

## IMPLEMENTATION

An essential part of any effective master plan is a comprehensive implementation strategy. The intent of this section is to present the mechanisms and funding sources available to implement the Town Center Master Plan. Methods of implementation can vary greatly, ranging from aggressive strategies to approaches that are more passive. One of the most beneficial implementation methods for municipal community development projects is pursuing federal or state grants/financing opportunities as well as private, corporate, or foundation support. Often, government and private funding programs can be mixed and matched to create a complete funding plan and minimize the expenditure of local resources.

In order to fully implement the Glenville Town Center Master Plan, it is recommended that the involved parties pursue a variety of funding sources, including government funding programs and private foundations, which have a community development and revitalization focus. To achieve the maximum potential funding for community improvements, all government funding programs that are deemed programmatically and fiscally appropriate for the Town of Glenville should be pursued. In addition to government funding, the Town can seek private or corporate funding. In order to obtain private foundation funding, the Town might consider collaborating with non-profit organizations that are interested in achieving the same community improvements outlined in the plan. Community based non-profit organizations are more readily accepted as eligible candidates for private and corporate foundation funding.

Not all of the implementation plans rely on securing funding. Several of the recommendations made in this plan involve regulatory reform. The Town of Glenville should consider revising its Zoning Ordinance as recommended. In addition, several of the recommendations made involve attracting the right type of business establishments to the Town Center. Several Economic Development initiatives are listed which will aid in the implementation of this effort.

## Land Use

| Goal  | Task                                     | Responsibility  | Mechanism   | Funding Source | Time Frame   |
|---|--|-----------------|---|----------------|--------------|
| Create a retail core concentration in Town Center | Form Business Improvement District (BID) | Business Owners | Provided for under NYS Law  | Membership     | 1 to 2 years |
|   | Form Local Development Corporation (LDC) | Town            |   | Membership     | 2 to 3 years |
|   | Business Recruitment Program             | Town, LDC, BID  | Investors Prospectus RFP Process  | Membership     | 1 to 2 years |
|   | Marketing Program                        | BID             | Joint marketing efforts, establish a Town Center theme or logo, website | BID Assessment | 1 to 2 years |

TOWN CENTER MASTER PLAN

| Goal                                 | Task                                   | Responsibility  | Mechanism        | Funding Source  | Time Frame    |
|--------------------------------------|--|-----------------|------------------|---|---------------|
|                                      | Generic Environmental Impact Statement | Town            | SEQRA            | CDTC Linkage Program  | 3 to 5 years  |
| Promote Mixed Use Development        | Incentive Zoning                       | Town            | Zoning Amendment | N/A   | Within 1 year |
| Create a Town Center                 | Town Square                            | Town, Developer | Regulatory       | Town, Bond Act, Developer, Metroplex                                  | 3 to 5 years  |
| Create Gateways and Open Space Links | Gateway - North                        | Town            | Regulatory       | Town, TIP, TEP, Metroplex, Main Street, Spot Improvement              | Within 1 year |
|                                      | Gateway - South                        | Town, Developer |                  | Town, Developer, TEP, TIP, Metroplex, Main Street, Spot Improvement   | 2 to 3 years  |
|                                      | Gateway - East                         | Town, Developer |                  | Town, Developer, TEP, TIP, Metroplex, Main Street, Spot Improvement   | 2 to 3 years  |
|                                      | Multi-Use Path                         | Town, County    | Regulatory       | Town, County, TEP, Developer, Metroplex, Clean Water/Air, EPF, TEA-21 | 5+ years      |

**Business Improvement District (BID)** - A BID is a public/private partnership through which a special assessment finances improvements and/or services within a designated commercial area. Property owners, merchants and residents in a district agree to be assessed for improvements or services, beyond those already provided by municipal government, that benefit only those properties included in the district. The municipality collects the funds for the BID and turns them over in their entirety to the BID. The BID Board of Directors, which is composed of property owners, merchants and residents, outlines how funds will be spent. BIDs commonly sponsor community events, provide aesthetic enhancements (i.e., lighting, flowers, sidewalk sweeping and shoveling), and perform joint-marketing and business recruitment. If a Glenville Town Center

BID were established in 2004 with a 1% special assessment, it would provide for an annual operating budget of approximately \$230,000.

**Local Development Corporation (LDC)** - The purpose of an LDC is to undertake economic development activities in the Town of Glenville and more specifically the Glenville Town Center. The Glenville LDC would be governed by a Board of Directors, which would consist of Town officials, business and property owners, and residents. A Glenville LDC could purchase land for lease or resale to a new or expanding business, administer a revolving loan fund to assist new or expanding businesses, and/or implement a business recruitment program.

**Empire Zones** - Empire Zones are designed to spur business development by offering incentives such as tax abatements, sales and wage tax credits, and discounts on power. There are currently 63 Empire Zones in New York State, one of which is the Schenectady/Glenville Empire Zone. The recent expansion of the program in 2003 resulted in the addition of three parcels within the Town Center to the Empire Zone. These include the 3.9 acre vacant Grand Union building and property adjacent to K-Mart; a 2.32 acre portion of the K-Mart property adjoining Route 50, and a .75 acre parcel owned by Sotirios Bratsos on Glenville Road.

**Metroplex Development Authority** - The Schenectady Metroplex Development Authority is an independent development authority, established in 1999, and charged with providing “the State of New York and the County of Schenectady, with the capability to effectively and efficiently develop, renovate and optimize the economic and social activities of the Route 5 and Route 7 corridors of Schenectady County.” Metroplex has emerged as an important and innovative organization with the financial power to facilitate development. The Metroplex service boundary was recently expanded by the Glenville Town Board to include the entire Town. Consequently, projects within the Town Center would be eligible for Metroplex funding.

**Small Cities Economic Development Open Round/Governor’s Office for Small Cities** - Grants from \$100,000 - \$750,000 may be requested for projects providing water, wastewater or other infrastructure to create or retain jobs for low- to moderate- income persons (at \$15,000 per job created/retained). Eligible projects must primarily benefit low-and moderate-income persons, and help correct or prevent public health and safety problems, slums or blight. Non-entitlement communities, units of local government with a population of less than 50,000, and non-urban counties are eligible for this type of funding.

**Economic Development Administration (EDA)/Department of Commerce (DOC)** - The Economic Development Administration (EDA) announces general policies and application procedures for investments. This helps partners across the nation (states, regions and communities) create wealth and minimize poverty by promoting a favorable business environment through capacity building, planning, infrastructure, research grants, business assistance, and strategic initiatives. The goal is to attract private capital investment and higher-skill, higher-wage jobs. The EDA fulfills this mission by promoting progressive domestic business policies and growth, and by assisting states, local governments, and community-based organizations to achieve their highest economic potential. Proposals are accepted on a continuing basis and applications are processed as received.

**Miscellaneous Economic Development Funding Sources** – Various economic development funding incentive programs are offered on a periodic basis through agencies such as **Empire State Development (ESD)** and the **New York State Energy Research Development Agency (NYSERDA)**, among others.

**Incentive Zoning** – Incentive zoning is a system by which specific incentives or bonuses are granted, such as adjustments to the permissible building density, area, height, open space, use, or other provision of a zoning ordinance or local law, on a condition that specific physical, social, or cultural benefits or amenities are provided to the community. The Town Zoning Ordinance

already has a bonus zoning (a.k.a. incentive zoning) section for housing; this section could be expanded to serve other objectives.

***Generic Environmental Impact Statement (GEIS)*** – A GEIS could be developed for the Town Center Master Plan in order to expedite the development process. No further compliance with the State Environmental Quality Review Act (SEQRA) is required for subsequent site-specific actions that are in conformance with the conditions and thresholds established for such actions in the GEIS and its findings.