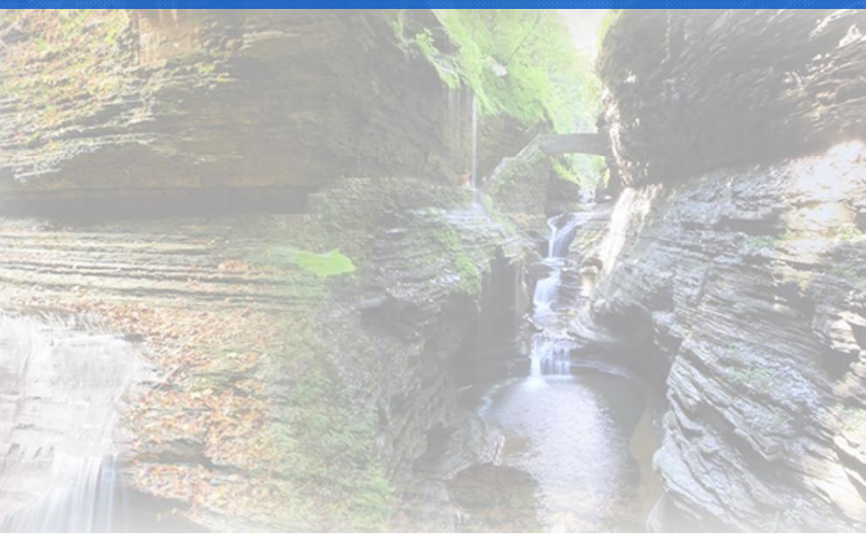




Regional Strategic Plan

Montour Falls & Watkins Glen
November 18, 2019



Agenda

- Project Purpose
- Planning Work Performed
- Recommendations





Project Purpose



Project Purpose

- **Regional Strategic Plan**
 - Create a Plan for the Combined Region of Montour Falls and Watkins Glen
 - Capitalize on these towns' combined strengths
 - Support Growth of 4-Season Economy
 - Review of Project Seneca projects for confirmation or needed additions/changes

- **Watkins Glen Waste Water Treatment Plant Re-Use Feasibility Study**

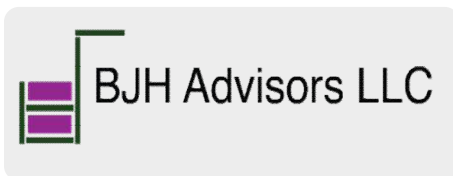


Team Overview



Regional Strategic Plan and Project Seneca refinement

WWTP Re-Use Feasibility Study





Planning Work Performed



Regional Strategic Plan Components

- Stakeholder Engagement
 - Community Meetings
 - Focus Group Interviews
 - Community Survey
- Vision Statement
- Economic Analysis
 - Demographic Profile
 - Retail Gap Analysis
 - Real Estate Analysis
- Project Seneca Profiles
- Three Town Comparison
 - Traverse City, MI
 - Lake Placid, NY
 - Lake George, NY
- Regional Land Use and Zoning Overview
 - Watkins Glen Zoning and Review
 - Montour Falls Zoning and Review
- Recommendations
 - Project Seneca
 - Regional Plan
- Funding Strategy
- Action Plan





Vision Statement



Vision Statement



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



Vision Statement – Key Points

- Vibrant hub
- Capitalize natural and recreational assets
- Year-round economic activity
- Preserve character
- Active lifestyles
- Conservation of open green spaces
- Mobility
- Quality housing
- Balanced economic growth
- Robust, sustainable, resilient economy
- Compatibility with cultural and historical attributes





Economic Analysis



Economics – Overview

- Village Stats
 - Watkins Glen
 - Population 2017 - 2,006 people
 - Jobs 2005 to 2015, 0.8% compound annual growth
 - Montour Falls
 - Population 2017 - 1,737 people
 - Jobs 2005 to 2015, 2.2% compound annual decline



Economics – Retail Gap Analysis

- **Retail Gap Analysis** – identifies retail categories where supply is not meeting local demand
 - can indicate the retail category may be an opportunity for business development
- Gaps across all 3 geographies (villages, county, and 25-mile radius) = opportunity
 - Health & Personal Care Stores
 - Clothing and Accessories Stores
 - Clothing Stores
 - Shoe Stores
 - Jewelry, Luggage & Leather Goods Stores



Economics – Retail Gap Analysis

- Gaps (i.e., opportunity) for Watkins Glen and Montour Falls combined area, and Schuyler County:
 - Electronics & Appliance Stores
 - Building Materials, Garden Equipment & Supply Stores
 - Building Material & Supplies Dealers
 - Grocery Stores
 - Specialty Food Stores
 - Sporting Goods, Hobby, Book & Music Stores
 - Sporting Goods/Hobby/Musical Instrument Stores
 - Books, Periodical & Music Stores
 - Other General Merchandise Stores



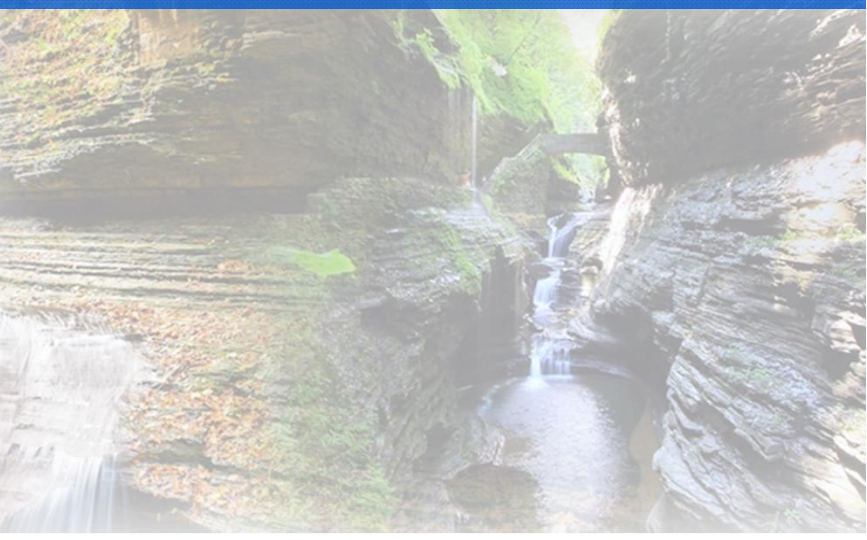
Economics – Retail Gap Analysis

- Specialty food great interest in focus groups
 - Has synergies with a recreation and/or hospitality use
 - Expressed need for more local coffee shops and green market/food coop, shared commercial kitchen (value adding for producers), farm-to-table restaurant
- Health and personal care in Montour ➡ health and wellness idea
- Increase population and opportunity ➡ Housing
 - More mid-market/workforce housing is needed





Three Town Comparison



Three Towns Comparison



Travers City, MI



Lake George, NY

Lake Placid, NY



Core Question:

What works well in these communities – specifically what facilitates the community's success?

- Economic
- Redevelopment



Three Towns Comparison

■ Observations and Conclusions

- Regional cooperation and engaging partners
 - Use strategic engagement and strong champions to aid the process
- Zoning and design guidelines
- Plans and partnerships to solicit grants
- Organized efforts (festivals, conferences, community events)
 - Limited but meaningful organized events
- Physical connectivity
- Ensure environmental stability and water quality
- Utilize phased approach to achieve 4-season economy
- Invest in a housing study – develop strategic housing plan
- Capitalize on Natural Environments





Project Seneca Recommendations



Project Seneca — Overview



projectseneca Project Findings:

- Many underway or significantly planned
- Projects are aligned with community goals and vision
- Public survey – low volume of concern
- Projects enable community capacity building
- Improve overall community function
- Create a more resilient community



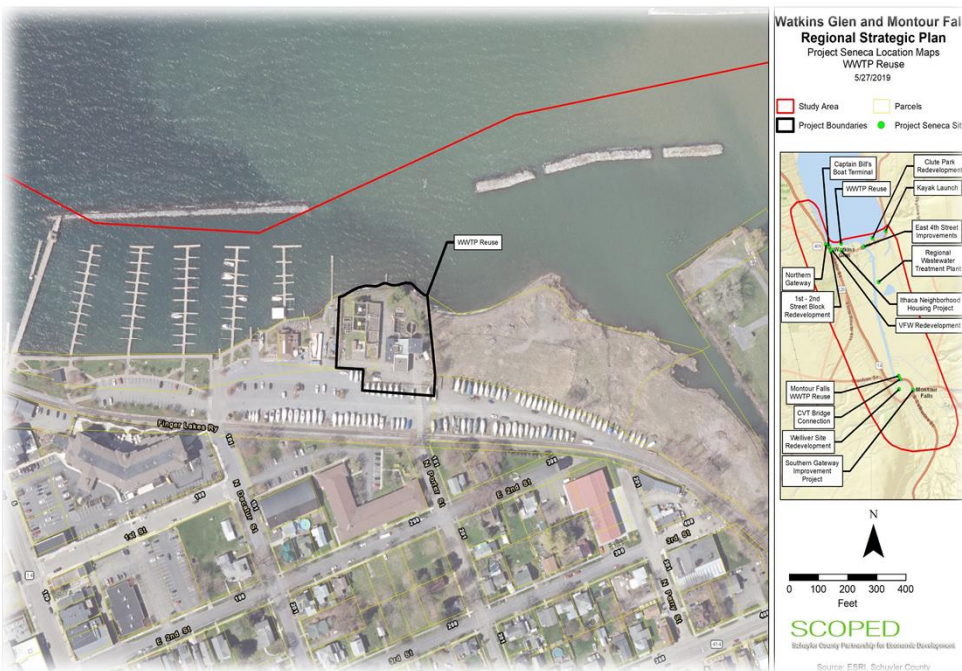
Project Seneca — Overview

- Catalyst Projects
 - Wastewater Treatment Plant Reuse
 - Southern Gateway Improvement
 - Welliver Site Redevelopment
 - Connectivity and Mobility



Recommendations - Project Seneca

- WWTP Reuse

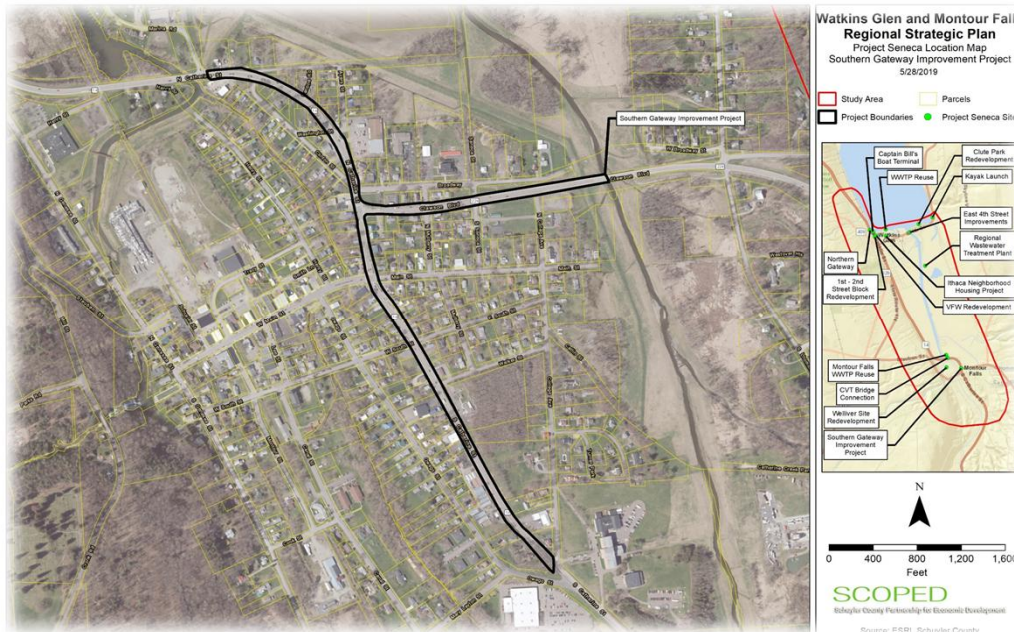


WWTP in Watkins Glen is strategic in encouraging future development.



Recommendations - Project Seneca

- Southern Gateway Improvement



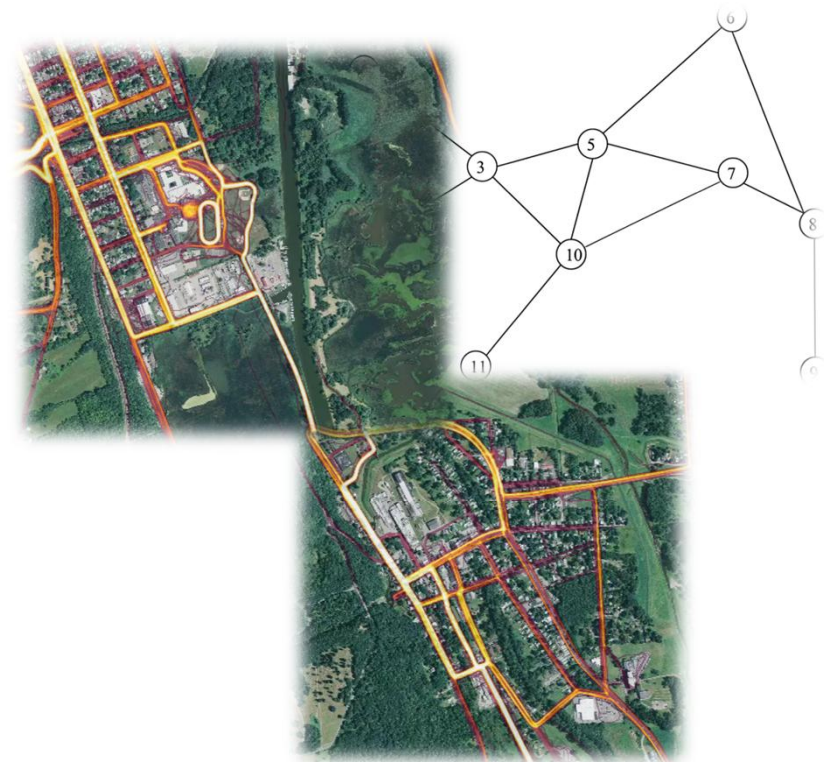
A re-evaluation of this site should be completed to better direct traffic to Montour Falls downtown and Welliver Site, enhancing its economic potential.



Recommendations - Project Seneca

■ Develop and Implement Connectivity Project

- Conduct in-depth geospatial asset inventory
 - Nodes
 - Corridors
 - Connectors
- Use unique data sets like Strava to analyze and determine patterns of movement and underperforming areas
- Address Catharine Valley Trail connectivity
- Identify and improve major pedestrian corridors





Joint Village Recommendations



Recommendations – Joint

■ Develop and Implement a Coordinated Branding and Marketing Strategy

- Look at each communities' strengths and create a balanced and unique marketing strategy
 - Focus on Montour Falls as a health and wellness center, and Watkins Glen as the shopping and recreation alternative



- Research
 - Strategy
 - Internal
 - External
- } ○ Regularly Revisit, Review, Renew



Recommendations – Joint

■ Develop and Implement Comprehensive Housing Strategy

- Conduct a comprehensive housing study
 - Include short term rental analysis
- Consider establishment of form-based zoning standards



Recommendations – Joint

- **Build Economic Development Capacity**
 - Joint Community Information Officer - augments community capacity and information transfer between both communities, consistent joint messaging/marketing
 - Assist in setting up Housing Analysis RFP
 - Aid the connectivity analysis
 - Facilitate formation of Joint Economic Development
 - Implement other findings of the Regional Strategic Plan
 - Serve as a regional example for similar communities
 - Strategic Communications Action Plan



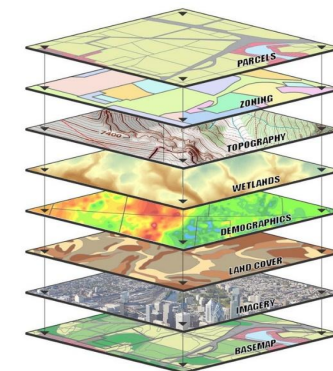
Recommendations – Joint

- **Form Based Design Standards**
 - Generally used in downtown core areas with mixed uses
 - Higher density of development
 - Greater population
 - Help ensure built structures are based on a community vision, expectation, and input
 - Yields a sense of place
 - Prioritizes relationship between building façades and streetscapes rather than building use
 - Seeks to avoid incompatible uses / promotes synergistic mixed-uses
 - Written to be easily understood



Recommendations – Joint

- Geospatial Information Systems Incorporation
 - Important element to future success of the region
 - unique capacities
 - record keeping
 - analytical capacities
 - Augments the planning process, better informs stakeholders, and further improves consensus building



GIS DATA LAYERS
Many different types of data can be integrated into a GIS and represented as a map layer. Examples can include: streets, parcels, zoning, flood zones, client locations, competition, shopping centers, office parks, demographics, etc. When these layers are drawn on top of one another, undetected spatial trends and relationships often emerge. This allows us to gain insight about relevant characteristics of a location.





Montour Falls Recommendations



Recommendations - Montour Falls

- Marketing & Branding around Health and Wellness should focus on:

- Developmental potential in the community
- Historical significance
- Offering a quiet alternative to Watkins Glen



- Incentives

- Work with Welliver group to help them understand needs and desires of community for this type of development
- Work to create flexible work spaces that can transition to other uses if needed
- Work to establish mixed building uses (retail/residential, business/residential uses) for new and existing structures in downtown and surrounding area



Recommendations - Montour Falls

- Creation of highly-visible connections from NYS Route 14
 - Engage community in connectivity assessment
 - Advertise use of Strava and active citizen participation
 - Conduct analysis over a long period of time to encourage substantial findings
- Continued beautification of the village
 - Continued grants for façade improvements
- Encourage participation and pedestrian traffic
 - Creation of an Arts Walk
 - Seasonal or Annual Festivals



Recommendations - Montour Falls

■ Infrastructure Investment Strategy

- Further enable Economic Development
- Avoid conflicts with Economic Development
 - Waste Water Infrastructure
 - Water Infrastructure
 - Power Infrastructure
 - Broadband
 - Transportation Infrastructure
 - Integration of the above into Project Seneca Planning
 - Integration of planning actions into GIS inventory





Watkins Glen Recommendations



Recommendations - Watkins Glen

- Re-Engage in Business Improvement District Creation
 - Creates a vibrant, clean, and safe downtown and supports:
 - Street Cleaning
 - Public Safety and Hospitality
 - Marketing and Events
 - Capital Improvements
 - Beautification
 - Advocacy
 - Powerful tool for community branding
 - Facilitate networking
 - Can be a first step in joint regional business development forum
 - Will serve to liaise between business community and community at large



Recommendations - Watkins Glen

- Code Enforcement
 - Enforce existing codes and regulations to foster adherence to and understanding of community expectations

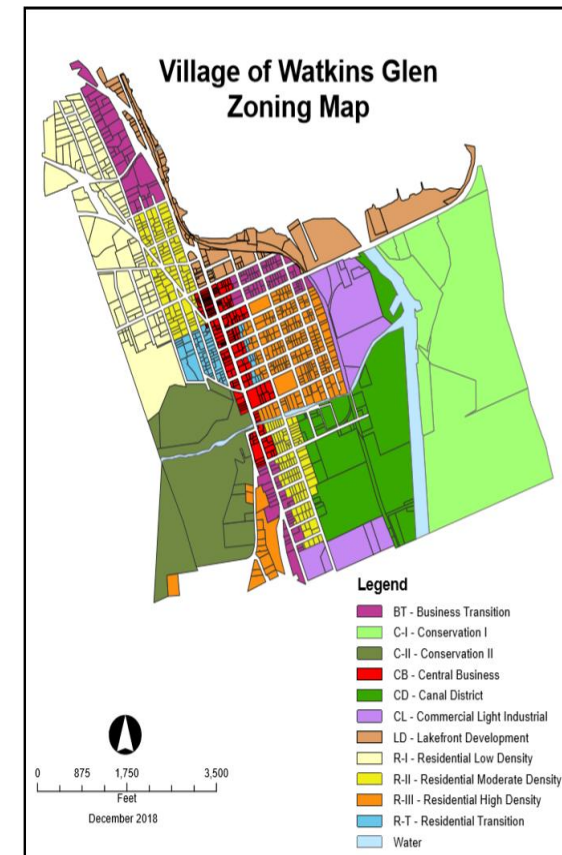


Figure 2: Watkins Glen Zoning as Provided by Schuyler County



Recommendations - Watkins Glen

- Infrastructure Investment Strategy
 - Further enable Economic Development
 - Avoid conflicts with Economic Development
 - Waste Water Infrastructure
 - Water Infrastructure
 - Power Infrastructure
 - Broadband
 - Transportation Infrastructure
 - Integration of the above into Project Seneca Planning
 - Integration of planning actions into GIS inventory





The natural resource
for business development
SCOPED
Schuyler County Partnership For Economic Development



QUESTIONS ?

