal and State agencies for funding to improve infrastructure and government services.

The City will engage with neighboring municipalities and the county government to develop a shared water and sewer plan that fully recognizes the value of the City's excess water capacity and provides for ongoing reimbursement of the City and its taxpayers for their investment in systems and infrastructure.

ECONOMIC ENGINES

C.3 Public Safety Consolidation

The City of Gloversville's Police & Fire protection are the two essential services that the City provides. Without these services, the City loses a critical safety network and its ability to market the community as a safe place to live. These departments are also vital to the health, safety and welfare of the public and to the socioeconomic development of the City. Johnstown has similar departments providing similar services. Studies have been completed for years suggesting consolidation may be beneficial with the City of Johnstown. Pro's and Con's exist for such action but if the bottom line is cost savings to both communities they must be considered given the economic constraints the City of Gloversville faces. The City of Gloversville will continue to explore consolidation and may also look at the assessment of a city level departmental reorganization, as part of any consolidation plan of city services. Part of the assessment needs to include evaluation of options such as: attrition, early retirement incentives and job reclassifications, etc. to determine if Police, Fire and other City Service departments can maintain proper staffing, prevent job cuts and preserve the integrity of the department.

COMMUNITY FACILITIES

The proposal to consider consolidation of services is a direct reaction to the City's most imminent problems or "downstream effects", which is the lack of City revenues and funds. Therefore, as an alternative to any consolidation plan, the City shall explore other options in maintaining City services or focus on "upstream causes", dealing with the root cause to existing problems that contribute to the cutback of City services, which is the lack of adequate and affordable housing and commercial and economic development, decrease in neighborhoods, revitalization and overall City marketability.

Any consolidation plan must be looked at thoroughly and completely and not just address labor cost savings. Issues such as: Time and costs spent on negotiations with unions, administrators, bureaucrats and employees, establishing new charters, attorney fees, costs of establishing a centralized location with new buildings, new vehicles and logos, potential loss of jobs are just some examples of costly and time-consuming factors that should be considered.

Action Item Category D – Community Character Preservation

In evaluating the comments presented and submitted by the City residents it is very clear that the Community realizes that the bricks and mortar of the City create a unique environment; one that is both home to the residents but is also unique in its “Feel” or “Sense of Community” recognizable outside of the community. The preservation and enhancement of this Sense of Community is critical to the success of all other Action Items. The City of Gloversville will accomplish this by protecting and improving on its assets. This includes preserving and adaptively re-purposing its historic buildings and streetscapes; protecting and maintain parks and recreational facilities; ensuring appropriate attention is paid to its transportation systems including streets, sidewalks, bike lanes and public transportation systems; and continuing to seek means to get people back on the streets. This will required continued efforts to provide entertainment venues, work to expand opportunities for downtown dining and seeking out means to bring educational and continuing educational opportunities to the city core. Ten “Community Character Preservation” action items were developed based on these needs and policies.

D.1 Dilapidated and Vacant Structures

The City of Gloversville needs to continue to work with the County to prioritize rehabilitation and/or raze select structures in targeted areas within the downtown and surrounding neighborhoods in an effort to improve the visual landscape and to provide space for new development. The City of Gloversville’s efforts need to include the Downtown in order to remove buildings that have deteriorated beyond any legitimate hope of restoration and reuse and are thus a liability to adjacent sound structures. The City will continue its program of removing dilapidated structures that can no longer meet today’s commercial, industrial and residential standards and will attempt to obtain and market larger tracts of land within the community’s commercial and industrial areas for future redevelopment.

DOWNTOWN

Initial thoughts on the approach to accomplish this item include forming a committee tasked with formulating a development plan or vision certain key areas within the urban core and market same to potential investors. Such plans might incorporate design parameters, sensitive to the historic character of the neighborhood but accommodating to current needs.

The City of Gloversville will target public investments through city governmental agencies to acquire and market vacant properties and foreclose on properties to encourage private investments in new construction within the Downtown and surrounding neighborhoods.

The City of Gloversville will work closely with the Mohawk Valley Regional Development Corporation and the Center for Regional Growth to actively obtain and market buildings in the downtown for viable, industrial, commercial or office space uses

D.2 Inventory of Building Availability and Historic Places

The City of Gloversville understands the need to undertake a study to complete a modern, accessible inventory of building availability throughout the downtown urban core and surrounding neighborhoods in order to determine suitable locations for new investment and to strategically target areas where future capital project funding for building removal should be invested. The City of Gloversville will explore funding a modern, accessible inventory of building availability and conditions for best-use and improvement.

DOWNTOWN

The study will also include an inventory of historic properties throughout the City that are not yet included on the National Register of Historic Places. This inventory would be used to encourage expansion of the two (2) existing zones and/or to create additional historic districts which could then be eligible for funding through a variety of sources. **CULTURAL AND HISTORIC RESOURCES**

D.3 Commercial | Residential Conversion

The City of Groversville will encourage commercial | residential conversion of structures throughout the urban core and surrounding neighborhoods in an effort to bring residents back into the downtown area thus potentially spurring demand for additional commercial development.

The City of Groversville will promote new mixed-use commercial development, infill construction within and along the corridors of the Downtown urban core and surrounding neighborhoods that promote reinvestment in the existing commercial downtown area and surrounding neighborhoods and the expansion of the residential population in and adjacent to the downtown and its corridors.

D.4 Senior Housing Options

The City of Groversville will encourage the development of mixed use residential structures, modern apartment complexes, and assisted-living,/senior housing centers for seniors throughout the community to address the ever growing need for both quality affordable housing for seniors in the community and for middle and upper income elderly housing for those not income limited. These facilities must blend with the architecture and character of the host neighborhood in which they are to be located. An example of this development strategy is the planned Estee Senior Apartments project aimed at meeting the need for quality affordable housing for seniors.

D.5 Downtown Corridors, Streetscape, Historic Structures and Parking

The City of Groversville will encourage the reinforcement of the Downtown, as the multipurpose center for the region by promoting the location of government, large scale offices, and arts and entertainment uses along and adjacent to the Main Street and Fulton Street corridors.

Initial thoughts on the approach to accomplish this item include having the Business Improvement District Board and the City of Groversville Business and Professional League seek grant funding for development of a Downtown Corridor Study, and for façade restoration throughout the City's downtown.

The City of Groversville might also undertake a detailed parking study in order to examine the availability of both on-street and off-street parking in the Downtown and adjoining neighborhoods and to specifically analyze the current and future parking needs for the Downtown. The City will encourage property owners in the Downtown to develop rear-door access to the businesses along North and South Main Streets and East and West Fulton Streets with appropriate signage in order to accommodate potential customers' shopping needs.

Public works projects in the Downtown will also be focused on developing functional and aesthetically-pleasing linkages between larger back door parking areas and the storefronts along North and South Main Streets and East and West Fulton Streets. The City of Groversville will implement clear signage directing drivers to convenient off-street parking and will increase the number of curbside parking spaces where possible.

The City of Gloversville might evaluate and implement traffic calming in the downtown so as to reduce the speed with which vehicles traverse the district. It will also explore the possible creation of designated bike lanes and clearly designated crosswalks where vehicles are required to stop for pedestrians.

The City of Gloversville will strive to develop attractive, well lit pedestrian walkways linking the central business district to surrounding residential neighborhoods and to off street parking areas.

The City will encourage private property owners to match the style of lighting used throughout the Downtown on all renovation or new construction projects and will examine the possibility of providing additional period specific lighting throughout the Downtown in order to link parking areas with business destinations and storefronts along Fulton Street and Main Street.

D.6 Tenancy and Vacancy

The City of Gloversville will work with the owners of vacant properties in the downtown urban core and surrounding neighborhood area to encourage them to maintain their properties. This will be done first by means of incentives and secondly where necessary by citations and fines.

DOWNTOWN

Initial thoughts on the approach to accomplish this item include having the City Common Council review existing regulatory policies and procedures and amend such procedures as deemed appropriate to change the tenor of these regulations to first incentivize compliance with required building maintenance and secondly to strengthen the citation and fine process particularly in the Urban Core and surrounding neighborhoods of the City

D.7 Maintenance of Public Spaces

The City of Gloversville will focus on the maintenance of public spaces throughout the City and will explore funding options to develop a shared cost sidewalk program especially in the downtown and surrounding neighborhoods.

Initial thoughts on the approach to accomplish this item include re-instituting a regular and frequent street cleaning program for curbs and storm sewers during the spring, summer and fall especially in the downtown and surrounding neighborhoods.

The Public Works Department will maintain strategically placed trash receptacles which will be emptied frequently and provide litter/street cleaning services year round throughout the City's Downtown, in order to discourage littering and to pursue a clean business atmosphere. Property owners/occupants of businesses within the Business Improvement District should be encouraged to clean the walkways and keep signs and windows clean and in good repair.

The City of Gloversville will also strive to be more vigilant on universal enforcement of existing property maintenance codes relative to cleanliness.

D.8 Cultural and Historic Resources, Restoration and Rehabilitation

The City of Gloversville will encourage the restoration and rehabilitation of our community's historic buildings and properties whenever feasible so that these structures can be used as viable residences, office space, retail or industrial ventures.

The City will also examine the possibility of creating an urban cultural park in the Downtown Historic District in an effort to preserve the history of the leather and glove-making industries and the evolution of neighborhood development in the community.

Initial thoughts on the approach to accomplish this item might include amending the City of Gloversville Historic Preservation Review Board's charge to include taking on a more formalized role in the preservation and future redevelopment and reuse of historic properties throughout the City of Gloversville. This Board could be requested to coordinate and bring opportunities before the Community Development Agency, the Downtown Business Incubator, the FMRCC and other agencies to provide linkages with owners, developers and community development functions of the City to encourage the maintenance, restoration and rehabilitation of the City's Historic and cultural resources.

D.9 Park and Recreation Facility Oversight, Management, Maintenance and Improvement

The City of Gloversville should conduct a survey of all of its existing parks. This survey should identify the strengths, weaknesses, and needs of each of the parks. This survey should also quantify the number of regular users of each park. Based upon the results of this survey, the City can make informed decisions with regard to maintenance and upgrade expenditures.

Once the Survey is completed, the Department of Public Works, working in conjunction with the Recreation Commission, will be tasked with developing an ongoing annual Management, Maintenance and Improvement schedule identifying priorities needs that can be used by the City to identify capital budget priorities.

The City Common Council will look at modifying the Recreation Commission's charge to encourage this commission to take a shared role with the Department of Public Works for the ongoing evaluation of management, maintenance and capital improvement projects for all of the City's parks and recreational facilities.

The City will continue to plan and budget for Management, Maintenance and Improvements at the City's various park facilities and look at expansion opportunities in the City's Urban Core. Specific actionable efforts at various parks include:

- **FJ & G Rail Trail** - look for opportunities to expand the Trail system. Create pedestrian linkages between various destinations and the FJ & G Rail Trail Corridor.
- **Darling Field** - upgrading the parking lot along Newman Street and improve partnering opportunities with the City's School District in maintaining the jointly-owned Darling Field Facility.
- **Littauer Field** - Focus providing additional amenities for the softball diamond and football field at the Littauer Field facility and undertake parking improvements on available land at the Littauer Field facility.
- **Myers Park** - Consider soliciting the services of a landscape architect to develop a long-term strategy for rejuvenating the Park.
- **Wohlfarth's Pond** - maintain as a passive recreational facility for fishing and picnicking.
- **Melchoir Park** –Look to introduce new landscaping either through City efforts or local clubs and private donations. The City will also explore upgrading the amphitheater area for concerts and other small cultural events.

- **Rail Station Park** -The City of Gloversville should create a Comprehensive Plan for development of the Rail Station Park, incrementally upgrade the amenities at this property and aggressively seek grant funding for development of this important recreational facility.
- **Multi-Use Downtown Park** -The City of Gloversville will closely examine opportunities to create a substantial multi-use public space in the City's downtown.
- **Other park facilities include:**
 - Wandel Park**
 - Kingsboro Park WWII Monument**
 - Monument Park Opposite Wandel Park**
 - Spring Street Park**
 - Washington Street Tot Lot**
 - Elk Street Park**

D.10 Community Facilities Management, Maintenance and Improvement

The City of Gloversville will continue to oversee manage, maintain and improve city owned properties and should complete Key Area reviews of all areas within the City in order to identify the best management and use options for these properties.