

VILLAGE OF WHITEHALL

2019 REVITALIZATION COMPREHENSIVE PLAN



VILLAGE OF WHITEHALL, NY
PREPARED BY THE CHAZEN COMPANIES

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A New Beginning

The Village of Whitehall is many things to many people. First and foremost, to its residents, who cherish their community, it is home. To those that plow the waters of Lake Champlain and the canal, it is a charming waterfront village and a place of respite. To those who are interested in history, it is a living museum, full of historic places and ancient footprints. To travelers on the road that take the time to leave the highway, it's a place to grab a bite to eat and take in the scenery. Both the "Birthplace of the United States Navy"

and the home of Sasquatch, Whitehall's place as one of the more unique communities in the region is well established. While charming, walkable, and full of special places, Whitehall has fallen on hard times. Once an activity center for textiles, mining, and transshipment, changes in manufacturing and transportation rendered many of the Village's locational advantages obsolete. With the loss of jobs came a steady decline in population and disinvestment. This has had a tremendous impact on everything from household

incomes, to building vacancy rates, public infrastructure, and viability of local businesses and municipal revenues. In response, residents, stakeholders, business owners, school representatives, and elected officials have worked tirelessly to stem the tide. They have created volunteer organizations to help those in need, hosted events to attract visitors, given welcome packages to new residents, and collaborated to start new businesses. It is with this spirit and determination that Whitehall will start anew.

"There is no power for change greater than a community discovering what it cares about."

Margaret J. Wheatley

THE VALUE OF PLANNING

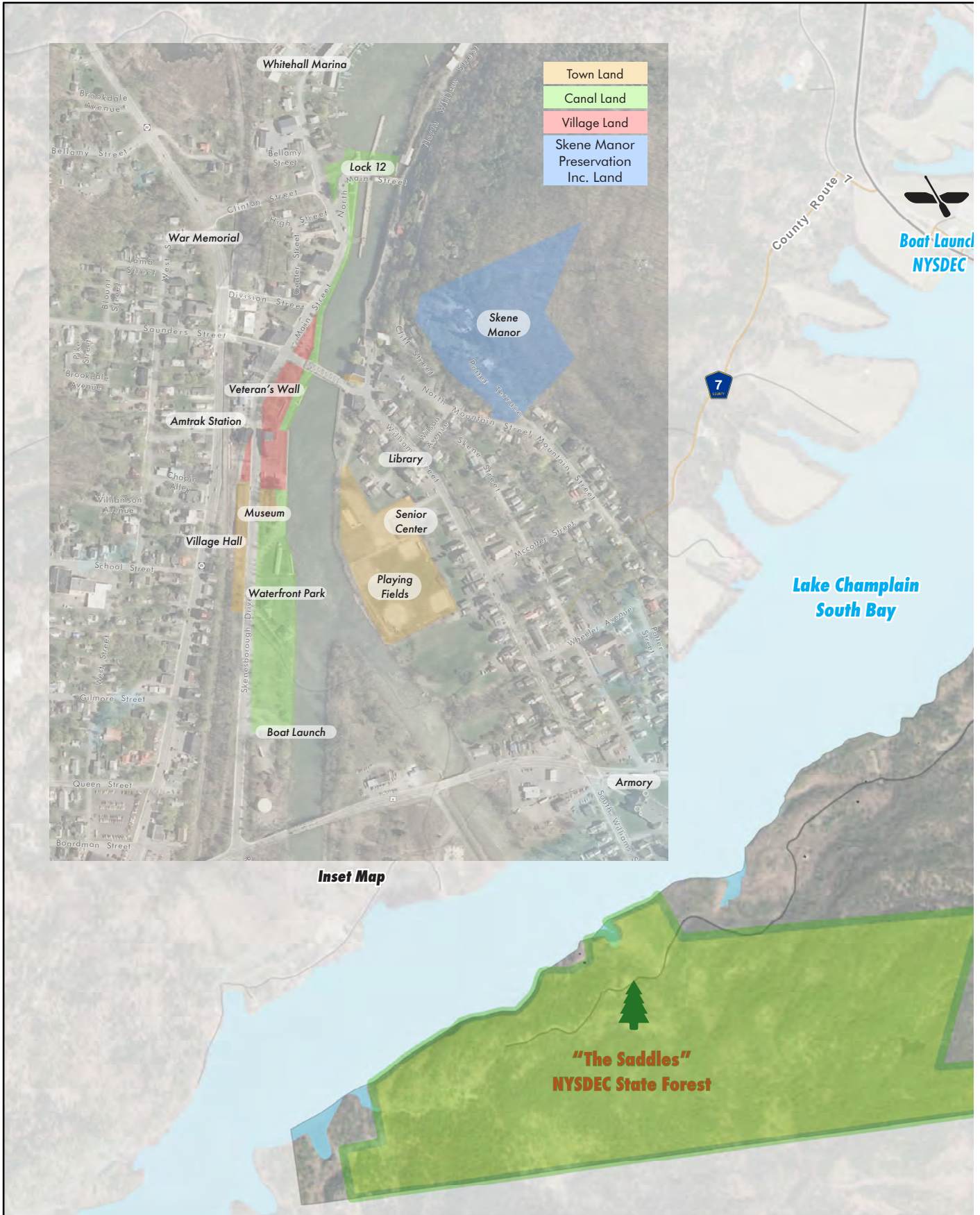
The Village last adopted a Comprehensive Plan in 1960's. NYS Village Law notes that "among the most important powers and duties granted by the legislature to a village government is the authority and responsibility to undertake village comprehensive planning and to regulate land use for the purpose of protecting the public health, safety and general welfare of its citizens."

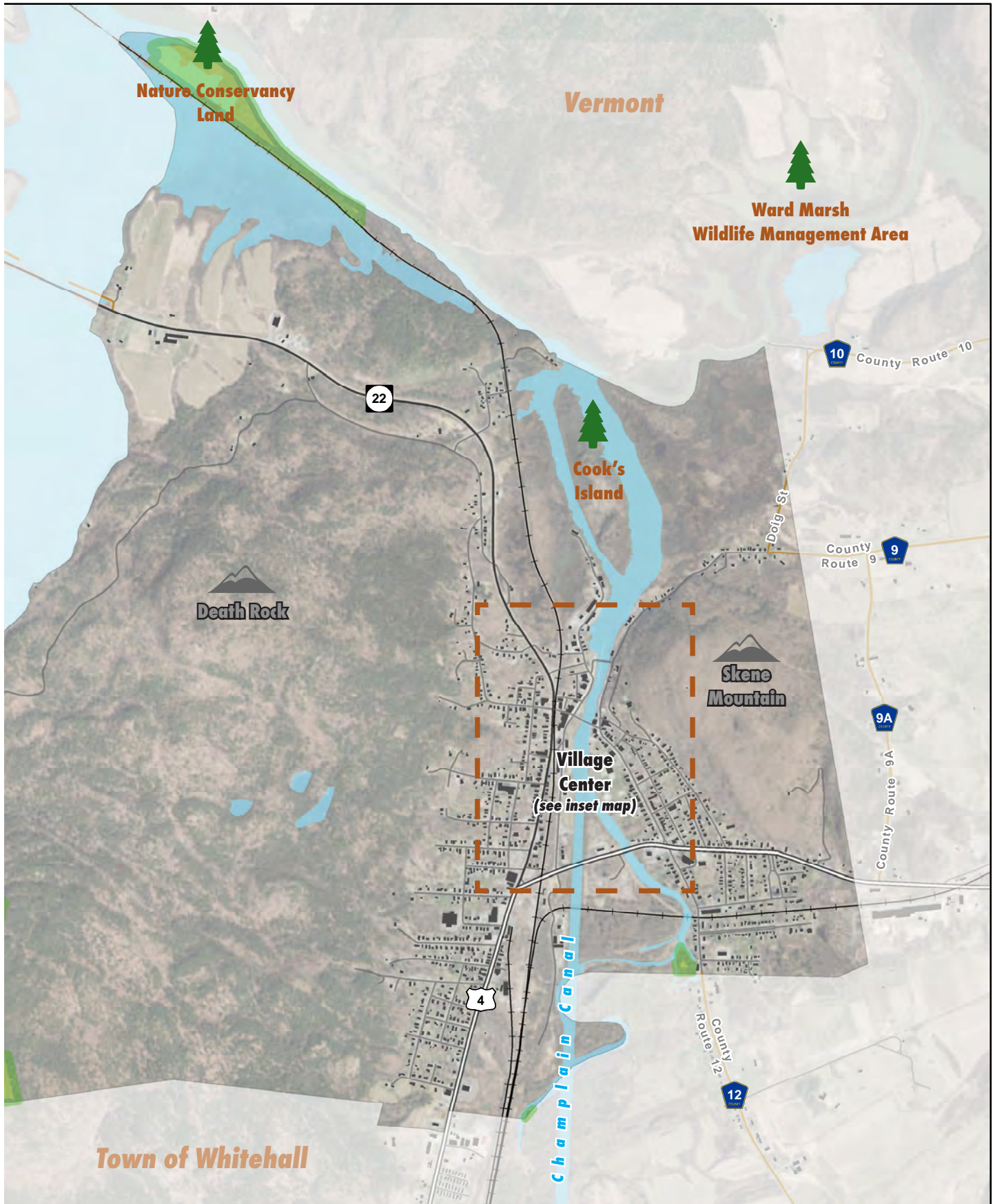
The value of a plan is multifaceted. In addition to serving as the statutory basis for zoning, a Comprehensive Plan helps establish a community vision, assist with

or justify decisions, promote economic development, protect natural resources, and balance competing community interest. In addition to these important items, Comprehensive Plans are often vital to securing grant funding, as funding sources often require or look favorably upon funding requests that are supported by or advance a plan.

With respect to Whitehall, a Comprehensive Plan is a vital part of its revitalization efforts. With its strong community character and endless opportunities for enhancements, this plan seeks to provide a clear strategy that will set Whitehall up for near-term success.









THE MAKING OF A PLAN

At the beginning of any planning process, some may ask "why is a plan needed?". However, in Whitehall, the need for a future vision and a way forward was clear to many. Elected officials, citizen-based groups, and involved community members coalesced around the idea of developing a new Comprehensive Plan that would help Whitehall identify its core issues, leverage existing resources, highlight new opportunities, and outline an implementation strategy. Beginning in the summer of 2018, the Village appointed an Advisory Committee that consisted of residents, business owners, and stakeholders that represented a wide spectrum of the community. From the onset of the planning process, the Advisory Committee was committed to an open process that was based on meaningful public input. This included a community survey, open houses, a design workshop, public workshops, stakeholder interviews, and more. The following is a summary of these efforts. Appendix A includes related meeting summaries and other public input information.

PLANNING OVERVIEW

The planning process was driven by the Advisory Committee who were tasked with attending meetings, providing input, reviewing interim documents and reports, guiding public outreach efforts, soliciting public feedback, and serving as project ambassadors.

In addition to the Advisory Committee meetings, public engagement included social media and the use of the Village's website to inform the public and obtain community input. The Advisory Committee also conducted a community-wide survey that garnered key input.

The Advisory Committee also helped to identify key community stakeholders. These individuals were interviewed to obtain their direct feedback on various issues and opportunities. This input was shared with the Advisory Committee, which

helped to formulate preliminary goals and recommendations.

Finally, the Advisory Committee held a number of open house events, and a community design and public workshop that allowed participants to directly engage with the Advisory Committee and planners regarding needed improvements and ideas.

This input was used to develop a draft plan that was reviewed and revised by the Advisory Committee. Once complete, the plan was reviewed and adopted by the Village Board for implementation.



PUBLIC INPUT HIGHLIGHTS

- Advisory Committee Meetings:** Over six meetings to review findings, lead the process and prepare the draft plan.
- Stakeholder Interviews:** Over 20 one-on-one meetings with community leaders, business owners, and engaged residents.
- Community Survey:** An online and print survey that received over 128 responses.
- Community Workshops & Open Houses:** A booth open to the public during the Holiday Craft Fair & Mini Mall. A day-long workshop that included temporary street-scape and pedestrian design features along Williams Street, a walking tour, an open house session, and a public workshop. A second public workshop to review the plan with the public and solicit final feedback.

SELECT FINDINGS

Whitehall is essentially a historic lake community that is situated in a bucolic farm valley and surrounded by storied mountains

INVENTORY & ANALYSIS

The Advisory Committee conducted a thorough inventory and analysis process at the beginning of the planning process. This included a Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise and an examination of current demographic and economic trends, land use characteristics, transportation and utility infrastructure, and natural and cultural resources. It also included a review of previous engineering and planning studies, such as the Whitehall Village Urban Cultural Park Management Plan (1982) and the Local Waterfront Revitalization Program (2004). It is worth noting that several ideas and concepts outlined in this plan were recommended in these early planning studies. As such, these plans should still be referenced when advancing projects or select initiatives. This information was used to develop and inform proposed goals and recommendations and to establish benchmarks from which to evaluate implementation efforts. A complete summary of the inventory and analysis is included in Appendix E.

WHITEHALL QUICK FACTS



**THE VILLAGE'S
MEDIAN AGE
IS 37**



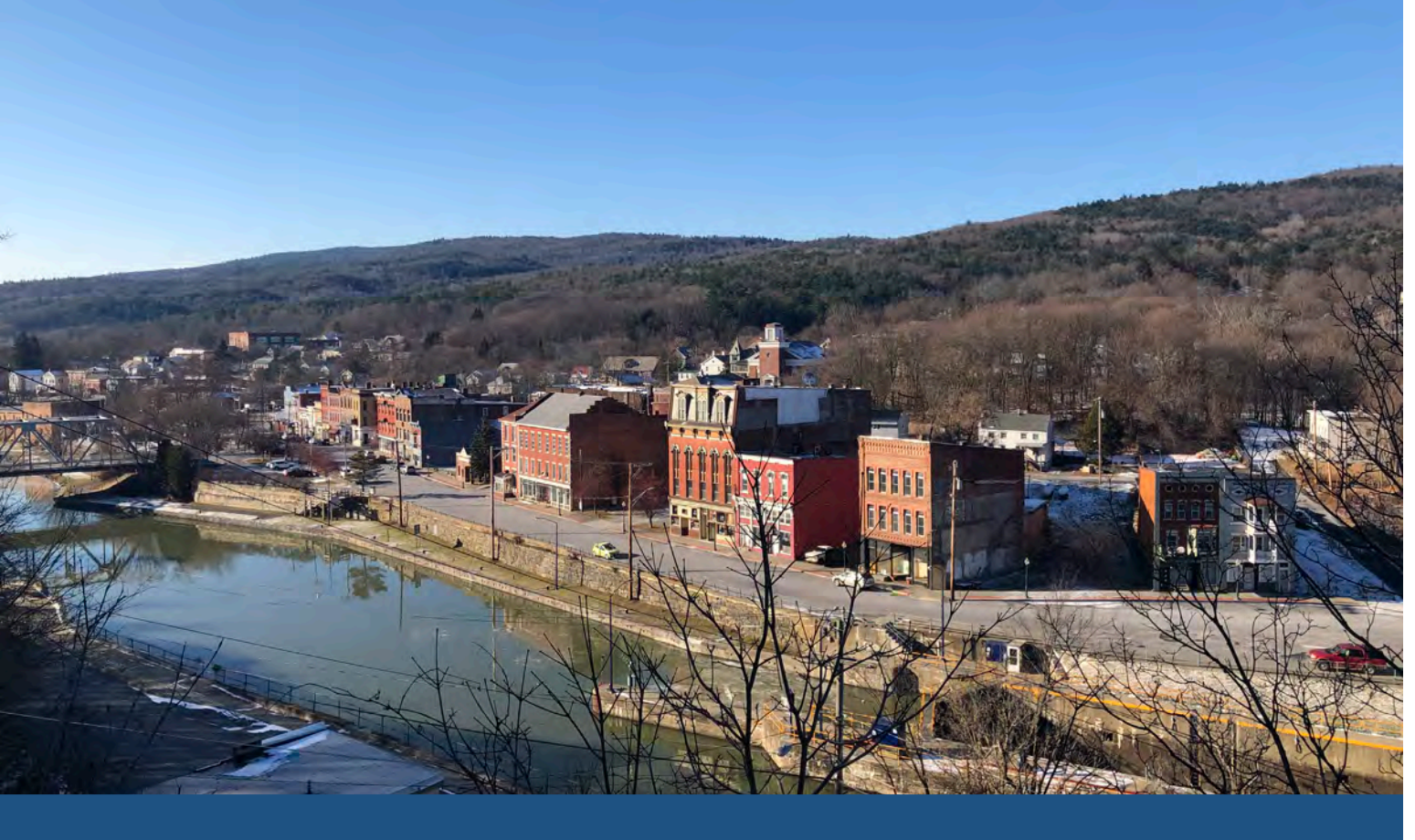
**35% OF
HOUSING IS
MULTI- FAMILY**



**THE VILLAGE'S
MEDIAN
HOUSEHOLD
INCOME IS 28%
BELOW THE
COUNTY'S**



**ALMOST
10,000
CARS PASS
THROUGH THE
VILLAGE DAILY**



POPULATION

While Whitehall's population has been gradually declining for many years, its population remains relatively young. The proportion of residents 29 years and younger is larger than that of Washington County. The 30 to 59-year-old age cohort is considerably smaller in Whitehall as well.

HOUSING

The Village's median home value is \$82,400. Whereas, Washington County's median home value \$149,900. County-wide, just 28% of housing units are renter-occupied while in the Village 47% of housing units are renter-occupied. More than half of all structures in Whitehall were built before 1900.

INCOME & WORK

The median household income was \$37,000 in 2016. Washington County's was \$51,500 that same year. A significant majority of workers (1,020) commute to jobs outside of the Village. They work mostly in the education, health and social services as well as the manufacturing industries.

OUR VISION



"The best way to predict the future is to invent it."

Immanuel Kant

A vision statement is a forward-looking, aspirational statement. It reflects the values and priorities of residents, as well as what they would like their community to look like in the next 10 to 20 years. It serves as the foundation upon which the Comprehensive Plan is built and helps to organize recommendations and goals. During the planning process, the Advisory Committee crafted the following future vision for Whitehall based on public input.



***Whitehall's potential
is clear to most.
Its resources are
enviable to any
community***

IN THE FUTURE...

In the next five to ten years, residents, business owners, and visitors will share the following thoughts about Whitehall:

- Whitehall's small-town feel, charming downtown, and local shops and services make residents and visitors feel welcome.
- The local economy continues to improve as a mix of new businesses continues to invest in the community.
- Residents are proud to call Whitehall home. This pride is manifested in well-kept properties and clean, attractive streets.
- Whitehall's rich history is displayed in its well-preserved architecture, museums, and historical displays.
- Quality housing accommodates the needs of a diverse population at various life stages. Civic-minded property owners rent safe and affordable housing.
- Community members are empowered to work together toward common goals.
- Local government is responsive, innovative, and business-friendly.

HOW WE GET THERE: GOALS



More About Our Goals

Whitehall is facing many challenges on multiple fronts. While typical comprehensive plans are full of assorted goals and recommendations, this plan is intended to focus the community's efforts on a few select areas that interrelate with one another. This approach recognizes Whitehall's limited capital resources and capacity to manage complex and costly projects. Like many small communities, the pool of staff and volunteers is limited. By focusing a handful of targeted initiatives and related action items, Whitehall can better leverage its resources. Following the next series of goals are the corresponding recommendations (next section).



1

DEVELOP QUALITY & SUSTAINABLE INFRASTRUCTURE

The Village has successfully implemented the first phase (out of three) of its sewer infrastructure improvements. It is now pursuing grant funding for the second phase. These investments are critical to the long-term viability of the community, Grant funding will be critical to offset local costs as residents are already burdened with high tax rates. Improvements to streetscapes are also critical to enhance curb appeal for visitors and investors.

2

ENHANCE QUALITY OF LIFE & COMMUNITY PRIDE

Whitehall's robust history, cultural and community resources are enviable. Its small-town character is a tremendous asset as well. It is a place where people care and look out for one another. These are among the many reasons for residents to be proud. The community needs to build on these assets and foster a renewed sense of pride. This begins with improved collaboration, beautification, and code enforcement.



3

BUILD A POSITIVE BRAND & INCREASE VISITATION

Whitehall has a brand problem. To many its a place that is down on its luck. However, once you are there, it doesn't take long to realize just how wonderful a community it is. Its offerings are many. Whitehall, the county, and the state need to avoid working at cross-purposes and to do a better job at letting people know what to do, see, and celebrate in Whitehall. Simultaneously, select investments need to be made to meet expectations.

4

FOSTER A CULTURE OF ENTREPRENEURISM

There are many resources that Whitehall can tap into to foster new economic growth. However, aligning these pathways can be difficult for individuals, local government, and civic boosters. By leveraging low housing costs, nearby traffic volumes, and cultivating strategic partnerships, Whitehall can foster a wide variety of investors (particularly smaller in scale) to increase its offerings and build a more sustainable local economy.

5

FACILITATE LEADERSHIP DEVELOPMENT & GROW CAPACITY

Whitehall needs to develop the capacity to implement the recommendations of this plan, sustain local programs, and cultivate the next generation of leaders. Because of limited funding and staffing, many of the recommendations outlined in the plan will not come to fruition without greater organizational capacity. Funding for new positions, an increase in volunteerism, and strategic partnerships are essential.



HOW WE GET THERE: RECOMMENDATIONS

ABOUT THESE RECOMMENDATIONS

The goals from the previous section are the overarching themes that the Village of Whitehall should focus on over the next five to ten years. The following recommendations are the specific, interrelated action items Whitehall should pursue through programs, policies, grant funding, construction, partnerships, and implementation. Furthermore, they should incorporate these goals and recommendations into nearly all aspects of the decision-making process. For the convenience of the reader, the recommendations are categorized by their respective goals.

The highest priority recommendations are listed first in each section. While Whitehall should focus on the highest priorities, timing and resources are everything. For example, there may be an instance that grant funding may allow a lower priority to be implemented, or a lower priority may be relatively easy to initiate. In these instances, the community should not hesitate to pursue it unless it is at the expense of a higher priority.

KEY FIRST STEPS & ORGANIZATIONAL

Following the adoption of the Comprehensive Plan, the Village Board should reconvene the Advisory Committee to

oversee the formation of a standing Comprehensive Plan Implementations Committee (hereafter 'Implementation Committee'). The Implementation Committee should be formally appointed by the Village Board and consist of a cross-section of the community. It should first be tasked with developing an organizational charter and overseeing the implementation of the Comprehensive Plan. While afforded a wide degree of flexibility, members of the Implementation Committee should serve at the behest of the Village Board, providing a critically needed pool of volunteers that can help with the day-to-day and long-term demands of governance as it relates to implementing the

Comprehensive Plan.

Among the Implementation Committee's first projects should be to organize, with assistance from elected state and federal officials, an interagency roundtable that consist of representatives from a variety of state and federal agencies. It should also include representatives from various regional entities (e.g., Lake Champlain-Lake George Regional Planning Board) and the county (e.g., Director of Economic Development). The meeting should be an opportunity for Whitehall to present the many challenges it faces and the steps they are taking to address them. It should also be an opportunity to ask for any technical and funding assistance that may be available. Ultimately, a major goal of the meeting should be to develop lasting strategic partnerships and to make sure that the various government agencies are not working at cross-purposes against one another and Whitehall.

Subsequently, the Implementation Committee should begin by reviewing the Comprehensive Plan recommendations (as follows), establishing which ones are among the most important priorities and developing specific action items, roles, and responsibilities. Progress on individual action items should be reviewed during regular meetings, and adjustments should be made according to how things are proceeding.

DEVELOP QUALITY & SUSTAINABLE

INFRASTRUCTURE

Infrastructure can mean many things. For Whitehall, it not only includes essential utilities like sewer, water, and electric services, it also includes roadways and streetscapes, tourism-related amenities, and waterfront and canal related infrastructure, all of which are an essential part of its economy,

With regards to utilities, Whitehall is in an incredibly difficult situation that goes beyond the struggles of a typical North Country community. Both the NYS Department of Environmental Conservation (DEC) and the Department of Health (DOH) are formally mandating (DEC by Consent Decree) that the Village makes several sizable improvements to its sewer and water services. Based on a 2009 study, necessary improvements to the sewer system may cost over \$25 Million (2009 estimate). The Village has initiated the first phase of these improvements, but with high service rates and a significant low to moderate-income population, the community's ability to overcome these issues on its own is not feasible. What is more, this does not take into account the significant cost related to the water service system, including no redundancy in the conveyance (there is only a singular transmission line that crosses the Champlain Canal that services the entire western half of the community) and the lack of a backup water supply.

While not as vital as functional sewer

and water services, the need for functional transportation, accessible and attractive streetscapes, tourism infrastructure, and recreational resources are critical to preserving the community's existing quality of life and attracting essential investors and visitors. In the absence of funding support, Whitehall will continue to suffer from decline. However, the Village is not resting on its laurels. In addition to the work that is already underway, Whitehall has identified the following strategies to maintain or enhance its infrastructure. Figures and cost estimates for many of the below recommendations are included in the appendices.

1. Prepare a capital asset management plan to serve as a road map for the Village to understand its objectives in long-term infrastructure asset management and funding strategy. This plan should include an inventory of the Village's existing infrastructure, life-cycle cost estimates to maintain adequate service, cost-effective management strategies, and a long-term funding strategy. Included in the appendices is a portion of a wastewater study that was prepared in 2018. It outlines various improvements and phases. Also included is a memorandum summarizing the Village's water service system and related issues of priority.
2. With a multitude of infrastructure needs, the Village should identify high priority

Efforts to enhance the NYS Route 4 and Broadway corridors should be made. The rendering below depicts a proposed roundabout at the Route 4 intersection.



infrastructure needs, including sewer and water services, downtown and Broadway corridor streetscapes, and the Champlain Canal wall (additional priorities include DEC mandated or related replacement of the sewer line behind the Railyard, Phase 1 of the sewer basement surveys, inflow and infiltration study, Phase 1 of removal of roof drains and sump pumps to municipal sewers, replace or rehab the Poultney and Williams Street sewer main, ultraviolet filtration at the wastewater treatment plant.; DOH mandated or related Poultney Street Bridge water line replacements and the provision of an emergency water

supply, and; other priorities such as generator and pump replacements at each of the 10 pump stations. Once priorities have been identified, the Village can more effectively target applicable funding sources, grant opportunities, and partner agencies.

3. Reconfigure and highlight the entrances to downtown and develop corresponding wayfinding and interpretive signage strategy to enhance the visitor experience and highlight the many sites within Whitehall that make the Village unique. Effective and appropriate wayfinding solutions will require careful planning and

forethought. Preliminary concept plans and cost estimates are included in the appendices.

4. Develop a waterfront park and downtown district through wayfinding and streetscape enhancement. The Village's historic downtown and location on the Champlain Canal should be highlighted and enhanced. This will instill local pride and incentivize visitors and investors to stop and enjoy the Village's assets.
5. The U.S.S. Ticonderoga is an under-appreciated historic asset that should be showcased in a more formal and attractive (possibly timber-framed) space accessible to visitors and

residents, alike. The Village should also incorporate the building of the space into a trades guild or programming concept, as discussed in "Entrepreneurism" Strategy 2, below.

6. Develop a pedestrian bridge that crosses the railroad track and links Broadway and the waterfront to improve public waterfront access. Due to the presence of the existing railroad tracks, there is no direct access to the waterfront from downtown. A pedestrian bridge would create a direct connection to the waterfront, allowing visitors from the Village's downtown to easily access the unique, historic waterfront. Any new physical connection to the waterfront should be implemented in tandem with new wayfinding signage (see Strategy 8, as follows).
7. Facilitate the development of the Empire State & Champlain Canal Trail. The Village should build off the momentum at the State level (with the plan to create a 750-mile multi-use trail) and regional level (including Washington County's Champlain Canalway Trail 2018 Action Plan), leveraging its key location along the Champlain Canal. Specifically, these plans recommend that the Canalway run through the Village's Canal Harbor Park and have its terminus at Champlain Canal Lock 12. The Canalway is an opportunity to attract visitors interested in seeking a variety

of historic and recreational experiences.

8. Develop wayfinding, mapping, and physical access to various waterfront locations (e.g., South Bay, Locks, etc.) to increase public and visual connections to the waterfront. The Village's waterfront location should be incorporated into the branding strategy of Whitehall as a waterfront and lake community. See "Positive Brand" Strategy 1, as follows.
9. Skene Manor, located on the east side of the Champlain Canal, should be better connected to the Village's historic downtown to the west with a well-demarcated shared roadway footpath. This new, improved connection should include road resurfacing, wayfinding, and interpretive signage along the route. Better connecting the downtown to Skene Manor would create a short, easy hike that would be appealing to a wide range of residents and visitors, alike, regardless of their hiking ability.

ENHANCE QUALITY OF LIFE & COMMUNITY PRIDE

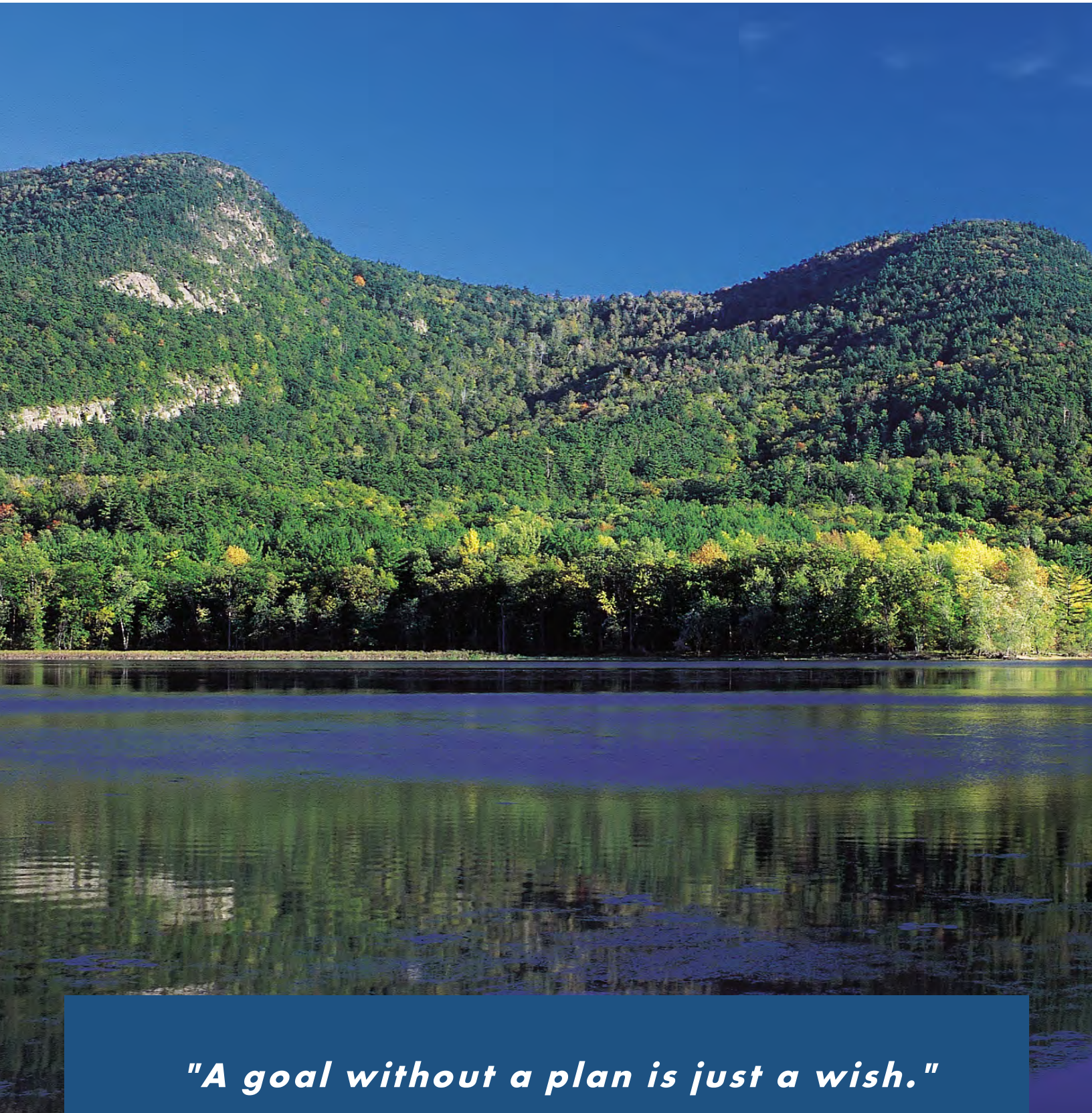
The residents of Whitehall have shared their thoughts and concerns about the many issues the community is facing and how it has impacted morale and people's sense of pride. Chief among their concerns is code enforcement and the community's ability to address related property issues. As noted in the inventory and

analysis (see Appendix A), Whitehall has a significant number of rental units. This is beneficial because it provides affordable housing options. However, a good portion of Whitehall's rental housing stock is in poor condition. These conditions have an impact on the tenant's quality of life and the community's character. In some instances, it can attract individuals that are less committed to the community. This is also true of owner-occupied housing.

The provision of community and social services (or lack thereof) can have a tremendous impact on the quality of life as well. More specifically, Whitehall's significant low to moderate-income population is susceptible to many social issues related to personal health, healthcare, childcare needs, housing, and in some instances, criminal activities. Fortunately, there are many potential programs and partners that Whitehall can leverage to address these existing and potential issues to improve the community.

Ultimately, the following recommendations, are intended to address the many quality of life issues Whitehall is faced with. However, more importantly, they are intended to return a sense of pride to residents by addressing select housing and social issues that are most pressing to the community.

1. Update zoning standards to reflect desired land uses (including a review of Locally



"A goal without a plan is just a wish."

-Antoine de Saint-Exupery

Unwanted Land Uses that may pose environmental justice issues) and address dated definitions and procedures. Ensure continuity of zoning enforcement and procedure of zoning by converting all land use related provisions to digital format, providing land use provisions, applications, the zoning map, and permit guidance online, and providing relevant training to the zoning administrator and planning and zoning boards. Current confusion regarding the Village's Urban Cultural Park designation should be addressed as well. Zoning should support the Village's existing traditional land use patterns, whereby higher-density, mixed-uses are concentrated towards the Village center, and more moderate densities, consisting primarily of residential housing, should be continued in the Village's well-established neighborhoods. Finally, efforts to preserve and enhance the Village's waterfront by encouraging compatible land uses should be made.

2. Develop a rental registry program and certificate of occupancy program. Rental registry programs help to ensure that residents are afforded quality housing and that there is accountability when it comes to safety and property maintenance issues. These programs would enable the Village to conduct general inspections for major health and safety issues, find property owners in case of emergencies or code violations, and ensure that owners understand their obligations. Ultimately, the

program is not intended to be punitive and should focus on improving housing conditions. An associated fee should help cover the cost of the program.

3. Create a local code enforcement position or lobby the county to expand its existing code enforcement services to reduce local costs. Identify priority areas for enforcement, including the downtown area, Broadway Corridor, and Williams Street, and issues for enforcement, including quality of life related issues (e.g., noise complaints, animal control issues, property maintenance, etc.). It is suggested that the Village recognizes that not all code violations are equal and that the implementation of such a program requires flexibility.
4. Revisit the Village's "junk" and property maintenance ordinance to ensure that it meets current standards and the needs of the community. During the planning process, many community members noted the presence of properties with numerous maintenance issues. The NYS building code property maintenance provisions could be better leveraged to promote property improvements. Communities may also adopt their own provisions and can often charge the property owner if the municipality does any of the property maintenance work (e.g., lawn mowing, removal of refuse, etc.).
5. Work with partners on beautification efforts, including local resident volunteers and local businesses for supplies. Local organizations, such as the Chamber of Commerce,

are already actively involved in beautification efforts and should be leveraged. Alternately, a new volunteer committee or the recommended Implementation Committee could spearhead beautification efforts. Beautification can improve the quality of life of residents by improving their daily life, in addition to fostering connections. Consider formalizing an effort to provide needs-based assistance for property enhancements (e.g., painting, lawn care, etc.) to seniors, veterans, etc.

6. Identify ways to collaborate with partners to provide quality housing options for those in need, including new homeownership and rental opportunities. The Village should prioritize key sites and target groups (e.g., veterans, families, formerly homeless) for affordable housing, which will help focus outreach and grant application efforts. Potential partners could include the county, local non-profits, housing developers, and residents. Potential opportunities to partner with Habitat for Humanity in these efforts are discussed in "Leadership Development" Strategy 5, as follows.
7. Work with regional health care providers to ensure continued services. This may involve direct discussion with medical groups about their business plans and needs to remain in or expand to Whitehall to ensure that the future health care needs of Village residents are met. For example, the Village should discuss with Glens Falls Hospital

their future plans for the Whitehall Medical Center, which currently provides local primary care services. Alternate health care options, such as the mobile healthcare vans from Hudson Headwaters should also be explored. Although a space with regularly staffed hours is ideal.

8. Work with the county to explore and identify ways to improve community health and social services that would allow seniors to more easily "age in place" in the Village. As an example, health conditions, such as deteriorating eyesight, can make driving to daily activities, such as doctor's appointments or grocery stores difficult; the potential for senior transit services should be explored.
9. Work with the school non-profits and other organizations to develop a program or strategy that celebrates Whitehall and instills community pride. This may include celebrating student academics and athletic achievements, property improvements (e.g., awards for most improved), and new businesses. This strategy may

also dovetail with events, proposed marketing and branding initiatives outlined in "Positive Brand" Strategy 1, as follows.

10. Strengthen partnerships with Comfort Food Community to expand its gleaning programs and the provision of fresh produce through its Fresh Food Collective program. "Gleaning" is harvesting produce leftover in fields after the main harvest and is a popular way to provide local, healthy produce to food banks. The Fresh Food Collective program similarly looks to take advantage of the region's agricultural assets by distributing surplus fresh produce to local communities, including Whitehall. The Village should maintain and grow its relationship with Comfort Food Community to ensure that local residents have access to fresh food. The Village should explore the possibility of expanding other Comfort Food Community initiatives, including the Food Farmacy pilot program, that was undertaken in partnership with Hudson Headwaters and offers

healthcare consumer education and access to fresh produce to learn how to better manage their diabetes.

11. Work with the Whitehall Volunteer Fire Department to increase volunteerism and address needs. Innovative methods to increase Fire Department volunteerism include the National Volunteer Fire Council's programs to attract returning or former military personnel into the fire service and a recent elder volunteer squad program implemented in the Town of Hague. Work with the Whitehall Police Department and Washington County to explore current services, ways to free up the local department from bookings, and shared services opportunities, as discussed in "Leadership Development" Strategy 2, as follows.

BUILD A POSITIVE BRAND & INCREASE VISITATION

There is often a disconnect between how Whitehall is perceived and what it is like in reality. To some



who have never been there, or have only passed through along NYS Route 4 or Route 22, it is a community that is suffering from long-term disinvestment and not worth visiting or investing. However, for those that live in Whitehall, or anyone that has spent any length of time in the community, they know how wonderful a place it is and its long-term potential. Situated in the Champlain Valley, along Lake Champlain and the Champlain Canal, Whitehall is a quintessential, walkable village, complete with charming historic buildings, local business, lovely parks, a committed school, and dedicated community services. Surrounded by fertile farms and quarries, it is a stone's throw away from Lake George, the Adirondack Mountains, and Vermont's Green Mountains. It also has an Amtrak Station, heavy freight lines, operating canal, and two heavily traveled roadway corridors that connect a significant portion of upstate New York to Vermont and New England. On paper and in person, Whitehall has many enviable characteristics. Therefore, some portion of revitalizing Whitehall is not about creating something that doesn't exist, but rather, letting people know what is already there and leveraging these existing resources to build a better brand that dovetails with the community's effort to strengthen their sense of pride (as recommended above).

1. Prepare a professional marketing and branding strategy. Branding is more than a logo or tagline and should

include website design and development, social media marketing and advertising, print and digital media advertising campaigns, and promotional materials, in addition to being tied to the Village's wayfinding and signage strategy (see "Infrastructure" Strategy 8). Successful marketing and branding communicates what makes a municipality unique and appealing. It can help boost economic development, tourism, and community pride. This strategy should reinforce Whitehall's brand as the birthplace of the U.S. Navy and market it as a destination lake community and outdoor recreation gateway/center.

2. Develop a critical mass of events and outdoor recreation opportunities, to leverage Whitehall's location near recreational destinations. Additional recreational opportunities could include waterfront access for non-motorized boating, in addition to working with the DEC to improve access to their lands closer to downtown and develop an active recreational trail system for short hikes and mountain biking. The Village should create a sustained events program for the downtown and the waterfront in conjunction with these physical improvements and the marketing and branding strategy described in Strategy 1, previously. Local events should also leverage Washington County Tourism initiatives (see

"Leadership Development" Strategy 2, below). One obstacle to increasing visitation in Whitehall is the absence of lodging options. Short-term online vacation rentals such as Airbnb and VRBO should be leveraged until visitation demand can accommodate lodging investments.

3. The Skenesborough Museum is underutilized as a cultural resource that showcases the Village's history. Owned by the Town of Whitehall and operated by the Historical Society of Whitehall, the Museum is a high priority shared municipal services opportunity (see "Leadership Development" Strategy 2, below). The Village should, with the Town and the Historical Society, develop a strategy to increase museum staffing and expand its hours of operation to allow for greater visitation opportunities. As part of this strategy, public restroom facilities should be provided that are open to the public more regularly.
4. Leverage the likely increase in the number of bicyclists coming in to the community. In conjunction with the development of the Empire State and Champlain Canal Trails, the Village should seek ways to improve the cycling experience by providing easy access to various locations throughout the region via the recommended streetscape improvements outlined herein. It should also incorporate

various bicycling amenities, such as racks, wayfinding signage, and trailhead parking at select locations. As part of an effort to increase the number of events, the Village, in partnership with various organizations, should explore opportunities for bicycling-related events. The Tour of the Battenkill is just one successful example that could be used as a reference when exploring event ideas.

5. Explore strategies to expand or improve existing lodging opportunities and consider ways to attract or advance new ones. Currently, lodging within the Village is provided through individual rentals, such as Airbnb. However, there are a limited number and very few alternatives. The Village should monitor the success and quality of such rentals and see if there are ways to collaborate with relevant organizations. If such opportunities increase within the Village, it should make sure they do not detract from the neighborhood's quality of life should any issues arise. Some communities have adopted local laws regulating short term rentals to help guarantee their success. In the absence of larger-scale lodging accommodations, the village will remain hard pressed to host select events and attract an increased number of overnight stays. As such, the village, along with relevant partners, may consider ways to facilitate the development of such lodging should the need arise. This may include helping to identify preferred sites, reaching out to developers of lodging, and identifying ways to

incentivize development.

FOSTER A CULTURE OF ENTREPRENEURISM

Through the course of the planning process, many participants that noted they either owned one or more businesses. Many were trying to start a new one or were in the process of ideating some new vision or opportunity. This "culture of entrepreneurship" is an essential part of any economic revitalization and development strategy and something the Village should strategically cultivate with select partners. Many studies suggest that fostering and investing in small-scale, one- to two-person startups can be more fruitful than trying to attract four- to five-person or large-scale businesses. Over 50% of small businesses will close within five years and efforts to attract larger businesses can sap limited resources and are rarely successful, particularly in more rural areas like Whitehall. Whitehall and other Washington County communities already benefit from an active and involved Economic Development Department. Therefore, efforts to build on the County's resources and initiatives, and to develop a sustained, local program should be pursued. There several potential partners that Whitehall could work with that could help with technical assistance, coordination, and potential funding partners (through grants and foundations).

1. Help create or work with an existing organization, such as the Whitehall Central School District, the Whitehall Chamber of Commerce, or local non-profits and institutions like the Arts and Recreation

Commission of Whitehall, Historical Society of Whitehall, and Whitehall Beautification and Enhancement, that can serve as a local business development support and mentoring entity. There are many obstacles in starting a business, including raising capital, securing permits, and preparing a management strategy, which can be a deterrent to entrepreneurship. These organizations could assist with curriculum-based programs, student participation and coordination, technical assistance, and mentoring opportunities, in addition to other direct or indirect roles.

2. Cultivate a building trades training and business cluster, including timber-frame and boat-building operations and related services/skills, by helping to develop a building guild and working with the school to identify and develop a related curriculum. This skill is an exportable product that is needed by nearby businesses. This strategy may include, as a first step initiative, building a replica of the Liberty. Collaboration with nationwide boat builders will be essential. Volunteers and students could be leveraged, while simultaneously providing training in the boat building trade. A local timber frame specialist could also be leveraged to build necessary facilities and provide further training opportunities and/or to develop the proposed U.S.S. Ticonderoga display center, discussed further in "Infrastructure" Strategy 5, prior. This may include collaboration

with Whitehall Central School District and/or SUNY Adirondack, who may consider developing a related curriculum. Alternatively, the Village should consider other opportunities to develop educational programs that complements the Village's Community Character.

3. Consider strategies to expand food-related businesses, ranging from restaurants to production and culinary training. This may involve collaboration with SUNY Adirondack and pop-up business opportunities utilizing vacant storefronts. As part of this strategy, the Village should consider ways to advance the idea of a "SUNY Adirondack Center for Agriculture and Food Education (CAFÉ) by working with partners and proposing that aspects of the program (e.g., an extension of Seasoned restaurant, opened by SUNY Adirondack in 2018) be based in Whitehall or that separate, supportive components of the program be based in Whitehall. Other potential strategies include downtown and waterfront food truck events, which should be incorporated into the proposed marketing and branding strategy and dovetail with the county's tourism

promotion efforts. The Village should work with the school to identify and develop a related curriculum.

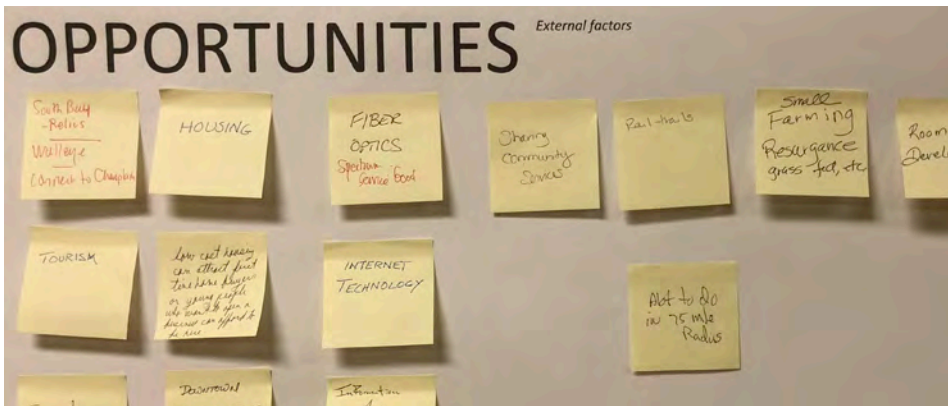
4. Consider establishing an "urban pioneer" program that includes a first-time homebuyer housing program to provide assistance with down payments for qualified buyers. Such a strategy could be implemented in conjunction with a local or county-based land bank program and will require partnering with various lending institutions and related non-profit organizations. This effort may include working with Washington County to revisit its tax foreclosure process, which is sometimes conducive to selling properties to individuals that are less than willing to reinvest in properties in a manner that does not have a positive community impact.
5. Consider an "urban homestead" program in conjunction with the recommended urban pioneer program. This strategy would involve the purchase of vacant buildings and properties (for perhaps as low as \$1) and would have strict rules regarding who and what qualifies for purchase and what is required of the property after the acquisition.

Typical requirements include fixing code violations, minimum occupancy periods, and designated repair funds.

FACILITATE LEADERSHIP DEVELOPMENT & HELP GROW CAPACITY

Outlined in this plan are many involved and complex recommendations that will require hours of work over several years. This includes project coordination and management, grant writing and administration, budgeting, benchmarking, lobbying, and more. Like most rural, upstate New York communities, Whitehall does not have multiple departments staffed with full-time economic development specialists, planners, engineers, and administrators. As such, the following recommendations are intended to build lasting capacity that will overlap with the election cycle and staff transitions.

1. Consider establishing a paid deputy mayor or Village administrator position that would provide a legacy of leadership and alleviate pressure from the Mayor and Village Board members. The role could



also be filled by a community or economic development position. Grant funding programs that cover administrative work could help cover additional related costs, as could shared services, as discussed further below.

2. Consider ways to share and consolidate services with the Town of Whitehall and Washington County to control local costs and eliminate duplicative services. Such shared or consolidated services could include administrative functions, general operations (e.g. equipment or facilities sharing), public safety, facilities, public works, justice courts, school business office functions, purchasing, property assessment, and record management, among other services. Potential sharing or consolidating of services should also be explored in any future efforts to develop and improve the waterfront parks, museum, and Senior Center.
3. Help bring together the numerous organizations and volunteer efforts that are currently operating within the Village to leverage their capabilities and resources. This may begin with a roundtable discussion and, ultimately, the development of a standing committee or umbrella non-profit organization. The goal of this effort would be to improve

collaboration between these organizations, ensure they are not working at cross purposes, identify ways to support them, and leverage their efforts as it relates to the implementation of the Comprehensive Plan.

4. Work with Washington County to address current practices and policies. This includes the placement of social service recipients, sex offenders, and recent prisoner releases, and addressing the significant burden currently placed on Whitehall by their higher rate of placements within the Village, working with the county to develop a county-based planner, continuing to collaborate with the county's Economic Development department, revising the handling of delinquent tax properties, and creating a land bank.
5. Leverage existing nonprofits, local and state agencies, and state and federal programs like by establishing meaningful partnerships. As some examples of existing work conducted by these organizations, through Habitat for Humanity's Neighborhood Revitalization work, they partner with local residents, community leaders, and organizations to create an improved quality of life through a community-tailored approach; Habitat's home construction work involves building affordable

homes alongside volunteers; and the AmeriCorps VISTA program works to build capacity in communities facing poverty, inequality, and unemployment. Relationships with individuals at such funding and technical assistance related agencies as the NYS Department of State, US Department of Agriculture (USDA), and the Lake Champlain-Lake George Regional Planning Board are strongly encouraged. As is constant communication with elected representatives.

6. Partner with organizations such as Lakes to Locks, NYS Parks and Trails, Lake Champlain Land Trust, Agricultural Stewardship Association, the Nature Conservancy, Comfort Food Community, and a host of local nonprofits and religious organizations to create opportunities for open space, additional recreation resources, and various community health and quality of life needs. These organizations provide a tremendous amount of technical assistance, funding support, or volunteer and organizational support. Building meaningful and lasting relationships will help expand the Village's capacity to implement projects outlined in this plan.

HOW WE GET THERE: IMPLEMENTATION



Implementation of the Whitehall Comprehensive Plan will depend on the commitment of local leaders, continued public participation, availability of funding, and successful partnerships. The timing to initiate and complete each recommendation will vary greatly.

Because implementation of the plan will require a long-term commitment from dedicated and knowledgeable community members, one of the primary recommendations is the creation of a standing Implementation Committee. Created by the Village Board, the members of the Implementation Committee would be appointed to serve for a select number of years and tasked with advancing the plan recommendations.

1

ORGANIZE

The first step of implementing the plan involves reconvening the Advisory Committee to assist with the development of an Implementation Committee. Simultaneously, the Village Board should work in partnership with the Advisory Committee to convene an inter-agency round-table, as noted in the recommendations. The Village Board should work to appoint the Implementation Committee and task them with developing an organizational strategy and meeting schedule. This may eventually evolve into a nonprofit to lead the efforts.

2

PRIORITIZE

The Implementation Committee should quickly go about organizing themselves (e.g. identifying a chair, secretary, etc.) and reviewing the Comprehensive Plan recommendations to identify priority projects that they would like to initiate. They should consider focusing on "low hanging fruit" to achieve an early sense of accomplishment. They should also focus on early funding needs to coincide with the NYS Consolidated Funding Application (CFA) process.



3

COORDINATE & COLLABORATE

The Implementation Committee should begin meeting with the potential partners outlined in this plan. This includes existing Whitehall organizations, as well as local, regional, and national nonprofits, county, state, and federal agencies, and elected officials (or their representatives). Hosting regular meetings with these representatives is strongly encouraged. The goal of these meetings is to identify specific roles, responsibilities, and to follow-up on the action items to increase the Village's implementation capacity.

4

PURSUE FUNDING

The NYS CFA process represents some of the greatest funding opportunities to the Village. However, many programs require a local match. The Village should consider funding opportunities that allow for "in-kind" volunteer or donated materials to serve as a match and/or programs that can be matched with one another. Additionally, the Village's low to moderate-income population makes it eligible for select grants and lower or zero-interest loans. Grant funding and reimbursement are complicated and may require a dedicated staff person.

5

IMPLEMENTATION

Both physical and programmatic project implementation can be a long and complicated process. Developing specific roles and responsibilities for each of the Village Board members, Implementation Committee members, and select partners is a must. At regular meetings, project status should be reviewed and action items identified. Strong record keeping and communication are essential. Developing specific project schedules and critical paths is strongly encouraged. The following page includes a table of Implementation strategies and a list of funding opportunities.

IMPLEMENTATION STRATEGIES TABLE

| RECOMMENDATIONS | | PRIMARY LEADERSHIP |
|---|--|---|
| DEVELOP QUALITY & SUSTAINABLE INFRASTRUCTURE | | |
| 1 | Prepare a capital asset management plan to serve as a road map for the Village to understand its objectives for long-term infrastructure asset management and funding strategy. | Village Board |
| 2 | Identify high priority infrastructure needs, including sewer and water services, downtown and Broadway corridor streetscapes, and the Champlain Canal wall and pursue related improvements. | Village Board |
| 3 | Reconfigure and highlight the entrances to downtown and develop a corresponding wayfinding and interpretive signage strategy to enhance the visitor experience and highlight the many sites within Whitehall that make the Village unique. | Village Board; NYSDOT Washington County |
| 4 | Develop a waterfront park and downtown district through wayfinding and streetscape enhancement. | Village Board; Town of Whitehall; NYS Canals |
| 5 | Develop a more formal and attractive (possibly timber framed) space accessible to visitors and residents, alike, for the U.S.S. Ticonderoga. | Village Board Whitehall CSD |
| 6 | Develop a pedestrian bridge that crosses the railroad track and links Broadway and the waterfront to improve public waterfront access. | Village Board; Railroad Operators |
| 7 | Facilitate the development of the Empire State & Champlain Canal Trails. | Village Board; Washington County; NYS Empire State Trail Program |
| 8 | Develop wayfinding, mapping, and physical access to various waterfront locations (e.g., South Bay, Locks, etc.) to increase public and visual connections to the waterfront. | Village Board; Implementation Committee |
| 9 | Better connect the Skene Manor to the Village's historic downtown to the west with a well-demarcated shared roadway footpath. | Village Board; Implementation Committee; Skene Manor Preservation |
| ENHANCE QUALITY OF LIFE & COMMUNITY PRIDE | | |
| 1 | Update zoning standards to reflect desired land uses (including a review of Locally Unwanted Land Uses that may pose environmental justice issues) and address dated definitions and procedures. | Village Board; Implementation Committee |
| 2 | Develop a rental registry program and certificate of occupancy program. | Village Board; Implementation Committee |
| 3 | Create a local code enforcement position or lobby the county to expand its existing code enforcement services to reduce local costs. | Village Board; Implementation Committee; Washington County |
| 4 | Revisit the Village's "junk" and property maintenance ordinance to ensure that it meets current standards and the needs of the community. | Village Board; Implementation Committee |

| RECOMMENDATIONS | | PRIMARY LEADERSHIP |
|---|--|---|
| 5 | Work with partners on select beautification efforts, including local resident volunteers and local businesses for supplies. | Village Board; Implementation Committee |
| BUILD A POSITIVE BRAND & INCREASE VISITATION | | |
| 1 | Prepare a professional marketing and branding strategy. | Village Board; Implementation Committee |
| 2 | Develop a critical mass of events and outdoor recreation opportunities, to leverage Whitehall's location near recreational destinations. | Village Board; Implementation Committee |
| 3 | Showcase the Village's history by taking advantage of The Skenesborough Museum as a cultural resource. | Village Board; Implementation Committee; Skene Manor Preservation |
| 4 | Leverage the likely increase in the amount of bicyclist coming to the community. | Village Board; Implementation Committee |
| 5 | Explore strategies to expand or improve existing lodging opportunities and consider ways to attract or advance new ones. | Village Board; Implementation Committee; Washington County |
| FOSTER A CULTURE OF ENTREPRENEURISM | | |
| 1 | Help create or work with an existing organization, such as the Whitehall Central School District, the Whitehall Chamber of Commerce, or local non-profits and institutions like the Arts and Recreation Commission of Whitehall, Historical Society of Whitehall, and Whitehall Beautification and Enhancement, that can serve as a local business development support and mentoring entity. | Village Board; Implementation Committee |
| 2 | Cultivate a building trades training and business cluster, including timber frame and boat building operations and related services/ skills, by helping to develop a building guild and working with the school to identify and develop a related curriculum. | Village Board; Implementation Committee; Whitehall CSD; SUNY Adirondack |
| 3 | Consider strategies to expand food-related businesses, ranging from restaurants to production and culinary training. This may involve collaboration with SUNY Adirondack and pop-up business opportunities utilizing vacant storefronts. | Village Board; Implementation Committee; Whitehall CSD; SUNY Adirondack |
| 4 | Consider establishing an "urban pioneer" program that includes a first-time homebuyer housing program to provide assistance with down payments for qualified buyers. | Village Board; Implementation Committee |

| RECOMMENDATIONS | | PRIMARY LEADERSHIP |
|---|--|---|
| 5 | Consider an “urban homestead” program in conjunction with the recommended urban pioneer program. | Village Board; Implementation Committee |
| FACILITATE LEADERSHIP DEVELOPMENT & HELP GROW CAPACITY | | |
| 1 | Consider establishing a paid deputy mayor or Village administrator position that would provide a legacy of leadership and alleviate pressure from the Mayor and Village Board members. | Village Board |
| 2 | Consider ways to share and consolidate services with Washington County and the Town of Whitehall to control local costs and eliminate duplicative services. | Village Board; Washington County |
| 3 | Help bring together the numerous quality organizations and volunteer efforts that are currently operating with in the Village to leverage their capabilities and resources. | Village Board; Implementation Committee |
| 4 | Work with Washington County to address current practices and policies. | Village Board; Washington County |
| 5 | Leverage existing nonprofits, local and state agencies, and state and federal programs by establishing meaningful partnerships. | Village Board; Implementation Committee |

FUNDING SOURCES

There are several potential funding sources that may be used to implement the Whitehall Comprehensive Plan. However, no one source will fund all of the plan recommendations. As such, it is important to explore and leverage all funding opportunities. Given the variety of funding sources and strategies, it is important to continually examine priorities, possible alternatives, and implementation strategies to champion the projects that are identified with this plan.

New York's CFA process presents the greatest funding opportunities. In 2011, New York made dramatic changes to the grant funding arena by developing 10 Regional Economic Development Councils (REDCs) and the CFA process. This resulted in an efficient system for NYS funding agencies and an innovative approach to community and economic development. The CFA process is highly competitive and includes many funding program applications that are due at the same time (typically during the summer). The Village of Whitehall is within the Capital Region Economic Development Council (CREDC). The CREDC, coupled with select NYS funding agencies, is responsible for reviewing and prioritizing CFA applications based on relevant program criteria and/or CREDC funding priorities. To take advantage of grant opportunities via the CFA process, the Village will need to be appropriately prepared to start drafting applications, reaching out to elected officials for letters of support, and passing resolutions in support of projects.

During annual budget considerations, the Village will need to set aside matching funds for grants. Depending on the granting agency, a match of anywhere from 10% to 50% could be required, either as volunteer work, in-kind services from Village departments, or as cash.

The following section provides an overview of some of the grant programs that the Village could pursue.

- **Priority Project Funding with the CREDC:** With a Comprehensive Plan, Whitehall will be well-positioned to take a more active role in petitioning for their projects on a regional scale. As part of the CFA process, Regional Economic Development Councils (REDCs) may identify priority projects that align with their respective economic development plan. If the REDC identifies a project as a priority for the region, there is a greater likelihood of receiving funding. There is a separate priority project application that is included in the CFA process.
- **NYSDOS Local Waterfront Revitalization Program (LWRP):** NYSDOS's LWRP, funded under Title 11 of the Environmental Protection Fund (EPF), provides matching grants on a competitive basis to eligible villages, towns, cities, and counties located along New York's coasts or designated inland waterways for planning, design, and construction projects to revitalize communities and waterfronts. Grant categories include preparing or updating an LWRP; preparing an LWRP Component, including a watershed management plan; updating an LWRP to mitigate future physical climate risks; implementing an LWRP or a completed LWRP Component; and improving public waterfront access for canal communities. This program helps communities breathe new life into their waterfronts and underused assets in ways that ensure successful and sustainable revitalization.
- **New York State Office of Parks, Recreation and Historic Preservation (OPRHP):** The EPF Grants Program provides matching grants on a competitive basis for the acquisition, planning, and development of parks, historic properties, and heritage areas located within the physical boundaries of the State of New York. The Parks grant is for the acquisition, development, and planning of parks and recreational facilities to preserve, rehabilitate, or restore lands, waters, or structures for park, recreation, or conservation purposes and for structural assessments and/or planning for such projects. The Historic Preservation grant is for the acquisition, improvement, protection, preservation, rehabilitation, or restoration of properties listed on the State or National Register of Historic Places and for structural assessments and/or planning for such projects.
- **Empire State Development (ESD):** ESD has several grant programs that together make available \$150 million of capital

grant funding for the Regional Economic Development Council Initiative. Capital grant funding is available for capital-based economic development projects intended to create or retain jobs; prevent, reduce, or eliminate unemployment and underemployment; and/or increase business or economic activity in a community or region.

- **NYSDOS BOA:** NYSDOS's BOA Program provides communities with guidance, expertise, and financial assistance (up to 90 percent of the total eligible project costs) to complete BOA Nomination Plans, which are revitalization strategies for neighborhoods or areas affected by brownfields or economic distress.
- **NYSDOS Local Government Efficiency (LGE) Grants:** The LGE Grant program assists local leaders in identifying best practices and implementation actions focused on reducing municipal expenditures, limiting the growth in property taxes, and increasing efficiencies in service delivery. Projects can include local government reorganization, functional or service delivery consolidation, cooperative service agreements, and the establishment of regional service delivery mechanisms. The Village of Whitehall already cooperates with the Town of Whitehall on various efforts. A LGE grant could help identify further cost savings.
- **New York Main Street (NYMS) Program:** The NYMS program is administered by the Office of Community Renewal

(OCR) under the direction of the Housing Trust Fund Corporation (HTFC). NYMS funds are awarded to units of local government and not-for-profit organizations that are committed to revitalizing historic downtowns, mixed-use neighborhood commercial districts, and village centers. NYMS grants are available for technical assistance projects or targeted improvements, such as facade renovations, interior commercial and residential building renovations, and streetscape enhancement projects.

- **Dormitory Authority (DASNY) State and Municipal (SAM) Capital Program:** DASNY administers SAM Grants awarded by the Senate Finance Committee, the Assembly Ways and Means Committee, and the Executive. This flexible funding is used for a variety of capital projects.
- **Environmental Facilities Corporation (EFC) Green Innovation Grant Program (GIGP):** GIGP provides grants on a competitive basis to projects that improve water quality and implement green stormwater infrastructure in New York State. GIGP is administered by the New York State EFC. Grants cover a minimum of 40% and up to a maximum of 90% of the eligible project costs, as estimated in the application. A match from state or local sources for the balance is required.
- **Adirondack/ Glens Falls Transportation Committee (AGFTC) Annual Work Program:** The AGFTC is the metropolitan

planning organization (MPO) for the region with a mission to facilitate a cooperative transportation planning and decision-making process between area municipalities and state and federal agencies and to establish a process for the allocation and use of federal highway and transit funds that are available to the region. Each year the AGFTC circulates solicitations for projects throughout the region to be considered for inclusion in their annual work plan. Once selected for the work plan projects are completed by AGFTC staff or with assistance from consultants. Some examples of recent work include the Village of Greenwich's Complete Streets Plan and the River Street (Warrensburg) Streetscape Revitalization Plan.

- **Lake Champlain Basin Program (LCBP):** Since 1992, the Lake Champlain Basin Program has awarded more than \$8 million in local grants and funded more than eighty important research and demonstration projects about the Champlain Basin. The local grants are key to implementing the LCBP's "Opportunities for Action" at the grassroots level. Additional technical support to communities has been provided through the Watershed Environmental Assistance Program, in cooperation with the US Army Corps of Engineers.
- **Northern Border Regional Commission (NBRC):** The NBRC is a source of federal funding that invests in economic and infrastructure projects in select New York counties including,

Washington County. Depending on the level of economic and demographic distress in each county, NBRC funded projects can be eligible for up to an 80% matching grant.

- **The United States Economic Development Agency (USEDA) Public Works and Economic Adjustment Program (PWEAA):** The USEDAs PWEAA programs provide economically distressed communities and regions with comprehensive and flexible resources to address a wide variety of economic needs. Projects funded by these programs will support work in Opportunity Zones and will support the mission of the Department by, among other things, leading to the creation and retention of jobs and increased private investment, advancing innovation, enhancing the manufacturing capacities of regions, providing workforce development opportunities, and growing ecosystems that attract foreign direct investment.
- **NYS Canals Matching Grant:** The NYS Canal grant is a competitive matching grant program available to eligible municipalities and nonprofit organizations along the New York State Canal System. Funding is for Capital Projects that meet the objectives of the REDCs and the NYS Canal Recreationway Plan.
- **NYSDOT Transportation Alternative Program (TAP):** TAP funding can cover alternative transportation projects including “on- and off-road pedestrian and bicycle facilities,

infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation.” Because the proposed improvements are primarily focused on transportation alternatives, several aspects of the project may be eligible for funding through TAP program.