



REVITALIZE **Ballston Spa**

March 2026



This document was prepared for the Village of Ballston Spa and the New York State Department of State with State funds provided through the Brownfield Opportunity Area Program.



ACKNOWLEDGMENTS

PROJECT ADVISORY COMMITTEE

Bernadette VanDeinse-Perez, Trustee
Karen Avenarius
Phil DeFiglio
Mathew Ercoline
Chris Farrell
Shannon Hansen
George Long
Steve Miraglia
Michael McDonald
Maggie Schlegel
Spencer Tacy
Katie Tiedemann

STATE REPRESENTATIVES

Matt Smith, NYS DOS

PROJECT TEAM



Table of **CONTENTS**

04	Introduction	30	Analysis of the Study Area
05	Executive Summary	50	Strategic Sites
17	Project Background	55	Master Plan & Revitalization Strategy
18	Community & Regional Context	66	Supporting Policy & Programmatic Recommendations
23	Vision & Goals	77	Implementation Strategy
26	Community Participation	89	Appendices



The Old Iron Spring on Front Street.



Wiswall Park in downtown Ballston Spa.



INTRODUCTION

Revitalize Ballston Spa (BSpa) is a planning initiative that sets a vision for an approximately 193-acre area in the Village of Ballston Spa. The study area encompasses the northern gateway into the Village along Doubleday Avenue, the downtown business district in the historic Front Street area, and the large former skilled nursing center at the southern end of the Village's boundary. The Village of Ballston Spa identified the study area as a location to prioritize redevelopment and revitalization planning, and developed Revitalize BSpa with the support of a New York State Department of State (NYSDOS) Brownfield Opportunity Area (BOA) Planning Grant.

The objectives and recommendations in this Plan are the result of ongoing planning efforts and extensive public outreach and will be utilized by the Village and local leadership to guide public and private investment within the study area. This Plan also provides a framework for implementation to pursue funding and to make the ideas captured in the Revitalize BSpa Plan a reality.

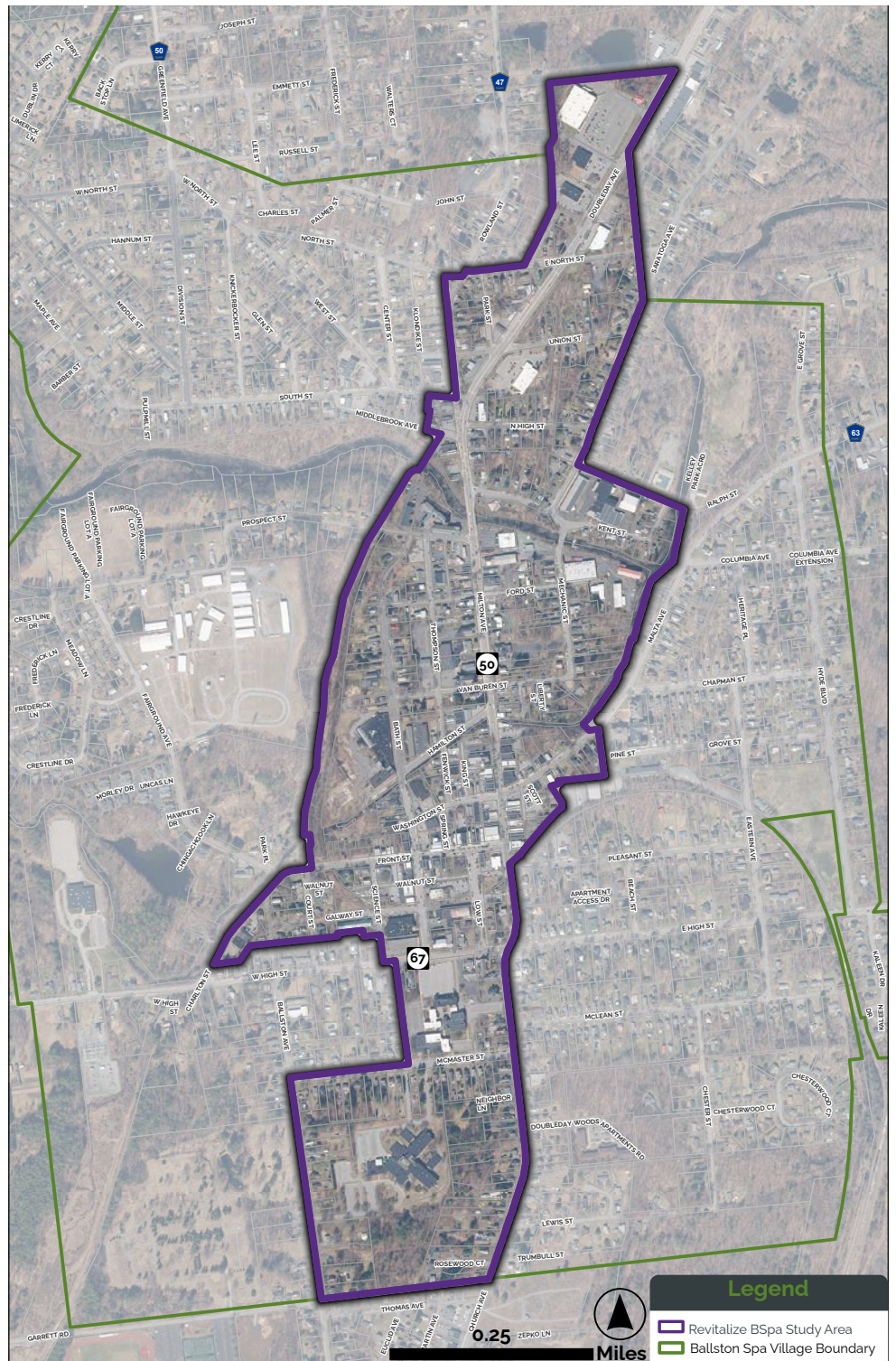
EXECUTIVE SUMMARY

STUDY AREA

The Revitalize BSpa study area encompasses approximately 193 acres in the Village of Ballston Spa, focused on underutilized sites within and adjacent to the downtown commercial core. It includes key opportunity areas identified by Village leaders, the Advisory Committee, and residents, spanning the northern gateway along Doubleday Avenue (Route 50), the historic Front Street downtown, and the former skilled nursing facility at the Village's southern edge.

The study area contains much of the Village's economic and historic activity, particularly along Front Street and Milton Avenue, which has seen increased investment and business growth in recent years. However, it also includes several long-underutilized, vacant, and brownfield properties that have not shared in this revitalization, such as the former Rickett's Dry Cleaners, the Tannery, former bowling alley, former Agway, and skilled nursing facility sites.

These properties are represent important opportunities for revitalization and are a focus of near-term redevelopment strategies in this plan. Beyond these sites, the larger study area provides an opportunity to extend revitalization beyond the core downtown while ensuring redevelopment aligns with community goals and resident needs.



VISION & GOALS

Vision Statement

A vision statement is a forward-looking, aspirational statement that 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 Plan is built and helps to organize recommendations and goals. The Vision Statement was developed from feedback gathered through extensive work with the Advisory Committee and the public and informed the development of the Plan's recommendations.

Ballston Spa envisions a vibrant, connected community that honors its historic charm while embracing thoughtful growth and innovation. The Village will build upon its walkable downtown and close-knit community by creating dynamic spaces for residents and visitors of all ages, with a thriving mix of local businesses, diverse housing options, engaging community spaces, and improved infrastructure. By enhancing community connections, preserving historic character, and fostering sustainable development, Ballston Spa will balance small-town charm with modern amenities to support a high quality of life for generations to come.

Goals

While the Vision Statement describes the desired outlook of the Village, goals are how that vision will become a reality as it is pursued in the coming years. Five overarching goals were established for the Revitalize BSpa Plan that also provide an organizational framework for the implementation plan:

Goal 1: Revitalize Vacant and Underutilized Properties

Goal 2: Enhance Downtown Vitality

Goal 3: Improve Infrastructure and Connectivity

Goal 4: Expand Housing Options

Goal 5: Celebrate and Enhance Natural and Cultural Resources

COMMUNITY PARTICIPATION

A Community Participation Plan guided public engagement throughout the Revitalize BSpa process, providing multiple opportunities for residents and stakeholders to share input through meetings, surveys, events, and online platforms. The plan and meeting summaries are included in Appendix A.

An Advisory Committee, formed through an open call and representing Village leadership, residents, business owners, and local organizations, met regularly to guide the planning process. The Committee helped define the study area, reviewed analyses and draft materials, identified priority sites, shaped the project vision and goals, and reviewed the draft master plan and implementation strategies.

Public outreach included a dedicated project website (www.revitalizebspa.com), regular Village website updates, press releases to regional media outlets, and social media promotion of events and surveys. A project-specific Visioning Survey collected 274 responses and helped identify community strengths, challenges, and redevelopment priorities. Respondents highlighted Ballston Spa's restaurants, outdoor amenities, arts, and gathering spaces as key strengths, while noting needs for improved walking and biking conditions, more youth-focused activities, and greater business and housing diversity. Redevelopment of vacant and underutilized sites along major corridors, particularly the Tannery and Rickett's Dry Cleaners sites, emerged as top priorities.

In-person engagement included outreach at the Ballston Spa Chocolate Fest, a Visioning Workshop in May 2025, a Draft Master Plan public review workshop in November 2025, and a final public presentation of the plan in February 2026. These events provided opportunities for residents to review project progress, respond to plan recommendations, and help prioritize implementation strategies.

Additional engagement included interviews with property owners of key sites to understand redevelopment intentions and constraints. In response to ongoing remediation at the former Rickett's Dry Cleaners site, the Committee also advanced a temporary banner installation to highlight the site's future potential and reinforce the project's vision.

ANALYSIS OF THE STUDY AREA

Demographics

- Between 2012 and 2022, the Village saw a loss of 449 people (a decrease of 8.3%) whereas Saratoga County increased its population by 13,376 people during the same period - an increase of 5.7%.
- Less people are moving to Ballston Spa than Saratoga County and other areas of the State, but it has a younger population than the rest of the County.
- The Village is becoming more diverse and achieving higher levels of education, even with a loss in total population.

Land Use & Zoning

- The study area hosts a variety of land uses, but most of the land is residential or commercial.
- The study area includes several large parcels that are vacant or underutilized and present redevelopment and infill opportunities.
- Community services are an important land use in the study area, including health centers, government buildings and emergency facilities.
- The study area contains several zoning districts, with the core downtown and business area zoned CBD and residential zones comprising most of the parcels on the outskirts of the study area.
- The Village is in the process of updating their Zoning Code to reflect community priorities laid out in their Comprehensive Plan.

Brownfield, Abandoned, Underutilized, and Vacant Sites

- A total of 89 parcels, representing a combined 68.12 acres (about 35% of the total acreage in the study area) were identified as suspected brownfields, vacant, abandoned, and/or underutilized sites.
- Vacant, underutilized, abandoned, and suspected brownfield sites are spread throughout the study area, but there are several large sites (over four acres in size) that present significant opportunities for redevelopment and could inspire further investment in the study area.



Businesses on the west side of Front Street.



Land Ownership Patterns

- About 95% of parcels in the study area are privately owned, which indicates that private property owners will need to be partners in advancing redevelopment opportunities.
- Eleven property owners own more than four parcels in the study area.
- Twenty-four parcels in the study area are owned by the Village, including several suspected brownfield, vacant, and underutilized properties that offer opportunities to explore site reuse.

Parks and Open Space

- The Village hosts a variety of parks and open space resources that serve both residents and visitors, including walking trails, boat launches, and a variety of playground options for families.
- With most recreational assets located outside of the study area, improving access to and awareness of these resources is critical to supporting future revitalization within the study area.

Historic or Archaeologically Sensitive Resources

- The study area contains many historic and archaeologically significant properties and areas. Given the Village's long and rich history, it is vital that any redevelopment consider potential impacts on these important resources.
- There are three properties that are listed on the National Register of Historic Places, but there are many more areas that, although not listed, are considered sites of historic importance for the Village.
- Several areas that are classified as archaeologically significant are also suspected brownfield sites (old mill sites and the now vacant manufactured gas plant), which contribute to the complexity of potential infill or redevelopment projects.

Infrastructure

- The entire study area is served by municipal sewer and water infrastructure, representing an advantage and cost-savings to potential developers.
- The Village sewer system is old and in need of repair. The Village has a priority list of upgrades included in their 2022 Comprehensive Plan that they are advancing.

Transportation Systems

- The Village contains a mix of both local and heavily trafficked regional roads creating a busy road network that serves Village residents as well as those traveling throughout the region.
- As Saratoga County has experienced population growth, Village residents have expressed concern about traffic congestion and safety on NY Route 50 and Route 67.
- The Village has limited bicycle infrastructure, consisting mainly of local paved trails like the Zim Smith Trail.
- The CDTA and Northway Express Commuter bus lines are well-used in the Village especially during weekdays. Bus stops along Doubleday Avenue and Malta Avenue are particularly busy and will be receiving covered bus shelters to facilitate all-season use and improve rider experience.
- Pedestrian conditions in the study area are decent, with well-connected sidewalks throughout the downtown and in surrounding residential neighborhoods. However, there are gaps in existing sidewalks and conditions at intersections could be improved to protect pedestrians.

Natural Resources and Environmental Features

- According to 2022 FEMA Flood Maps, nearly the entire downtown area of Ballston Spa lies within the 100-year floodplain. However, the Village is in the process of working to update these maps, which may change the areas that lie within the floodplain.
- The study area contains two important creeks that have shaped the Village's development and that impact the wider region. Careful consideration for the health and ecosystems of these creeks should be undertaken when planning projects.
- The topography and soils present in the study area generally do not inhibit the development or redevelopment of underutilized parcels.

Economic and Market Analysis

- The Village's residential market is characterized by a range of housing options, including single-family homes, historic row homes, townhomes and condos, and multifamily complexes.
- Homes in Ballston Spa are getting larger and more expensive.
- Higher levels of homeownership and lower levels of renting indicate economic stability and reflect the high proportion of individuals and families at prime home-buying age (35-44) in the village.
- Ballston Spa's retail market is characterized by small businesses, local retail, and a growing interest in revitalizing historic properties for commercial uses.
- The demand for larger homes (both to rent and buy) in the Village is decreasing, indicating that there is an oversupply of larger, single-family homes and a lack of supply of smaller homes and rental units.



Businesses on the east side of Front Street.

MASTER PLAN & REVITALIZATION STRATEGY

The Master Plan and Revitalization Strategy focus on strategies to achieve the Plan goals:

- Goal 1: Revitalize Vacant and Underutilized Properties
- Goal 2: Enhance Downtown Vitality
- Goal 3: Improve Infrastructure and Connectivity
- Goal 4: Expand Housing Options
- Goal 5: Celebrate and Enhance Natural and Cultural Resources

The Master Plan recommends development of strategic sites and public realm capital projects to achieve the Plan's vision and goals. The balance of this section describes these projects, as well as supporting programs and policies.

Master Plan

Recommended strategies for the revitalization of the seven strategic sites were developed with the Advisory Committee, reviewed by the public at the second public workshop, and coordinated with willing property owners. The concept plans are presented together in the overall Master Plan, with a brief description of the specific recommendations for each strategic site provided on the following pages.



The Tannery site on Bath Street.



LEGEND

Strategic Sites

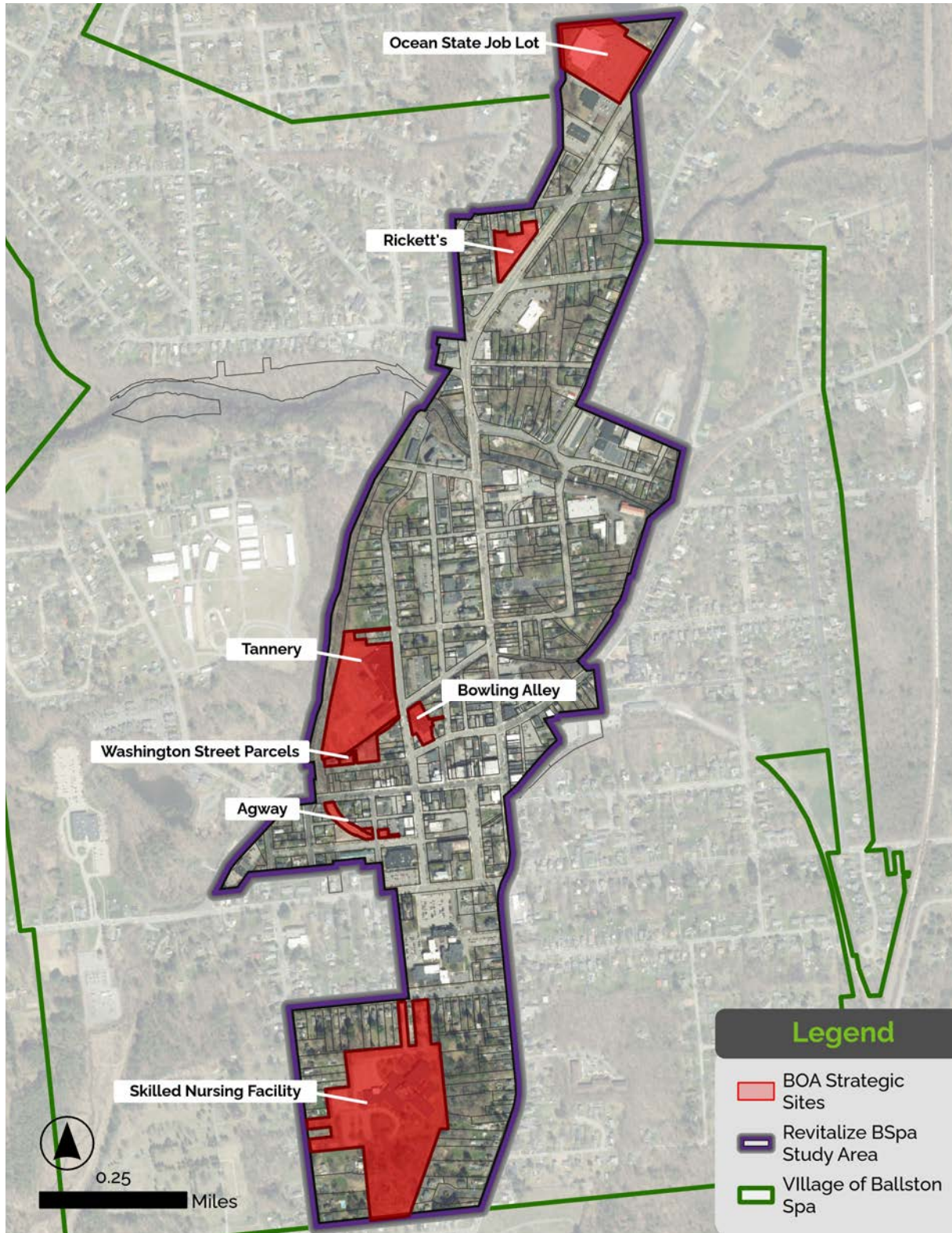
- 1 HEALTH SERVICES BUILDING
- 2 COMMERCIAL DEVELOPMENT WITH OUTDOOR PATIO SPACE
- 3 MULTI-STORY MIXED USE BUILDING WITH OUTDOOR PATIO SPACE FRONTING ON WATERWAY
- 4 COTTAGE COURT WITH "MISSING MIDDLE" AND MULTI-GENERATIONAL HOUSING
- Planned Projects (represented by orange squares)

Other Opportunities

- A IMPROVE NORTHERN GATEWAY WITH TRAFFIC CALMING, STREETSCAPE ENHANCEMENTS, AND A NEW VILLAGE SIGN (ENGINEERING FEASIBILITY STUDY REQUIRED)
- B EXPLORE FEASIBILITY OF INSTALLING MULTI-PURPOSE PATH TO CONNECT TO PATH RECOMMENDED IN MILTON'S COMPREHENSIVE PLAN AMENDMENT
- C TRAFFIC CALMING AND ACCESS MANAGEMENT STUDY
- D IMPROVE STREETSCAPE INTERSECTIONS WITH TRAFFIC CALMING AND PLACEMAKING AT WATER CROSSINGS
- E ADD TRAFFIC CALMING AT INTERSECTIONS THROUGH PLACEMAKING, BUMPOUTS AND IMPROVED CROSSWALKS (ENGINEERING FEASIBILITY STUDY REQUIRED)
- F ADD PEDESTRIAN BRIDGE OVER CREEK AND CONNECT TO OLD IRON SPRING PARK AND TEDISCO FITNESS TRAIL
- G TRAFFIC CALMING AND STREETSCAPE BEAUTIFICATION (ENGINEERING STUDY REQUIRED)
- H INTERPRETIVE TRAIL WITH FOCUS ON THE ROLE OF WATER IN BALLSTON SPA'S HISTORY
- I STREETSCAPE ENHANCEMENTS WITH LANDSCAPE BUFFERS BETWEEN STREETS AND PARKING LOTS

STRATEGIC SITES

Seven strategic sites were identified by the Committee, whose revitalization and redevelopment would have spillover benefits for the broader study area and Village. As a testament to the revitalization already occurring in the Village, during the Revitalize BSpa planning process, redevelopment plans were proposed for three of the sites by the site owners and partners.



Note: The reuse concepts described on the following pages are illustrative examples developed through community input and property owner interviews. The concepts do not constitute pre-approvals or entitlements and do not limit the range of uses that may be proposed or approved on these sites.

Strategic Site Recommendations

At the **Ocean State Job Lot** site, this Plan recommends constructing a second building on the site, closer to the street with accompanying landscaping and signage, including a larger sign for the existing OSJL business. Information provided in the community survey and in Committee meetings showed that residents would like to see a medical facility, such as an urgent care or similar service use, within the Village. Currently, most residents seek medical care in Saratoga Springs. The site would be well-placed for a medical service provider, being on a main road with ample off-street parking.

Several blocks south at the former **Rickett's Dry Cleaners**, the suggested reuse scenario is a brewery/beer garden with outdoor seating and associated parking. This type of business would help pull economic activity and foot traffic up from Front Street and activate a currently underutilized area of the Village.

The site reuse concept for the former **Bowling Alley** site on the corner of Bath and Washington Streets is a new two-story structure with commercial space on the bottom and residential units on the top.

Building on the Village Comprehensive Plan vision, concept plans for the former **Nursing Facility** site reflect a cottage court style development with 61 homes, greenspace, and associated parking.

In addition to these four sites, the Plan identifies the Tannery and Agway sites and parcels on Washington Ave as strategic sites. While these sites have active applications before the Village Planning Board and ZBA, the public and Advisory Committee continually referenced the importance of these sites to support additional housing and commercial development in the Village's downtown.



Ocean State Job Lot Redevelopment Concept



Rickett's Dry Cleaners Redevelopment Concept



Bowling Alley Redevelopment Concept



Former Skilled Nursing Facility Redevelopment Concept

Public Realm Improvements

The Master Plan includes a number of public realm capital improvements.

These include:

- Enhancing bridge crossings to better highlight the Kayaderosseras and Gordon Creeks
- Improving key intersections and crossings throughout the study area that were flagged by the Committee and by the public, including Doubleday Avenue/Route 50; Doubleday Avenue, Milton Avenue, and South Street; and Front Street and Milton Avenue/Route 50.
- Wayfinding and signage improvements throughout downtown
- Improving connections to existing regional trail networks
- Beautifying parking lots
- Implementing a legacy interpretive trail that connects different historic locations throughout the study area



LEGEND

1. PARK ENTRY WITH INTERPRETIVE SIGNAGE
2. VIEWING AREA FOR GORDON CREEK AND STONE TUNNEL (NATURALIZED GRAVEL PATH WITH LOG AND/OR STUMP SEATING)
3. VIEWING AREA WITH SWINGING BENCH AND ROPE NEST
4. BOARDWALK VIEWING PLATFORM FOR ACCESS TO WATER AND VIEW THROUGH TUNNEL (COULD BE EXTENDED AS A BRIDGE TO FORMER TANNERY SITE)
5. RESTORE AND STABILIZE SHORELINE WITH GREEN INFRASTRUCTURE
6. RETAIN AS MANY EXISTING TREES AS POSSIBLE AND PLANT NEW TREES FOR IMPROVED HABITAT
7. STONE-LINED TUNNEL UNDER FORMER HISTORIC SARATOGA AND SCHENECTADY RAILROAD LINE
8. FORMER PEDESTRIAN TUNNEL COULD BE OPENED AND FENCED FOR VIEWING OR POTENTIALLY AS A PEDESTRIAN CONNECTION
9. WAYFINDING AND INTERPRETIVE SIGN FOR CONNECTING TO FRONT STREET
10. NATURALIZED GRAVEL PATH WITH WOODEN STEPS TO CONNECT TO FRONT STREET (LIKELY TOO STEEP FOR ACCESSIBLE PATH, BUT WASHINGTON STREET OFFERS ACCESS)

GORDON CREEK POCKET PARK*
 CONCEPT FOR A
 WATERFRONT NATURE PARK

*LOCATION DEPENDENT UPON COLLABORATION BETWEEN VILLAGE AND ADJACENT PROPERTY OWNER (CURRENTLY BEING EXPLORED)

SUPPORTING POLICY AND PROGRAMMATIC RECOMMENDATIONS

Beyond the recommended capital construction projects, the Plan includes a series of recommendations that provide the regulatory framework, incentive structures, planning tools, and programmatic initiatives necessary to support implementation.

Recommendation: Create incentives for adaptive reuse of historic buildings and redevelopment of vacant lots.

Strategies:

1. Pursue National Register of Historic Places district designation to pursue historic tax credits.
2. Apply for grant funding to support façade renovations, renovation of interior commercial spaces, and creation of residential units on upper floors.
3. Apply for NY Forward, Restore NY, and/or NY Main Street funding to support comprehensive site revitalization.

Recommendation: Develop an inventory of available sites and market them to developers.

Strategies:

1. Establish a comprehensive inventory of available sites.
2. Develop professional marketing materials.
3. Conduct targeted outreach to developers and investors.

Recommendation: Streamline development processes and improve regulatory clarity.

Strategies:

1. Create a comprehensive developer handbook.
2. Develop a citizen's guide to land use, planning, and development.
3. Adopt criteria for streamlined review processes

Recommendation: Diversify and strengthen the downtown business mix.

Strategies:

1. Support and expand the variety of local businesses, restaurants, and cafes.
2. Target experience-based businesses that attract and enhance downtown vitality.
3. Work with the Ballston Spa Business & Professional Association.
4. Apply for microenterprise grants.
5. Execute the marketing strategy from the Economic Development Plan prepared by the Saratoga County Prosperity Partnership.

Recommendation: Create vibrant public spaces and programming.

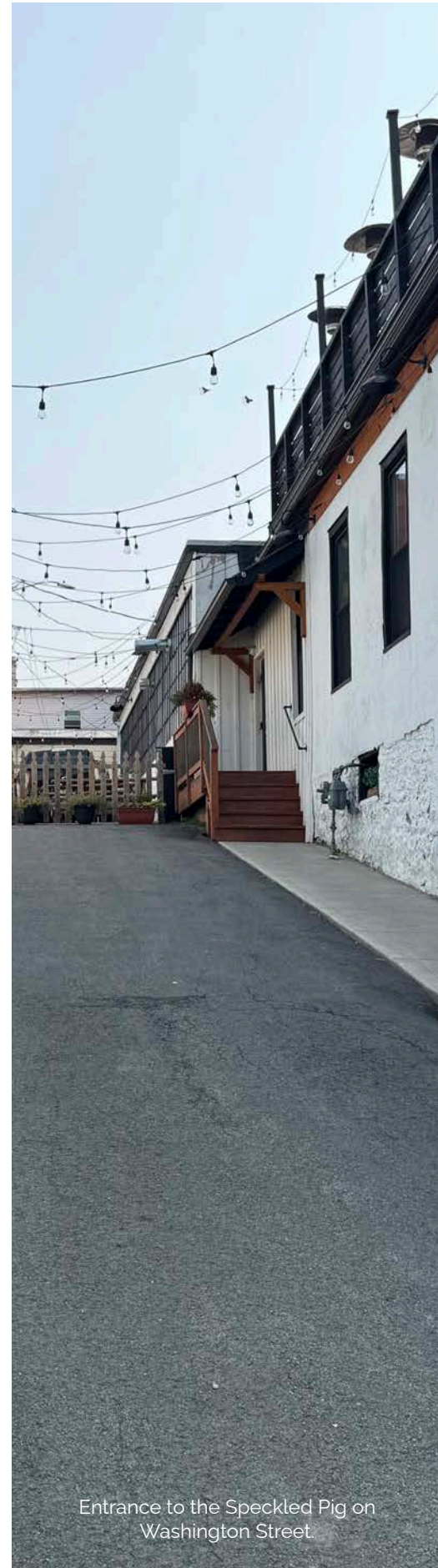
Strategies:

1. Develop programming and infrastructure to support year-round community events and activities.
2. Create more gathering spaces and youth-oriented venues that remain active into the evening hours.
3. Install artwork in the public realm.

Recommendation: Enhance downtown identity and navigation.

Strategies:

1. Implement the comprehensive signage and wayfinding system.



Entrance to the Speckled Pig on Washington Street.

Recommendation: Expand pedestrian and bicycle connectivity.

Strategies:

1. Continue systematic implementation of the Bicycle and Pedestrian Plan prepared for the Village by VHB and Planning4Places.
2. Develop clear, safe pedestrian and bicycle connections from downtown to the Zim Smith Trail.
3. Complete a transportation engineering study for the intersection of Doubleday Avenue, Milton Avenue, and South Street.

Recommendation: Strengthen water, sewer, and stormwater infrastructure.

Strategies:

1. Continue comprehensive assessment and systematic improvement of water, sewer, and stormwater infrastructure.
2. Implement green infrastructure and nature-based stormwater solutions.

Recommendation: Improve parking accessibility and management.

Strategies:

1. Complete the parking inventory currently underway and use findings to develop a comprehensive downtown parking management plan.

Recommendation: Establish a comprehensive capital improvement planning process.

Strategies:

1. Update the Village's Capital Improvement Plan.

Recommendation: Expand and improve housing options to serve residents of all ages and income levels.

Strategies:

1. Promote development of "missing middle" housing types like townhomes, duplexes, and small multifamily developments.
2. Encourage upper-floor residential conversions in downtown mixed-use buildings.
3. Support the rehabilitation of existing housing stock.

Recommendation: Continue to pursue Pro-Housing Community certification to access state funding programs.

Strategies:

1. Prepare and submit Pro-Housing Community certification application.
2. Maintain Pro-Housing certification through ongoing reporting.

Recommendation: Celebrate historic character and support arts and cultural initiatives.

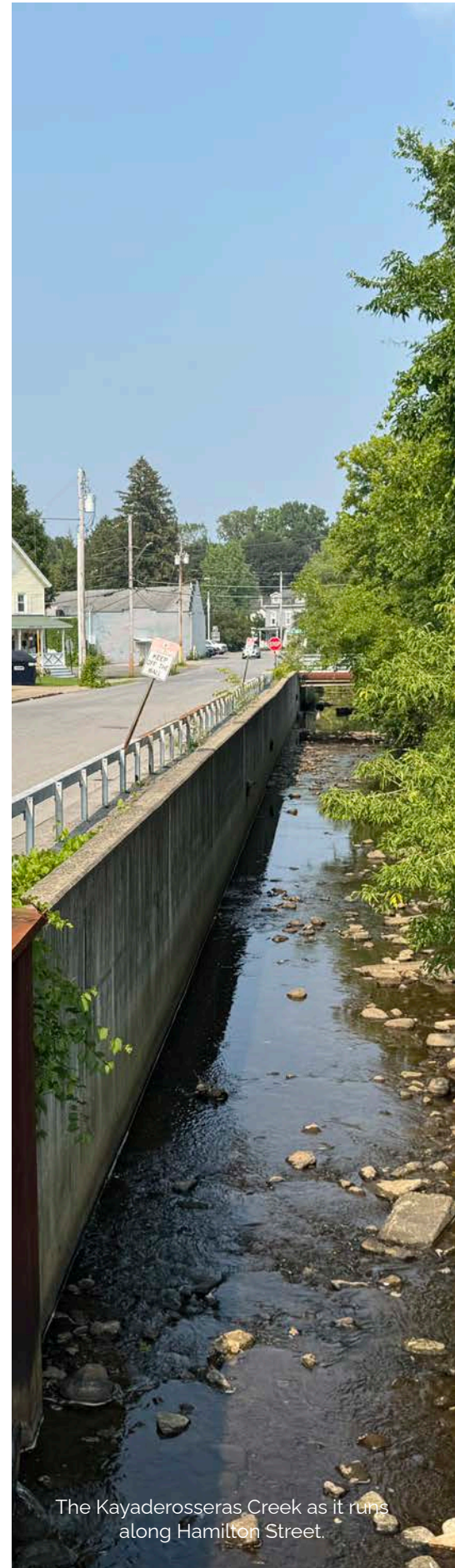
Strategies:

1. Develop historic interpretation and wayfinding signage.
2. Support adaptive reuse of buildings for cultural facilities and programming venues.
3. Expand cultural programming and events.
4. Partner with cultural institutions and historical organizations.

Recommendation: Enhance and protect natural resources to improve flood resilience.

Strategies:

1. Enhance creek corridors and natural areas.
2. Integrate flood resilience considerations into redevelopment planning.



The Kayaderosseras Creek as it runs along Hamilton Street.

PROJECT BACKGROUND

THE BROWNFIELD OPPORTUNITY AREA PROGRAM

The Brownfield Opportunity Area (BOA) program was established in 2003 as a part of the NYS Superfund/Brownfield Law (GML Article 18-C, Section 970r), to provide municipalities and community-based organizations with necessary financial and technical assistance to complete area-wide revitalization strategies and plans for communities impacted by the presence of brownfields and environmental hazards. Goals of the program include:

- Assessing the full range of community redevelopment opportunities posed by a concentration of brownfields.
- Building a shared community vision for the reuse of strategic sites and actions to achieve community revitalization.
- Coordinating and collaborating with local State, and Federal agencies, community groups, and private-sector partners to identify and implement solutions and leverage investments.

Since it was developed, the BOA program has evolved beyond only brownfields to now focus more generally on underutilized, vacant, and abandoned sites and opportunities to spur investment in these areas.

The BOA program is a multi-step process that begins with a BOA Plan, which creates a roadmap to return underutilized sites in the community to productive use. The goal of the Plan is to identify the opportunities and challenges posed by the sites, present a clear and attainable community vision, and pinpoint key redevelopment opportunities. When a BOA Plan is complete, a community may request designation by the Secretary of State. This official designation allows developers who are participating in the voluntary Brownfield Cleanup Program to receive a tax credit "bump-up" to redevelop the sites in a manner that is consistent with the community's vision and Secretary-approved plan. Designated BOAs also receive priority and preference for some State grant programs, and access to additional funding through NYS Department of State to undertake pre-development activities and Phase II Environmental Site Assessments.

BOA designation demonstrates community support for the goals outlined in the plan. Designation can help reduce uncertainty by clarifying community priorities and signaling local commitment to area-wide revitalization.

PLAN TERMINOLOGY

In this plan, several terms are used to describe strategic sites and locations within the study area. The following are some definitions of the terminology used, including how the terms brownfield, brownfield site, and suspected brownfield are used and differentiated in the context of this plan.

"Brownfield Site"

As defined by NYS Environmental Conservation Law Section 27-1405, "a brownfield site" or "site" shall mean any real property where a contaminant is present at levels exceeding the Soil Cleanup Objectives or other health-based standards, criteria, or standards adopted by the New York State Department of Environmental Conservation (DEC) based on the reasonably anticipated uses of the property. For a description of real property excluded from this definition see NYS Environmental Conservation Law Section 27-1405 (Section 27-1405).

"Brownfield" & "Suspected Brownfield"

More generally, brownfields are properties where expansion, redevelopment or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Within a BOA plan, the term "brownfield site" as defined in Section 27-1405 will be qualified by using "suspected" to include properties where evidence of contamination above threshold levels has not been confirmed. Known or suspected brownfield sites will be referred to as "brownfields" throughout this BOA plan.

"Vacant"

Any property that is vacant, has no apparent current use, and does not contain structures.

"Abandoned"

Any property that is vacant, has no apparent use and does not contain structures.

"Underutilized"

Any property that is currently used, but the use is considered to be less than the property's highest potential based on the underlying zoning. This designation is more suggestive and is based primarily on field reconnaissance, and input from the advisory committee.

COMMUNITY & REGIONAL CONTEXT

The Village of Ballston Spa is a small Village of about 5,000 people in the heart of Saratoga County. The Village is strategically located just south of Saratoga Springs and just west of Malta, two of the fastest growing communities in the County, which is also one of the fastest growing counties in the State. The Village is traversed by several major transportation routes, including NY Route 50 and Malta Avenue, and has easy access to I-87, the main north-south route in the Capital Region. This convenient location makes the Village an attractive option for those who commute to Saratoga, Malta, Albany, and other nearby areas for work. The Village is also the Saratoga County seat and hosts all the associated buildings and services, including the County Courts, the Clerks Office, and the Board of Elections, among others.

Ballston Spa is known for its small-town charm and deep history, hosting many significant properties like the West Mill Complex, the Doubleday House, and Ballston Spa National Bank. It has a traditional development pattern common in historic villages with a mix of land uses, narrow streets, and homes on smaller lots. The Village also has a close connection to natural resources, specifically the Kayaderosseras Creek that runs east-west through the Village and is the largest river in Saratoga County. Village residents value the balance between access to amenities and job centers, and relatively affordable housing.

In the most recent Comprehensive Plan (2022) the Village made explicit the desire to support new development projects that would serve local needs while maintaining community character. These included the redevelopment of the former skilled nursing facility at the southern end of the Village, streetscape and infrastructure improvements on Route 50/Milton Avenue, and incentives for housing developers. In 2024, the Village began updating its current zoning code to better match this vision for redevelopment and revitalization. This zoning update has an anticipated completion date of early 2026. These two major undertakings were supported by multiple other municipal initiatives, including, but not limited to, a Bicycle and Pedestrian Safety Plan, an ADA Accessibility Implementation Plan, and an Economic Revitalization Plan (see Appendix B for a summary of the Village's past plans).

Ballston Spa is lucky to have a very engaged community, with many residents taking part in at least one volunteer committee or local improvement effort. Local involvement in municipal projects and initiatives creates a lively public policy environment and ensures that any projects or improvements that do move forward have the full support of the community. Both the recent planning efforts and the continued engagement of locals positions Ballston Spa at the precipice of opportunity and establishes a strong foundation for the BOA program to build off of.



COMMUNITY & REGIONAL CONTEXT



Downtown Saratoga

Saratoga Race Course

Saratoga Lake

Global Foundries

Ballston Lake

Round Lake

Legend

- Revitalize BSpa Study Area
- Village of Ballston Spa
- City of Saratoga Springs
- Town of Malta
- Town of Ballston

2.5 Miles

Study Area

The Revitalize BSpa study area is approximately 193.2 acres in the Village of Ballston Spa. The study area is oriented around underutilized sites in the Village's downtown commercial core and includes several large sites adjacent to the downtown that were identified by the Advisory Committee, Village representatives, and residents as key areas of opportunity. The study area encompasses the northern gateway into the Village along Doubleday Avenue (Route 50), the downtown business district in the historic Front Street area, and the large former skilled nursing center at the southern end of the Village's boundary.

The study area extends from the Village's northern boundary with the Town of Milton to its southern border with the Town of Ballston. The eastern boundary runs along Doubleday Avenue at the most northern end, before diverting east along Saratoga Avenue and following the Kayaderosseras Creek south to cross Malta Avenue, Pine Street, and to the corner of Pleasant Street and Route 50/Milton Avenue. The eastern boundary continues south along Route 50/Milton Avenue to the southern Village boundary.

The western boundary extends north from the Village's southern border along Ballston Avenue to include the 6-acre former skilled nursing facility site, cuts east along McMaster Street, before continuing north on Remsen Street. The western boundary then crosses West High Street and skirts the back end of the properties on Galway Street to the corner of Charlton Street, before wrapping around Charlton Street and following the Jim Tedisco Fitness Trail north behind the Tannery and across the Kayaderosseras Creek.

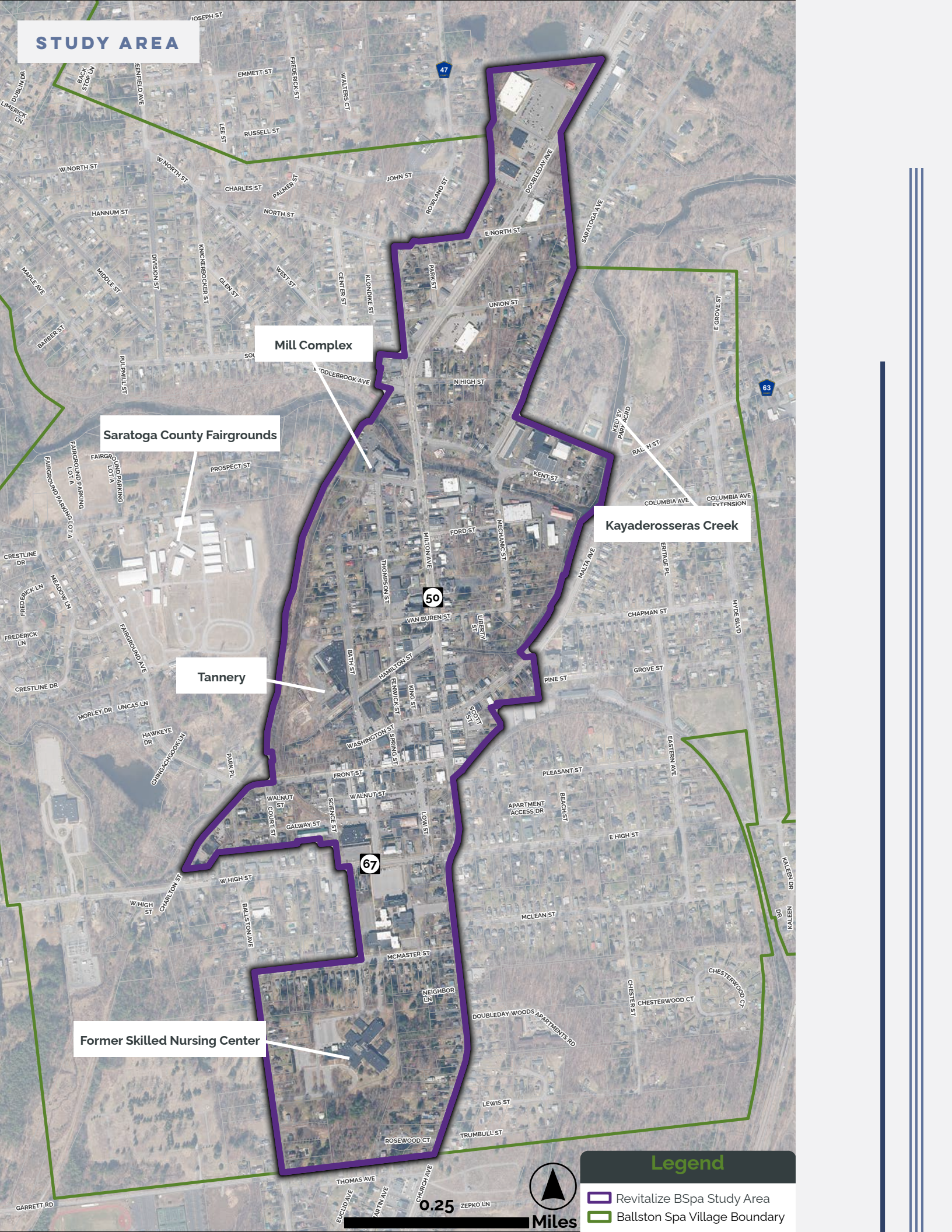
The western boundary then cuts west on Middlebrook Avenue to include the properties that face Doubleday Avenue, before running east on South Street, north along Milton Avenue behind the former Rickett's Dry Cleaners property, and east along East North Street to Lowell Street, and behind the Ocean State Job Lot to the northern study area boundary.

The study area contains much of the Village's economic activity, especially along Front Street and Milton Avenue, and contains a significant portion of the Village's historic properties. In recent years, the historic downtown has seen an increase of economic activity, with new businesses and investments, particularly along Milton Avenue and Front Street. However, the area also includes several key long underutilized, abandoned, vacant, and brownfield properties that have not benefited from this revitalization, including the former Rickett's Dry Cleaners site on Doubleday Avenue, the Tannery and former bowling alley sites on Bath Street, the Agway site on Washington Street, and the former skilled nursing facility on Remsen Avenue.

Each of these properties were identified by the Advisory Committee, Village representatives, and residents as key properties that will be vital to supporting overall revitalization in the Village. As a testament to the Village's current inflection point, throughout the Revitalize BSpa planning process, the owners of several of the key sites that were identified by the Committee and the public as priority sites for redevelopment advanced redevelopment plans for their respective sites, including notably the Tannery and Agway site.

Within this study area, the Village can work to build on this momentum to bring revitalization outside the core of Front Street and to ensure that redevelopment plans meet the needs and desires of Ballston Spa residents.

STUDY AREA



Mill Complex

Saratoga County Fairgrounds

Tannery

Former Skilled Nursing Center

Kayaderoseras Creek

Legend

-  Revitalize BSpa Study Area
-  Ballston Spa Village Boundary



0.25 Miles

Community Context

The Village of Ballston Spa is a small Village of about 5,000 people in the heart of Saratoga County. The Village is strategically located just south of Saratoga Springs and just west of Malta, with proximity to other major population centers like Albany, Schenectady, and Burnt Hills. Much of the Village is populated by commuters who travel to jobs in nearby areas. Village residents value the balance between access to amenities and job centers, and relatively affordable housing compared to more expensive housing markets.

The Village has many busy transportation routes, including NY Route 50 and Malta Ave with easy access to I-87, the main north-south route in the Capital Region. The Village is also the Saratoga County seat and hosts all the associated buildings and services, including the County Courts, the Clerk's Office, and the Board of Elections, among others. This combination of main thoroughfares and access to County-wide services makes downtown Ballston Spa one of the busiest centers of activity in the region. There is almost always traffic on Route 50/Milton/Doubleday Ave, but the challenge for the Village has been how to keep this traffic in the Village and bring activity to local businesses.

Ballston Spa hosts many significant properties like the West Mill Complex, the Doubleday House, and Ballston Spa National Bank. It has a traditional development pattern common in historic villages with a mix of land uses, narrow streets, and homes

on smaller lots which contributes to its quaint, small-town feel. Although the study area only contains two buildings that are listed on the National Register of Historic Places, the area has many more properties that the community cherishes and considers historic. Property-by-property extension of the current Historic District is generally supported in the Village, though balance between property protections in potential expansion areas is important.

The Village also has a close connection to natural resources, specifically the Kayaderosseras Creek that runs east-west through the Village and is the largest river in Saratoga County. The Kayaderosseras and smaller Gordon Creeks have been the site of much of the historic development in the Village, particularly the more industrial uses that were originally cited there. These included multiple paper mills and commercial laundry facilities, businesses that were also driven by the nearby railroad that ran parallel to Front Street. These industrial uses have since been retired, but the legacy of these operations remains in the form of warehouses and buildings that were left behind.

The Village's current connection to the creeks mainly takes place at Kelley Park, a municipal park just outside of the study area boundaries that offers picnic tables, playground equipment, and a kayak and canoe launch site. The community knows of the long-standing history with the Creeks and is interested in re-vamping this connection through public realm improvements, clearer wayfinding and signage, and other strategies.



An aerial view of Front and Bath Streets.

VISION & GOALS

VISION STATEMENT

A vision statement is a forward-looking, aspirational statement that 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 Plan is built and helps to organize recommendations and goals. The Vision Statement was developed from feedback gathered through extensive work with the Advisory Committee and the public and informed the development of the Plan's recommendations.

Ballston Spa envisions a vibrant, connected community that honors its historic charm while embracing thoughtful growth and innovation. The Village will build upon its walkable downtown and close-knit community by creating dynamic spaces for residents and visitors of all ages, with a thriving mix of local businesses, diverse housing options, engaging community spaces, and improved infrastructure. By enhancing community connections, preserving historic character, and fostering sustainable development, Ballston Spa will balance small-town charm with modern amenities to support a high quality of life for generations to come.

GOALS

While the Vision Statement describes the desired outlook of the Village, goals are how that Vision will become a reality as it is pursued in the coming years. Five overarching goals were established for the Revitalize BSpa Plan that also provide an organizational framework for the implementation plan.





A key to revitalizing Ballston Spa is transforming vacant and underutilized properties into productive community assets. Throughout the study area, properties present both challenges and opportunities. Their rehabilitation requires overcoming financial barriers and addressing aging infrastructure, yet their redevelopment can preserve the architectural character residents value while creating new spaces that support local businesses, expand housing options, and activate downtown streets. Through strategic incentives, streamlined processes, and proactive marketing, the Village can transform underutilized sites into catalysts for comprehensive downtown revitalization that honors Ballston Spa's historic fabric while meeting contemporary needs.



A vibrant downtown requires a diverse mix of businesses that draw people throughout the day and evening while creating gathering places where community connections can happen. Ballston Spa's vision emphasizes expanding restaurants, cafes, entertainment venues, and arts spaces that function as gathering places beyond home and work, where neighbors meet, families gather, and community bonds are strengthened. These experience-based businesses, combined with well-programmed public spaces and cultural events, create the active, welcoming downtown that defines Ballston Spa's identity as a "Village of Friends." By supporting local entrepreneurs, implementing cohesive branding and wayfinding, developing year-round programming, and encouraging businesses to extend evening activity, the Village can create a downtown that serves as a genuine community hub where residents and visitors naturally gather, connect, and build relationships.



Reliable infrastructure and safe, convenient connections are fundamental to supporting downtown revitalization and quality of life. Building on planning work already underway, the Village will continue systematic improvements to sidewalks, crossings, and trail connections that make downtown accessible to pedestrians and bicyclists of all ages and abilities. Equally important is strengthening the water, sewer, and stormwater infrastructure that enables successful redevelopment while managing flooding challenges. By coordinating pedestrian and bicycle improvements, utility infrastructure upgrades, parking management, intersection safety enhancements, and capital investment planning, Ballston Spa creates the physical foundation that makes private investment possible and ensures the downtown remains accessible, walkable, and resilient for generations to come.

4

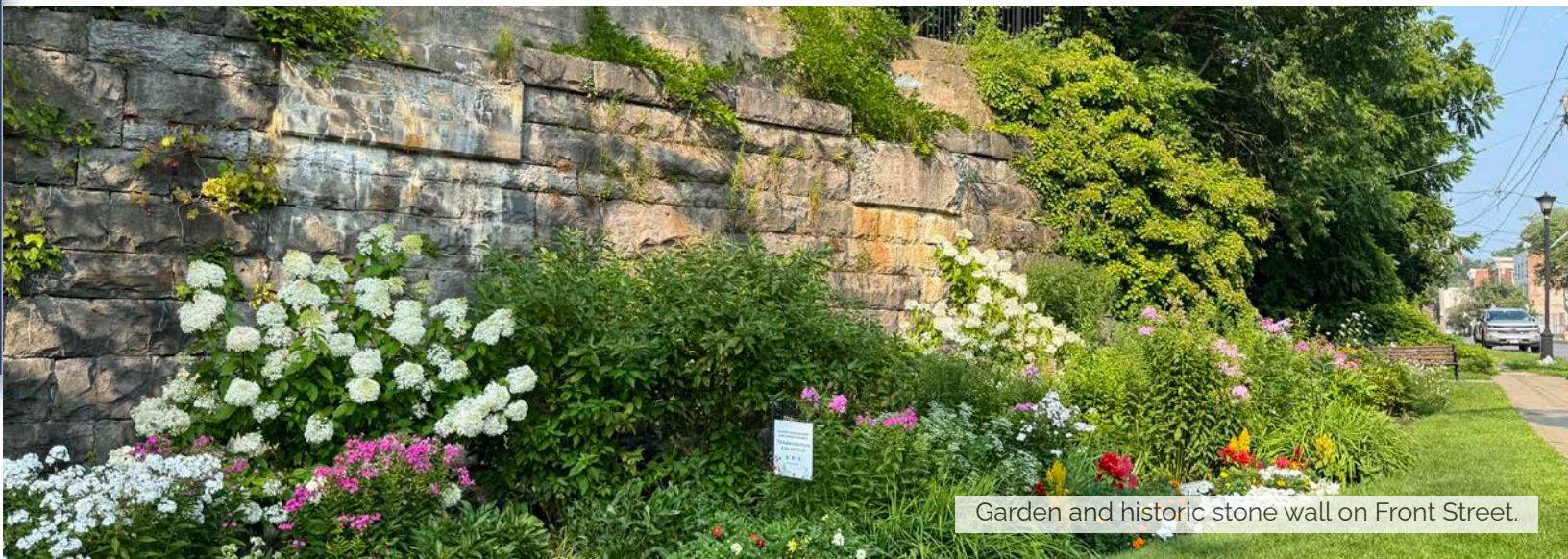
Expand Housing Options

Ballston Spa needs diverse housing options that serve residents of all ages and income levels while supporting downtown vitality and preserving neighborhood character. The community has expressed strong support for a range of housing types, including townhouses, duplexes, multifamily buildings, senior housing, live-work units, and residential conversions in downtown mixed-use buildings. These "missing middle" housing types provide choices between single-family homes and large apartment complexes, creating walkable neighborhoods where people at different life stages can remain in the community they love. By promoting diverse housing development, encouraging adaptive reuse of commercial upper floors, supporting rehabilitation of existing housing stock, and pursuing state funding opportunities, Ballston Spa can ensure that housing availability supports rather than constrains the Village's growth and vitality.

5

Celebrate and Enhance Natural and Cultural Resources

Ballston Spa's identity is deeply rooted in its history as one of America's first health spa destinations and its industrial heritage along the Kayaderosseras Creek. The Village's historic buildings, cultural institutions, and natural waterways create an architectural and environmental legacy that attracts residents and visitors while defining community character. However, celebrating this heritage requires more than preservation alone. It demands active interpretation through historic signage and walking tours, adaptive reuse for cultural venues, and programming that connects people to the Village's story. Equally important are the natural resources that shaped the Village's development, which require thoughtful management to address flooding challenges while creating community amenities. Through historic interpretation, support for arts and cultural programming, implementation of green infrastructure, and enhancement of natural areas, the Village celebrates the resources that define its character while building resilience and quality of life for future generations.



Garden and historic stone wall on Front Street.

COMMUNITY PARTICIPATION



Attendees at the first public workshop.

COMMUNITY PARTICIPATION PLAN

A Community Participation Plan was developed to ensure that the public and all interested stakeholders had multiple opportunities to provide input and feedback throughout the process in a variety of ways. The plan outlined the types of forums and outreach mechanisms used to engage the public and community stakeholders and served as a guide throughout the process. The Community Participation Plan is included in Appendix A.

WEBSITE

Alongside regular updates to the Village's website, the Committee decided to develop a website specifically for the Revitalize BSpa project (www.revitalizebspa.com), which contained all meeting and workshop summaries, draft deliverables, and links to public engagement events.

SOCIAL MEDIA/PRESS RELEASES

For each event (and the Visioning Survey), a press release was submitted to local news outlets, including The Saratogian, The Daily Gazette, The Times Union, Saratoga Today, News 10, WNYT, WRGB, WAMC, and Spectrum News. Social media posts were created to advertise each public workshop and to promote the Visioning Survey. These posts were shared by Committee members and Village social media accounts.

ADVISORY COMMITTEE

The Village of Ballston Spa, through an open call for Committee members, established an Advisory Committee at the beginning of the process to be representative of the community and the interests within the study area. The Committee included representatives from the Village board, local business owners, residents, and local organizations. Summaries of all Advisory Committee meetings are included in Appendix A.

Committee Meeting #1 – November 7, 2024

- Formal introductions between Committee members and consultant team,
- Overview of the BOA program, general scope and timeline of the project
- Review of the study area
- Discussion of key sites and approaches for public engagement

Committee Meeting #2 – January 9, 2025

- Public engagement plan reviewed
- Draft inventory and analysis document was discussed
- Timing for the release of the visioning survey and first public workshop confirmed

Committee Meeting #3 – April 10, 2025

- Covered results of the visioning survey and identified a list of priority properties and goals for redevelopment
- Committee members participated in an interactive visioning exercise. Responses were used to inform the draft Vision Statement for the Plan

Committee Meeting #4 – June 12, 2025

- Debrief of the first public workshop and presenting the updated draft vision and goals for the project
- Status of property owner outreach
- Priority components to incorporate into the master plan, including streetscaping improvements and downtown branding/wayfinding

Committee Meeting #5 – September 16, 2025

- Review of the draft master plan
- Review of strategic sites redevelopment concepts and other study area improvements so they could be revised by the planning team

Committee Meeting #6 - January 22, 2026

- Review of the draft Revitalize Ballston Spa Plan
- Debrief on the second workshop
- Discussion of implementation and next steps



We Want to Hear from You!

The Village of Ballston Spa is kicking off Revitalize Ballston Spa, and we want you involved in the planning. **Use the QR code to take the survey.** During the process, we will develop a community vision for the Village's future, identify strategic sites for redevelopment, and create an implementation strategy to make the vision a reality. The goal of this effort is to attract investment and funding opportunities for the Village of Ballston Spa.

For more information, visit the project website at revitalizebspa.com



THIS PROJECT IS FUNDED THROUGH THE NYS DEPARTMENT OF STATE (DOS) AS PART OF THE BROWNFIELD OPPORTUNITY AREA (BOA) PROGRAM THAT HAS BEEN USED ACROSS THE STATE SINCE 2005 TO ASSIST COMMUNITIES IN ATTRACTING INVESTMENT. TO DATE, NYS DOS HAS DISTRIBUTED OVER \$45 MILLION FOR PLANNING AND PRE-DEVELOPMENT ACTIVITIES.



We Want to Hear from You!

The Village of Ballston Spa is launching Revitalize Ballston Spa to create a community vision, identify redevelopment sites, and attract investment—scan the QR code to take the survey and get involved!

PLAN *(We are Here)*

- Community develops vision and strategy
- DOS provides technical and financial assistance

DESIGNATE

- Community submits BOA nomination
- Secretary of State designates the BOA

IMPLEMENT

- Tax credits
- Pre-development grants
- Technical support
- Priority for other NYS grants
- Private investment

VISIONING SURVEY

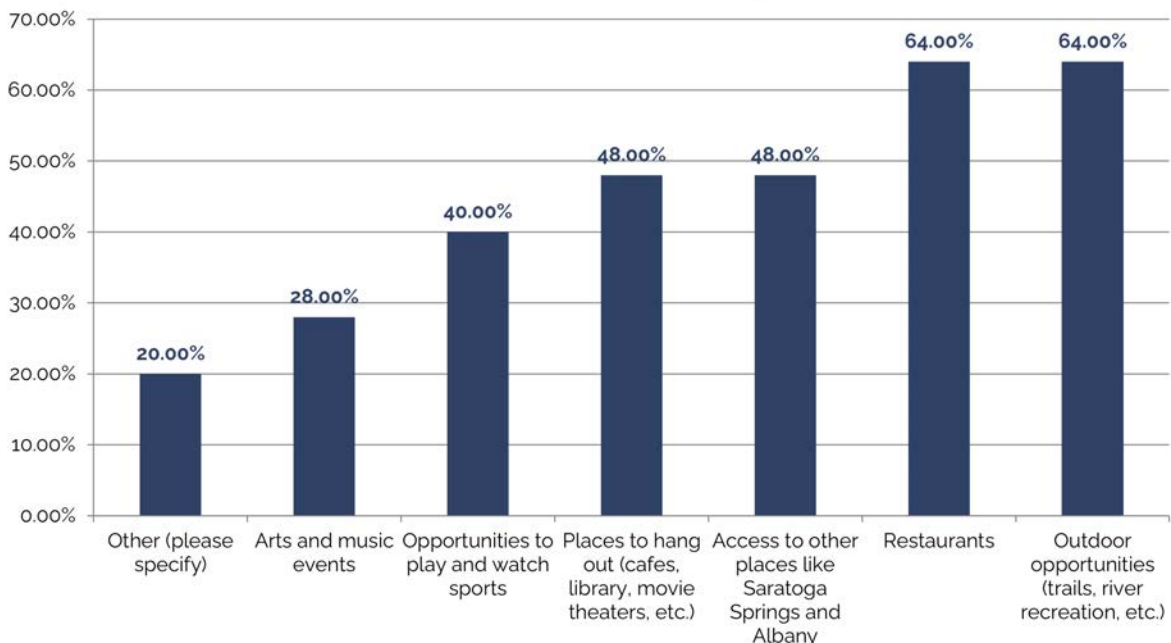
A short online Visioning Survey was made by the project consultants using Survey Monkey to introduce the project to the larger community and gather public input to inform the plan's vision and goals. The Visioning Survey asked members of the community questions regarding their likes and dislikes about the Village, the adequacy of amenities and services, ideas for investment, and a community vision. Posters, flyers, and postcards with a QR code were made available to introduce the project to the community and invite them to complete the survey. Survey engagement materials were distributed at key community centers, areas of high population density, and hand-delivered to local businesses. Hard copies of the survey were available at the Village Office and Ballston Spa Public Library.

Over the three months that the survey was available, a total of 274 responses were collected. Half of the survey respondents were between the ages of 18 and 24, with 29% of respondents being under 18 years old. The survey had nearly equal representation of male and female respondents, and about 48% of respondents lived in the Village of Ballston Spa.

Respondents found transportation conditions in the Village to be moderate, with the biggest concerns being the condition of sidewalks, accessible parking, parking enforcement, and traffic. Community strengths that were identified in the survey included restaurants; outdoor opportunities, such as trails and river recreation; places to hangout, like cafes and the library; and arts and music events. Areas of improvement included more places to hang out, a wider range in businesses and restaurants, better biking and walking conditions, and more youth-specific community events.

When asked what the most exciting development opportunities in the Village are, respondents repeatedly noted the importance of redeveloping vacant and abandoned properties that are along well-traveled streets, including the Tannery on Bath Street and the former Rickett's Laundry property on Doubleday Avenue. Respondents would like to see a variety of development at these sites, including more housing options, more modern stores, and recreational or entertainment opportunities.

**What are some of the things you like most about the Village?
Select all that apply.**



PUBLIC EVENTS

Visioning Workshop

A public workshop ("Visioning Workshop") was held to inform meeting attendees of the overall planning process and engage the public to explore issues and opportunities within the study area. The Visioning Workshop was held at the Cornell Cooperative Extension building in downtown Ballston Spa on May 21, 2025, and had approximately 30 attendees. The Workshop began with a brief presentation on the progress of the project to-date and the overall goals of the Revitalize BSpa project. The second half of the Workshop was an open-house format where attendees could peruse various informational and interactive boards and had the opportunity to ask the planning team and Committee members questions about the project.

Draft Master Plan Public Review

In November 2025, a second public workshop was held at the Cornell Cooperative Extension Building. The first half of the workshop was a presentation from the consulting team that provided a high-level overview of the progress since the last public workshop, the selected strategic sites and reuse concepts, and the updated goals and implementation strategies. During the second half of the workshop, attendees were encouraged to walk around the room and engage with materials that asked for their feedback on the topics covered in the presentation. This included boards showing the site reuse concepts for each strategic site, and an activity asking participants to rank implementation strategies for the goals based on priority. The workshop had about 15 attendees and gathered helpful feedback on the materials presented.

Draft Revitalize BSpa Plan Presentation

In February 2026, the project consultant team provided a final presentation of the draft Revitalize BSpa plan at a regular Village Board meeting. In advance of the meeting, the draft Plan was posted on the project website and promoted through social media, traditional media, and flyers. The presentation included an overview of the planning process

and the Plan's vision, goals, key recommendations, and next steps. Members of the public were invited to provide comments during the meeting or submit comments through the project website.

Property Owner Interviews

With support from the Committee, a list of property owners of key brownfield, abandoned, underutilized, and/or vacant sites in the study area was compiled. The project team conducted a series of virtual meetings with property owners where they were asked about the future plans for their properties and how the BOA planning process might assist them in their future goals. Property owner input was used to inform reuse and revitalization recommendations for the strategic sites.

Rickett's Banner Install

In light of continued development restrictions at the former Rickett's Dry Cleaners site - a high-profile, long vacant strategic site in the Village's northern gateway, the Committee decided to design and install a temporary banner along the front side of the property that faces the street (about 450 feet). The intent of this installation was to inspire passersby to think about the potential of the site, not just about what's currently there. The banner includes iconic images of the Village and the words, "Celebrating Our History, Creating Our Future" with the Village's founding date (1807).

Other Engagement Activities

Ballston Spa Chocolate Fest

During the annual Chocolate Fest held throughout the Village's Downtown, At the 2025 Chocolate Fest, Committee members distributed postcards with a QR code linked to the online survey and information about the upcoming public workshop. At the 2026 Chocolate Fest, postcards were distributed to attendees which contained information about the public hearing and a QR code that linked directly to the draft plan on the project website.




Engagement at the first public workshop.



Temporary banner install at the former Rickett's Dry Cleaners site.

ANALYSIS OF THE STUDY AREA



The Revitalize BSpa planning effort began with preparing a detailed analysis of opportunities and constraints to revitalization in the study area. The detailed analysis is included in Appendix C, with a summary of key findings provided below.

STUDY AREA CONTEXT

The Revitalize BSpa study area is in the heart of the Village and encompasses much of the economic activity in the Village, with businesses clustered on the middle portion of Milton Avenue and the east end of Front Street. The historic storefronts in the study area have large windows fronting the street, awnings, and shared entrances that give the central portion of the study area a distinct, pedestrian-oriented feel.

It also contains the Village's main north-south connector (Route 50/Doubleday Avenue), which serves as a major thoroughfare for locals and visitors. These major roads have multiple bus stops that carry passengers north and south and are some of the busiest in the area. The area is also home to the Saratoga County offices, taking up much of the acreage in the center of the study area. Parking around the County offices and in the downtown is abundant, though parking enforcement and clear signage is lacking.

Pedestrian conditions throughout the study area vary, with the central and downtown portion being well connected by sidewalks, while the northern and southern portions are more vehicle-oriented and lack adequate pedestrian connections. The condition of sidewalks and sidewalk maintenance is a persistent issue in the Village.

Water, sewer, and stormwater infrastructure in the Village is aging and in need of replacement. The entire study area is connected via these existing infrastructure lines, though their capacity may be limited. The Village is aware of this issue and is coordinating strategic repairs. The valley between Route 50/Doubleday Avenue and Milton Avenue falls within the 100-year floodplain and has persistent issues with flooding after large storms. This is partly due to the aforementioned capacity issues.

The study area contains an array of land uses, ranging from light industrial and manufacturing to commercial and residential. This reflects the wider land use trends in the Village. The area also includes several creek crossings and bridges, natural elements that are not currently being utilized to their highest and best use. There are several parks and green spaces in the study area, including two in the downtown area. The Jim Tedisco Fitness Trail runs the length of the study area, providing a north-south pedestrian trail connection.

The Village of Ballston Spa's Zoning Code was adopted in 1996, and the Village is currently working on an update to the existing code. This update will ensure the new code is consistent with the 2022 Comprehensive Plan and supports regulatory efficiency. The update has an anticipated completion date of Spring 2026. The fact that the Village has been proactive in addressing potential development hurdles in their outdated zoning by reviewing and updating their Code is a positive sign for revitalization in the community.



DEMOGRAPHICS

Like many towns and villages in rural and suburban areas of the country, the Village of Ballston Spa has been experiencing a slow outflow of residents over the past decade. Between 2012 and 2022, the Village saw a loss of about 449 people, a decline of approximately 8%. While this trend is consistent with many small towns in Upstate NY, it is markedly contrary to the rest of Saratoga County, which has experienced a gradual uptick in residents since 2012, except for 2018 and 2021.

Takeaway:

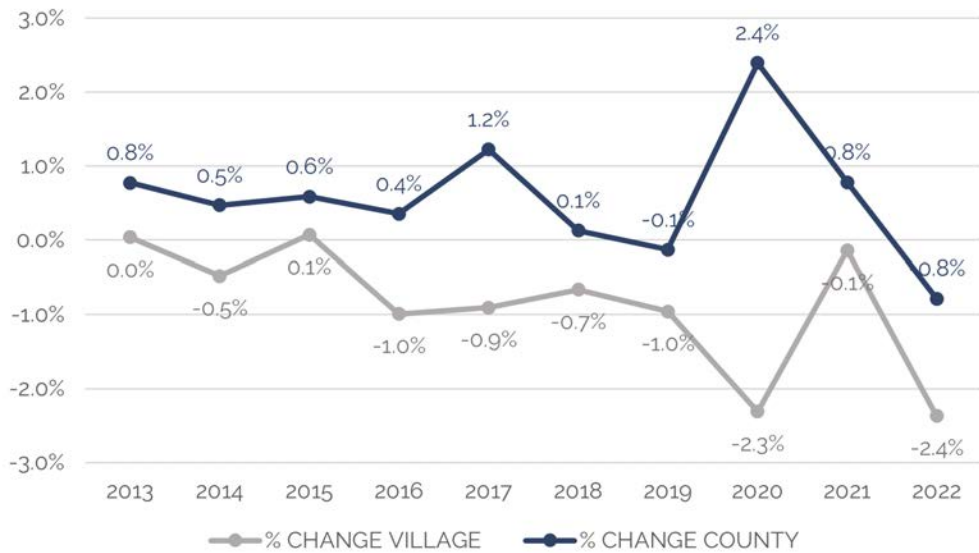
As population pressure from other areas in Saratoga County in the Village increase, maintaining housing affordability and increasing the diversity of housing options will become even more important.

Adjusted for inflation, the median household income in the Village in 2022 was \$85,197, which is significantly higher than the income reported a decade prior in 2012 (\$69,530), showing an increase of \$15,667 over the ten-year period. This increase was similar to the County-wide trend. However, incomes in the Village fall below those of Saratoga County, with differences ranging from \$27,000 to just under \$13,000 in median annual household income.

Takeaway:

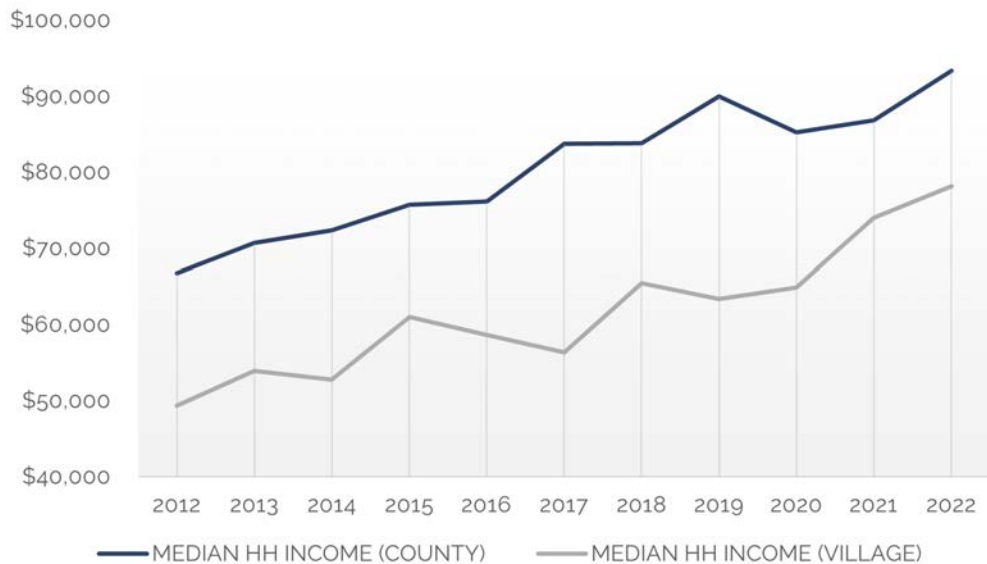
Ballston Spa is often seen as more affordable when compared to surrounding cities and villages, including Saratoga Springs. This contributes to the small-town feel and comparably more affordable quality of life in the Village. As development pressure increases, preserving affordability and the overall character of Ballston Spa will be vital.

Population Change Comparison



Source: ACS 5-Year Estimates

Median Household Income Comparison



Source: ACS 5-Year Estimates

LAND USE & ZONING

Land use refers to what any given parcel is currently being utilized as (residential, commercial, etc.). Land use differs from zoning in that zoning is adopted by a municipal government to regulate a site's permitted uses and density while land use refers to the specific use type currently on a property. Understanding land use patterns is important when determining whether a proposed project is compatible with the existing conditions of a community's built environment.

Zoning is the regulatory tool by which municipalities control the development of land. Zoning controls both the use and the maximum allowable density for any given area, and, in this way, can be leveraged to ensure new development is compatible with community desires regarding land uses, building form and design, and streetscapes.

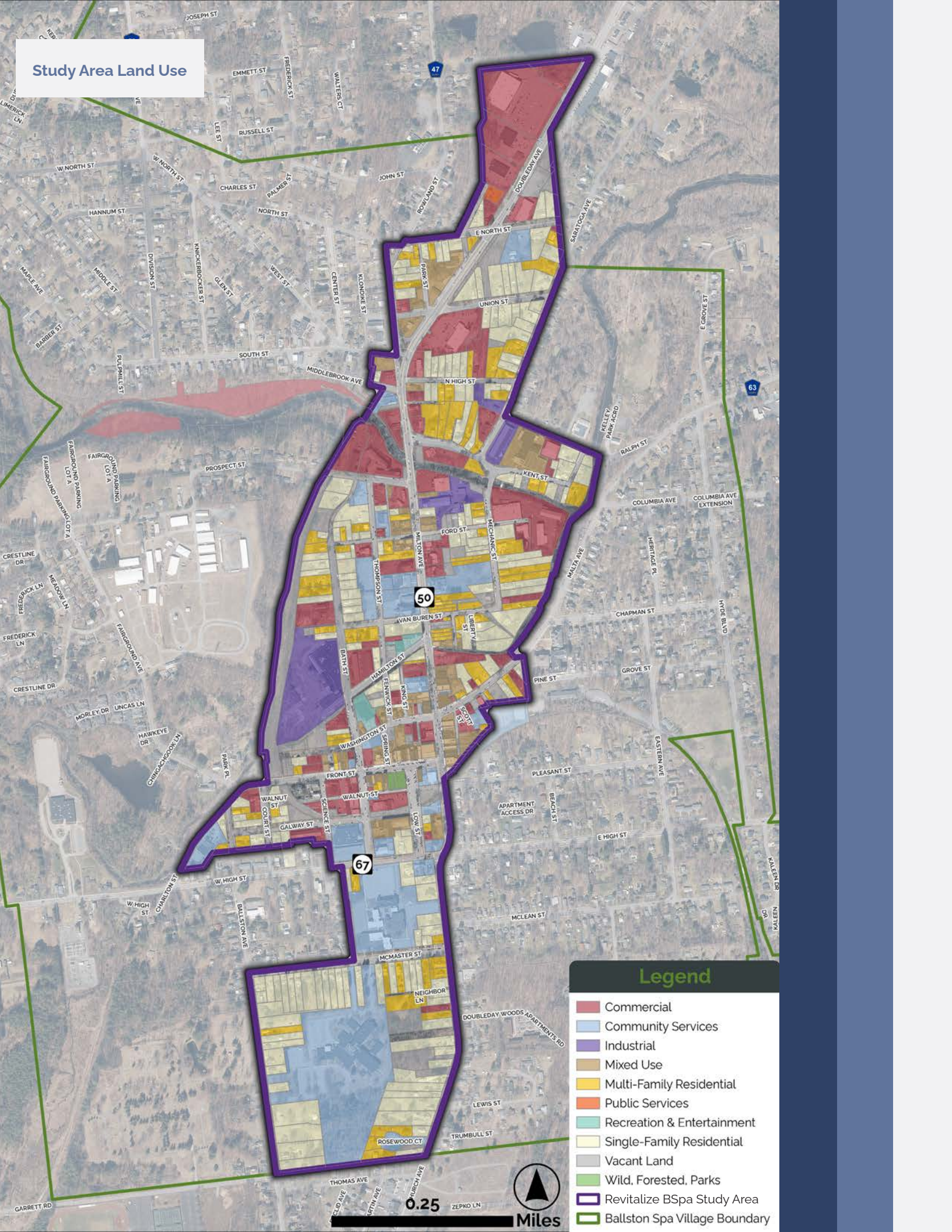
The land uses in the Village – and in the study area – are predominantly mixed-use, resulting from a historic development pattern that incorporated industrial/manufacturing with residential and commercial uses. The highest proportion of land uses in the study area are commercial (28%) and single-family residential (24%). As the land use map on the following page shows, almost every land use is represented in the study area, with no one use concentrated in a particular place. This is one of the elements that gives Ballston Spa a unique feel and contributes to the small-town community character. The study area has a generally walkable character, with mixed uses and relatively short blocks.

Land Use Categories	Number of Parcels	Total Acreage	% of Total Acreage
Commercial	137	57.57	28.44%
Community Services	34	36.59	18.08%
Industrial	5	9.32	4.60%
Mixed-Use	55	11.35	5.61%
Multi-Family Residential	88	20.08	9.92%
Public Services	1	0.27	0.13%
Recreation & Entertainment	2	1.15	0.57%
Single-Family Residential	181	49.41	24.41%
Vacant Land	60	16.32	8.06%
Wild, Forested, Parks	2	0.36	0.18%
TOTAL	565	202.42	100%



Source: Saratoga County Tax Parcel Data

Study Area Land Use



Legend

- Commercial
- Community Services
- Industrial
- Mixed Use
- Multi-Family Residential
- Public Services
- Recreation & Entertainment
- Single-Family Residential
- Vacant Land
- Wild, Forested, Parks
- Revitalize BSpa Study Area
- Ballston Spa Village Boundary

0.25 Miles



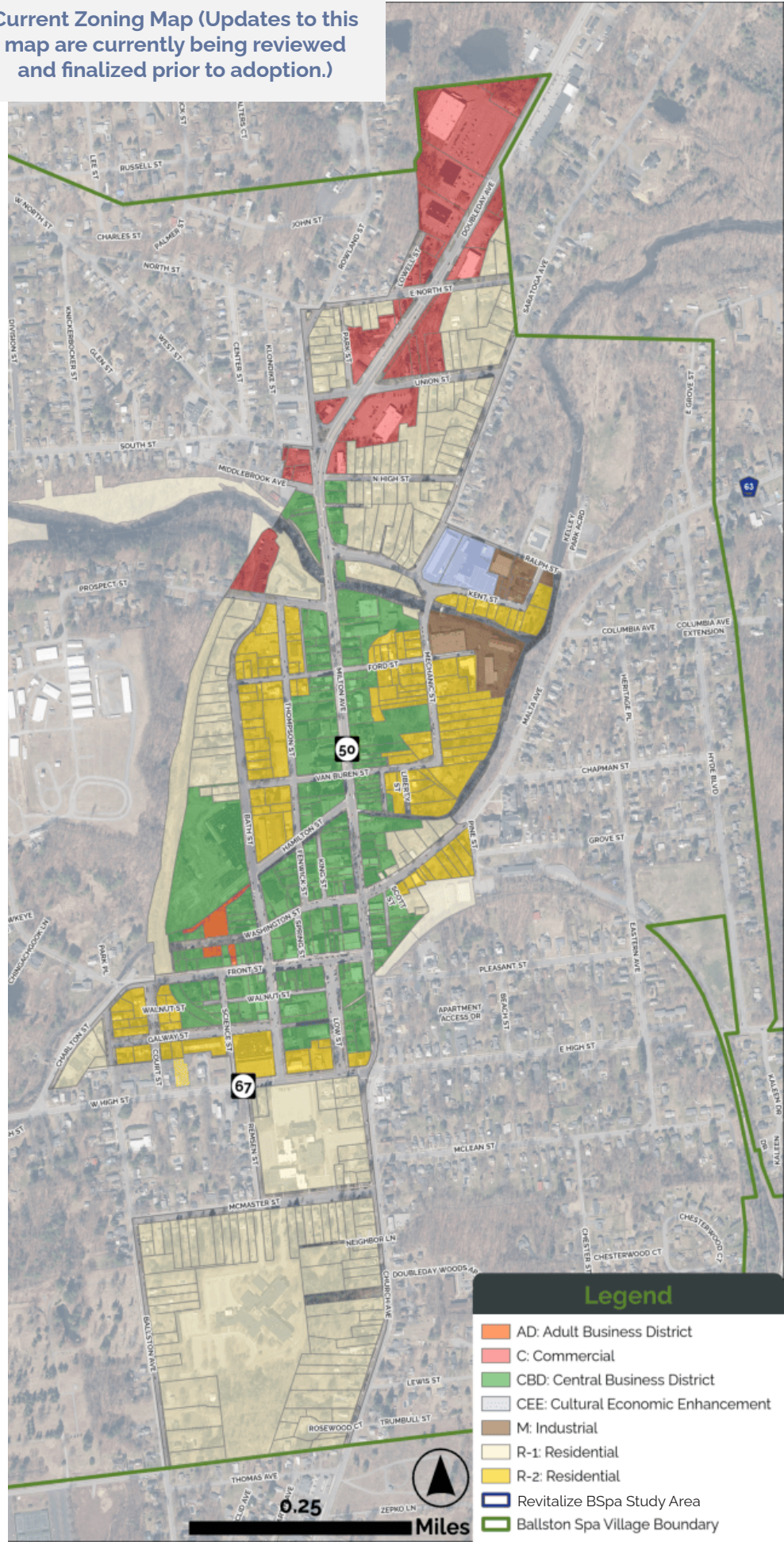
The Village of Ballston Spa's Zoning Code was adopted in 1996 and is shown in the corresponding map. The Village is currently undertaking a comprehensive update of its zoning code. Features of the new zoning code include:

- Revised districts throughout the Village. This includes creating an additional residential district to take into account neighborhood differences, removing an obsolete district, renaming districts to better reflect their character, and revising district boundaries.
- Revised uses. Uses are being updated to reflect existing and desired uses in each district. Standards are being created for certain uses, where applicable. Definitions are being fully revised to reflect each use.
- Revised dimensional and design standards. Various dimensional standards are being adjusted to reflect current built environment conditions to reduce the need for unnecessary area variances. Design standards are being created for each district to guide development in a manner appropriate for a historic New York village.
- Various site development standards are being added, including location for refuse, mechanical equipment, exterior lighting, and pedestrian connectivity.
- Updated parking. Parking requirements are being updated, especially for the downtown to better reflect the walkable nature of that district.
- Signage. Sign requirements are being completed updated, clarifying allowed, prohibited, and exempt sign types, along with associated standards and explanatory diagrams.
- Various policies and procedures are being updated to remove ambiguity and clarify the process.

The updates have an anticipated completion date of spring 2026.

The fact that the Village has been proactive in addressing potential development hurdle in their outdated zoning by reviewing and updating their Code is positive sign for revitalization in the community.

Current Zoning Map (Updates to this map are currently being reviewed and finalized prior to adoption.)



BROWNFIELD, ABANDONED, UNDERUTILIZED, AND VACANT SITES

One of the primary objectives of the BOA program is to address blighted properties, including brownfields and vacant, abandoned, and underutilized sites. Brownfields are properties that, if selected for redevelopment, may be complicated by the real or perceived presence of contamination. Vacant, abandoned, and underutilized sites offer strategic, near-term opportunities for redevelopment that could support the eventual redevelopment of brownfield sites.

Suspected Brownfield Sites

To identify suspected brownfield sites, research was conducted on the historic use and potential environmental status of each parcel located within the study area. Facility and property information, maintained at both the State and Federal level, was reviewed to determine preliminary conditions. Information was obtained through five sources: the NYSDEC Spills Incident Database, NYSDEC Remedial Site Database, NYSDEC Bulk Storage Database, and Historic Sanborn Maps. A visual assessment ("windshield survey") of the properties listed on the above databases was also conducted to gain a better understanding of the types of activities taking place on the sites.

The identification of "suspected brownfield sites" is not intended to indicate a property that requires immediate assessment and/or remediation. Rather, it is intended to identify potential impediments to development and/or identify sites that might be eligible for BOA Pre-Development or Phase II Environmental Site Assessment funding to spur private investment. These sites may be active and viable businesses, new developments, or vacant and derelict properties.

In total, eleven suspected brownfield sites were identified in the study area. These include several large, highly visible parcels, including the former skilled nursing facility, Tannery, Rickett's, and several active industrial uses along the Village's waterfront. Several of these sites are suspected brownfields based on historic use. While contamination concerns may be among the factors affecting redevelopment decisions, other factors such as ownership plans, market conditions, and infrastructure constraints also play a role. Phase II Environmental Site Assessments, available through BOA Pre-Development funding for eligible sites, can clarify actual environmental conditions and inform reuse strategies.



The Tannery Facility



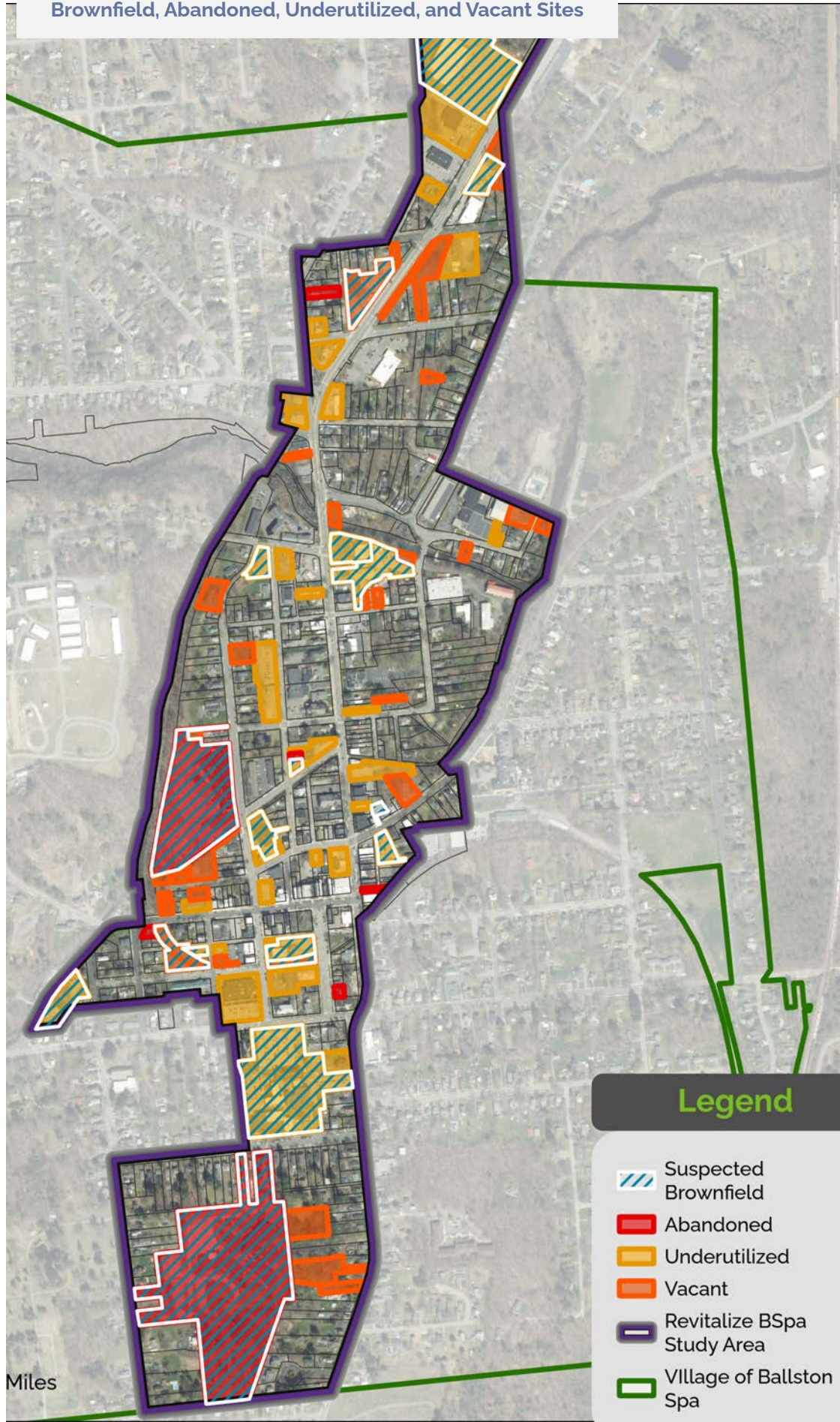
Former Rickett's site

Brownfield, Abandoned, Underutilized, and Vacant Sites

Brownfield, Abandoned, Underutilized, and Vacant Sites

Sites that are identified as vacant, abandoned, or underutilized were selected using the Village's property class codes in the Saratoga County Geographic Information System (GIS) database, augmented with field research and stakeholder discussions.

Based on this analysis, a total of 89 parcels, representing a combined 68.12 acres (about 35% of the total acreage in the study area) were identified as suspected brownfields, vacant, abandoned, and/or underutilized sites. Six of the suspected brownfield sites are also vacant, abandoned, or underutilized. In these instances, the parcels are indicated with both color codes.



Legend

-  Suspected Brownfield
-  Abandoned
-  Underutilized
-  Vacant
-  Revitalize BSpa Study Area
-  Village of Ballston Spa

BROWNFIELDS ELIGIBLE FOR BOA PRE-DEVELOPMENT PHASE II ESA FUNDING

The criteria to be eligible for a Phase II Environmental Site Assessment in the BOA Program include the following:

- Must be located within a State designated BOA
- Must have been determined a "suspected brownfield site" by DOS during the BOA planning process.
- Must be owned by party that is not responsible for site contamination
- May be contaminated as a result of an on-site or off-site source
- Non-municipal current owners listed may volunteer to participate in a Phase II Environmental Site Assessment
- If contaminants are found during the Phase II Environmental Site Assessment the current owner commitment will be to:
 - » stop any continuing release;
 - » prevent any threatened future release; and
 - » prevent or limit human, environmental, or natural resource exposure to any previously released contamination.

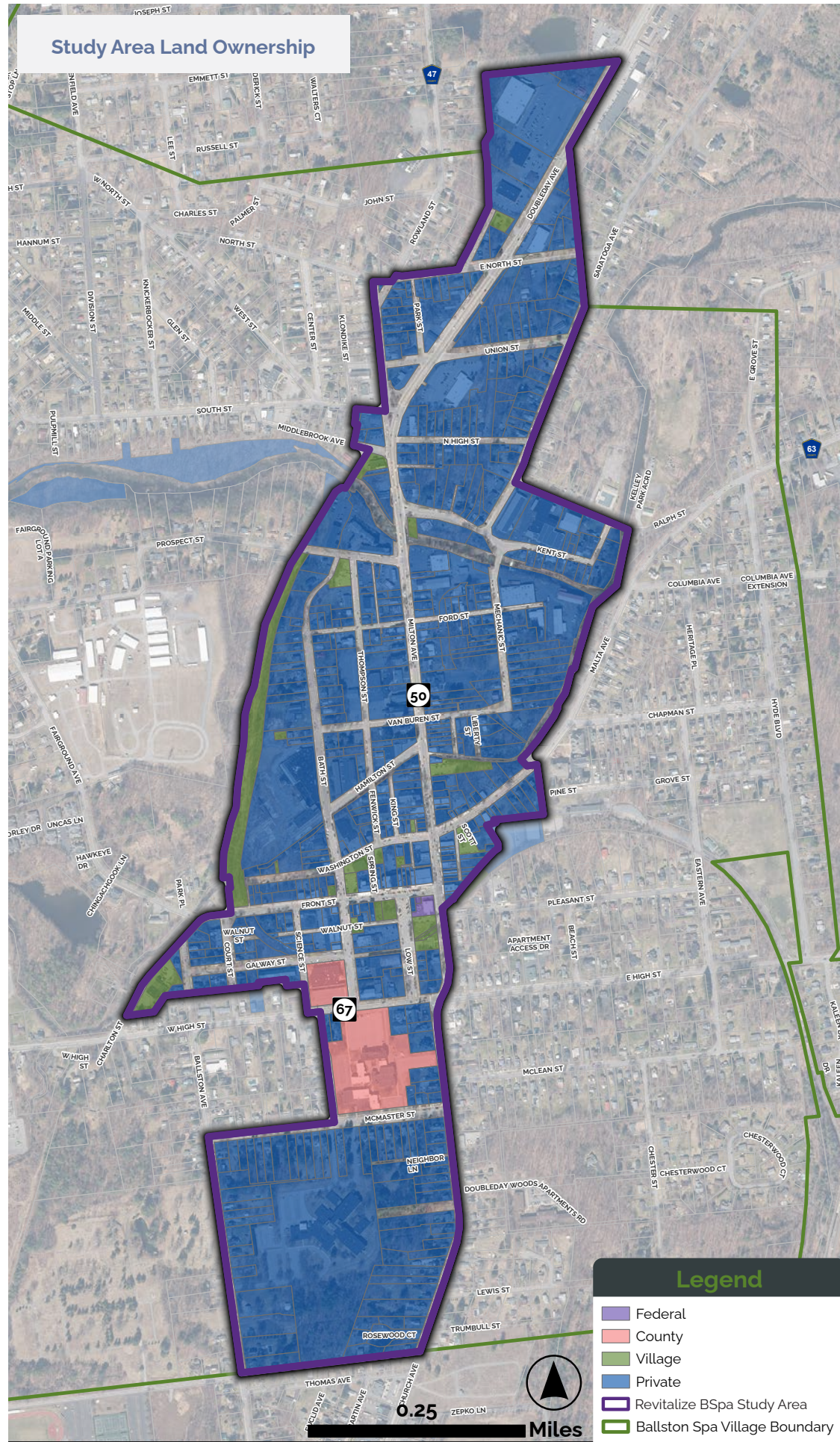
Address	Parcel Number	Site Owner
2035 Doubleday Ave	203.57-1-1.2	OSJL of Ballston Spa LLC
Thompson St	203.80-2-35	Village of Ballston Spa
Malta Ave	216.32-2-47.1	Village of Ballston Spa
45 Charlton St	216.39-3-2	Village of Ballston Spa

LAND OWNERSHIP PATTERNS

Property ownership influences the use of land within the study area and shapes how the public engages with the built environment and publicly owned assets. Ownership patterns can also influence future development. For example, social goods such as affordable housing or parkland on vacant parcels that are publicly owned may be a good use of resources and investment whereas other uses may be more appropriate on privately owned parcels.

The corresponding map identifies publicly and privately owned land in the study area. 95% of the parcels in the study area are privately owned. Most private property owners own no more than three properties in the study area, with eleven private property owners owning four or more properties. The high prevalence of private property ownership, with many smaller property owners, necessitated the extensive property owner outreach and coordination that was undertaken during the planning process.

Publicly owned parcels represent about 5% of study area parcels (19 acres, 10% of total study area acreage). The largest lot of publicly owned land (six acres) is the County Offices, located along High Street. The Village is the direct landlord of 24 properties in the study area, including municipal buildings, parks, and parking lots.

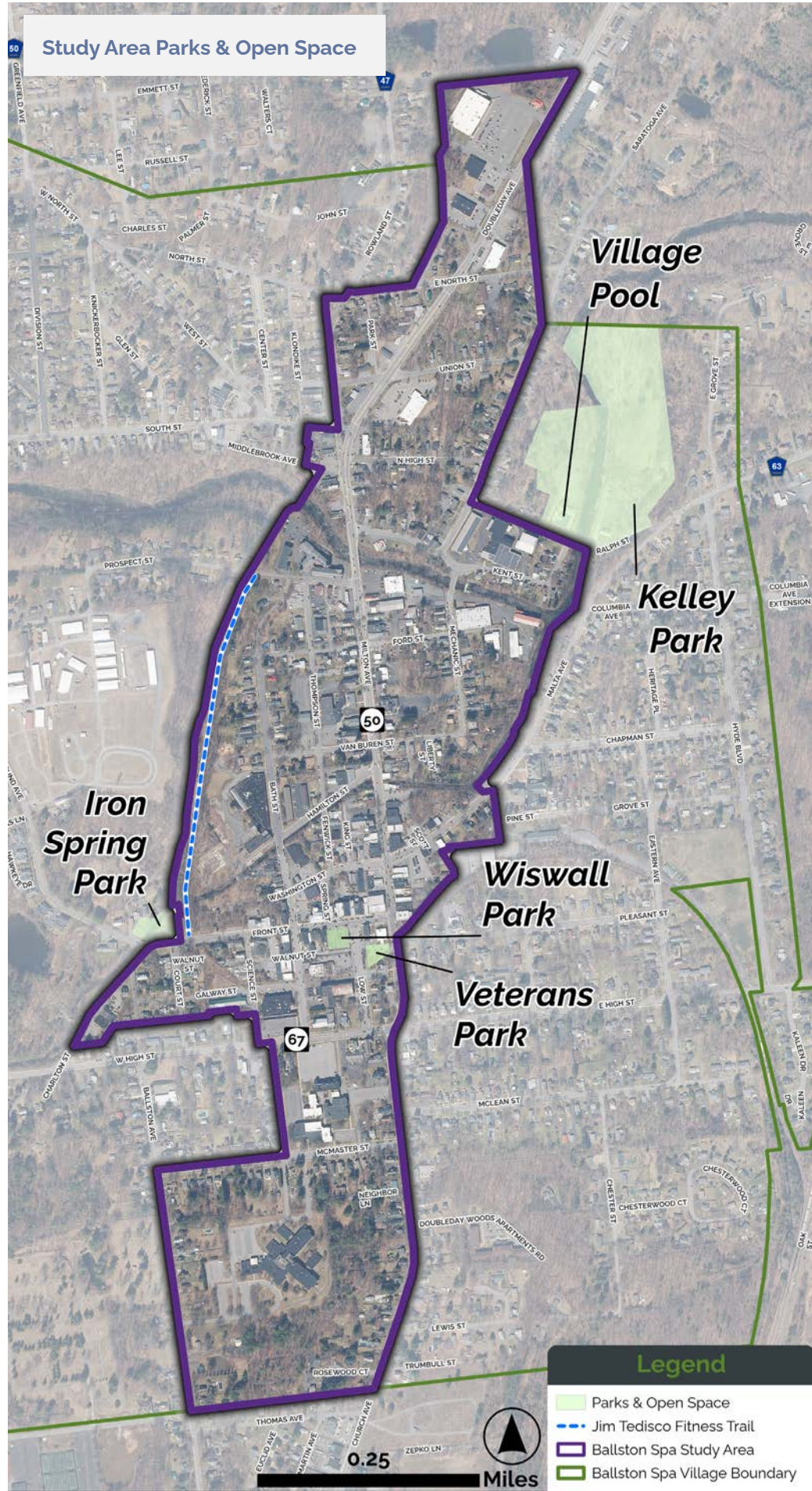


PARKS & OPEN SPACE

The study area contains three recreational sites, including two public parks and one fitness/nature trail. The parks (Veterans Park and Wiswall Park) are located downtown along Low Street and are the site of the Village’s summer farmers market, Fourth of July block party, and annual Christmas tree lighting. The Jim Tedisco Fitness Trail connects Front Street to Prospect Street and runs the length of the study area. The Trail is 0.5 miles long, and the Prospect Street entrance is wheelchair accessible.

Though there are limited parks and open space resources within the study area, there are several located just outside of the study area boundaries that are frequented by residents and visitors alike. These include the Old Iron Spring Park, which hosts the iconic pavilion and mineral well, Kelley Park, which has a playground, pavilion, and a canoe and kayak launch, and the Village swimming pool.

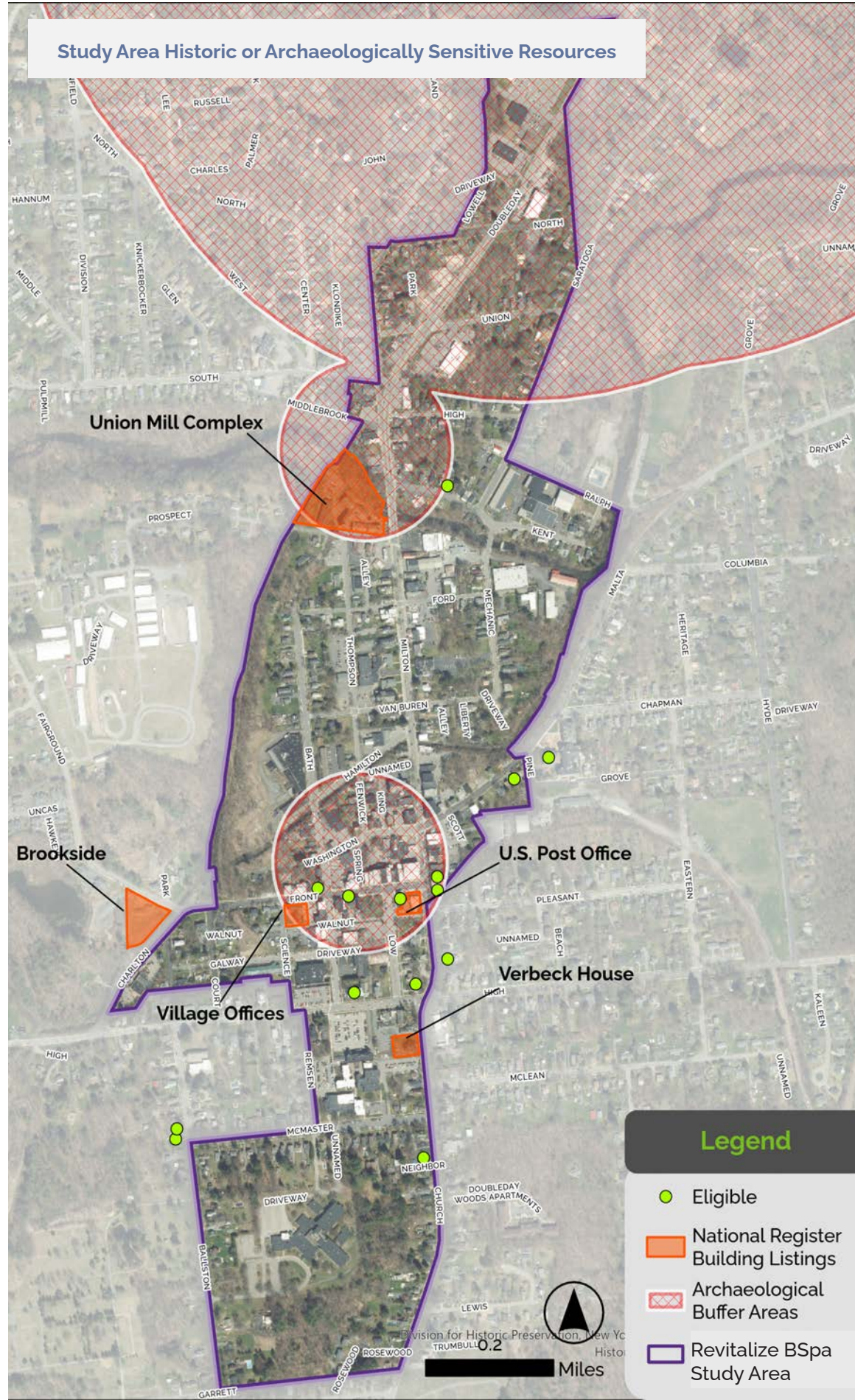
The connection to these resources, both in and outside the study area, is important to the community and represent attractive attributes of the Village.



HISTORIC OR ARCHAEOLOGICALLY SENSITIVE RESOURCES

The study area encompasses the Village's historic downtown core, which includes three properties currently listed on the National Register of Historic Places (NRHP) and 11 buildings that have been determined to be "eligible" for listing. Beyond these listed and eligible sites, there are many additional buildings and sites of local significance. Given the abundance of eligible sites in the study area, there is ample opportunity for pursuing a historic district designation which would provide the area with certain tax incentives and preservation privileges.

In addition to the historic buildings present in the study area, the New York State Office of Parks, Recreation, and Historic Preservation (OPRHP) has determined that portions of the study area are "archaeologically sensitive" based on buffers around recorded archaeological resources: the downtown area centered around Spring Street, and entire northern end of the study area beginning at Prospect Street. Archaeological sensitivity is an important factor to consider when evaluating potential redevelopment projects. Projects that overlap with areas that may contain archaeologically sensitive resources will need to be assessed for potential impacts. This often involves site-specific assessments for all actions involving ground disturbance in these areas.



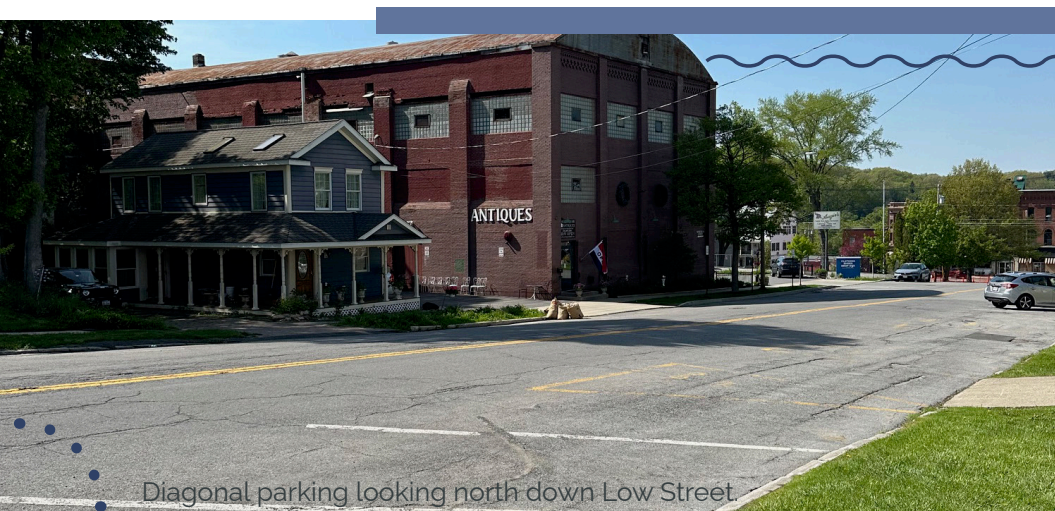
TRANSPORTATION SYSTEMS

For a Village of its size, Ballston Spa is rich in transportation options, with a transportation system that supports vehicles, bicyclists, pedestrians, and transit users. While most roads within the Village are low-volume local roads, high-volume NY Routes 50 and 67 also run through the study area; both are classified by the NYSDOT as principal arterials. NY Route 50/Doubleday Avenue carries about 15,000 cars a day and causes traffic congestion during rush hours. Much of the traffic comes from or goes to the Northway from rapidly growing areas north and south of the Village. Concerns about traffic congestion were cited repeatedly during the Revitalize BSpa planning process.

Bicyclists typically share the road with vehicle traffic throughout the study area. There are no designated bicycle facilities in the study area or the Village, and a lack of designated bicycle facilities can result in cyclists using the sidewalk to travel. Bike parking is provided in several locations within the study area, including all public parking lots for vehicles, Wiswall Park, and the Jim Tedisco Fitness Trail. With several major multi-use trails located outside of the study area, there are opportunities to enhance connections to these larger trail networks.

The Capital District Transportation Authority (CDTA) provides transit service throughout the Capital Region, including the study area. Bus service is provided along Route 50/Doubleday Avenue/Milton Avenue. CDTA Route 40 provides service from downtown Schenectady to Saratoga and Wilton Mall via NY Route 50. Bus stop locations in the study area are designated by signage, and the Village is currently in conversation with CDTA about including additional amenities, like shelters or benches. The Village is also served by the Northway Express Commuter route, which provides service to Downtown Albany and the Empire State Plaza from multiple park and ride lots and major destinations in Saratoga County. This route operates Monday through Friday during peak commute times. The orientation of the Village, especially the downtown business district, is very pedestrian-friendly, with sidewalks and trails connecting most of the streets throughout the study area. The January 2022 Pedestrian and Bicycle Master Plan and the associated 2021 Existing Conditions Report find sidewalks generally exist within the study area but could be in better condition, and intersections could be made safer and easier to use. The 2023 ADA Transition Plan was adopted by the Village as well, further identifying strategies for ADA upgrades to pedestrian infrastructure.

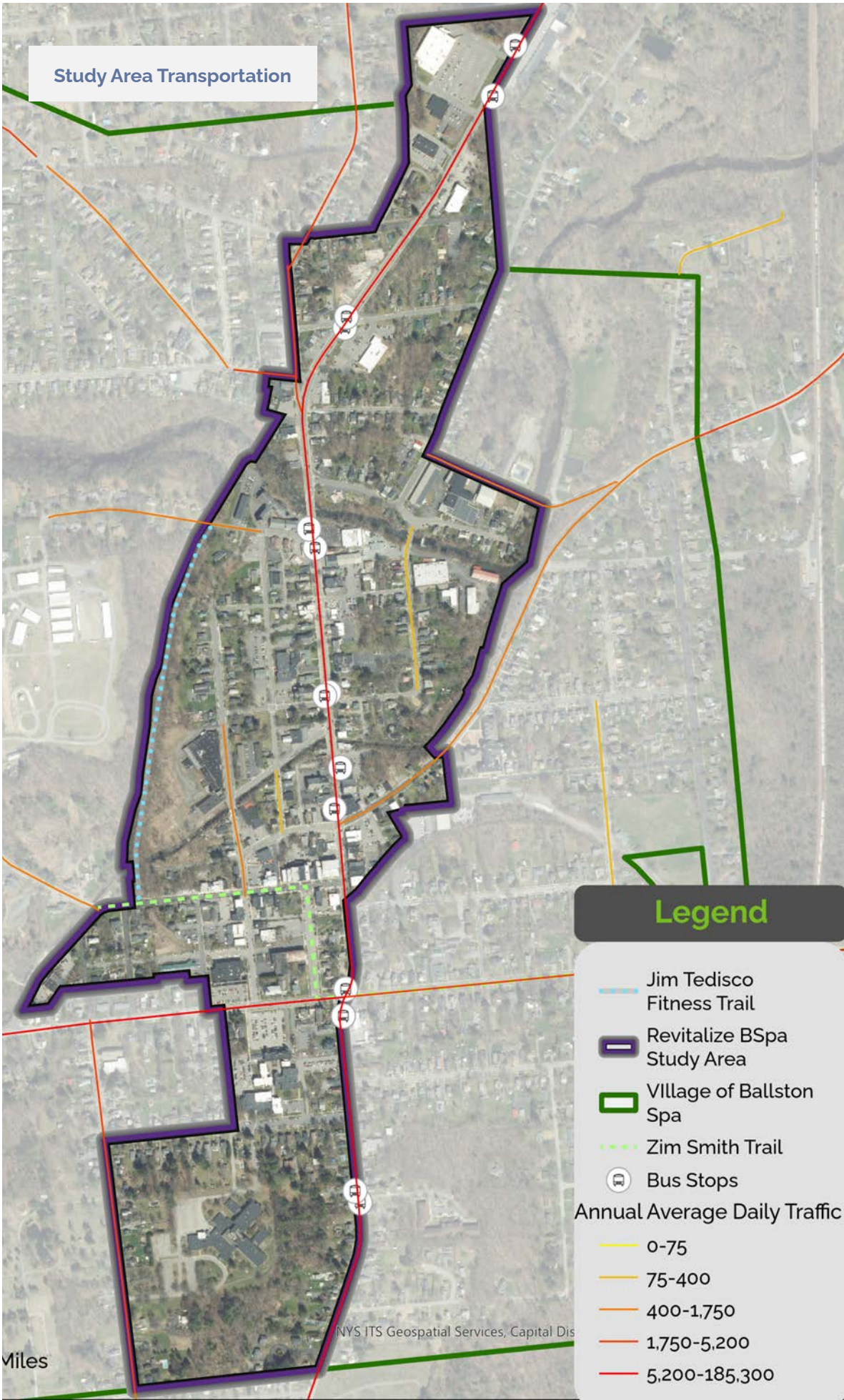
Increased visitation has led to increased congestion which has bolstered the Village's economy but also led to frustrations about the availability of parking. The Village's Comprehensive Plan found that there is not a lack of parking spots in the Village, but rather insufficient parking enforcement and a lack of information on parking locations. On-street parking in the study area includes a mix of parallel and diagonal parking with differing restrictions and limitations. Public off-street parking is provided in several locations throughout the study area, including at the corner of Bath and Prospect Street, off Milton Avenue across from King Street, at the corner of Walnut and Science Street, and the corner of Front and Bath Street. The Village has been proactive in working with private property owners to allow public usage of private lots outside of business hours. However, this information is not accessible and there are opportunities to improve signage and better promote these parking locations.



Diagonal parking looking north down Low Street.



Sidewalk conditions on Charlton Street.



INFRASTRUCTURE

Water and Sewer

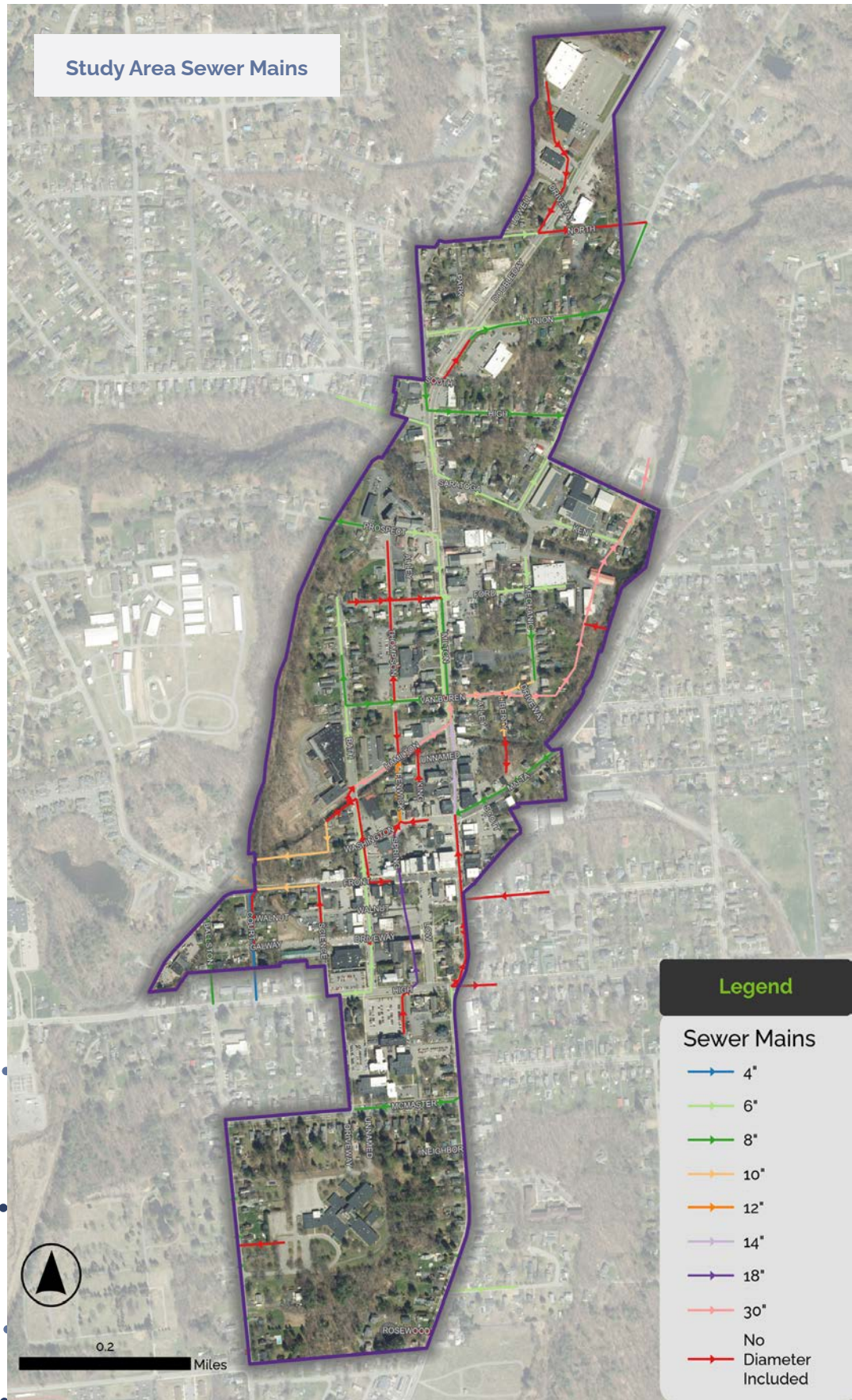
The study area is served by the Village of Ballston Spa's municipal water supply, which is maintained by the Village's Water Department, housed in the Department of Public Works (DPW). The Village has been proactive in identifying and replacing portions of the water system that are defunct. In 2023, system improvements included the replacement of three fire hydrants, as well as the replacement of chemical injection lines at the Rowland Street Pump Station. Additionally, once a year, the Village flushes water out of the system to ensure that there are no points of stagnation that may affect water quality.

The study area is also served by Saratoga County's Sewer District #1. The sewer system within the Village is maintained by Village DPW staff, but service and treatment are provided by the County. The County system serves approximately 3,363 users in Ballston Spa. The system is a shared stormwater and sewer system, like many older communities, which is not a problem unless a large storm event takes place which can cause the system to overflow into streams, rivers, and other surface waters. The Village's 2022 Comprehensive Plan states that the sewer system in Ballston Spa needs a full assessment. The Village has already addressed the immediate concerns of sanitary sewer cross-connections and failing catch basins, but a full-system audit of the storm sewer system is still needed.



As part of the Revitalize BSpa planning process, existing water and sewer infrastructure in the study area was mapped using ArcGIS. The map on the right shows the diameters of the existing sewer mains in the study area. The mapping shows that sewer mains generally serve the entire study area, although some of the infrastructure is older or smaller, and additional analysis of the capacity of these older, smaller mains would likely be needed prior to any significant redevelopment.

The gaps in the current sewer service map (e.g. around the former skilled nursing facility) are in the process of being updated. The next steps in the process will be to identify gaps and/or deficiencies in the existing water and sewer system, identify capital projects to include in the Village's Capital Improvement Plan, and create a system for updating digital maps as connections are added and improvements are made.



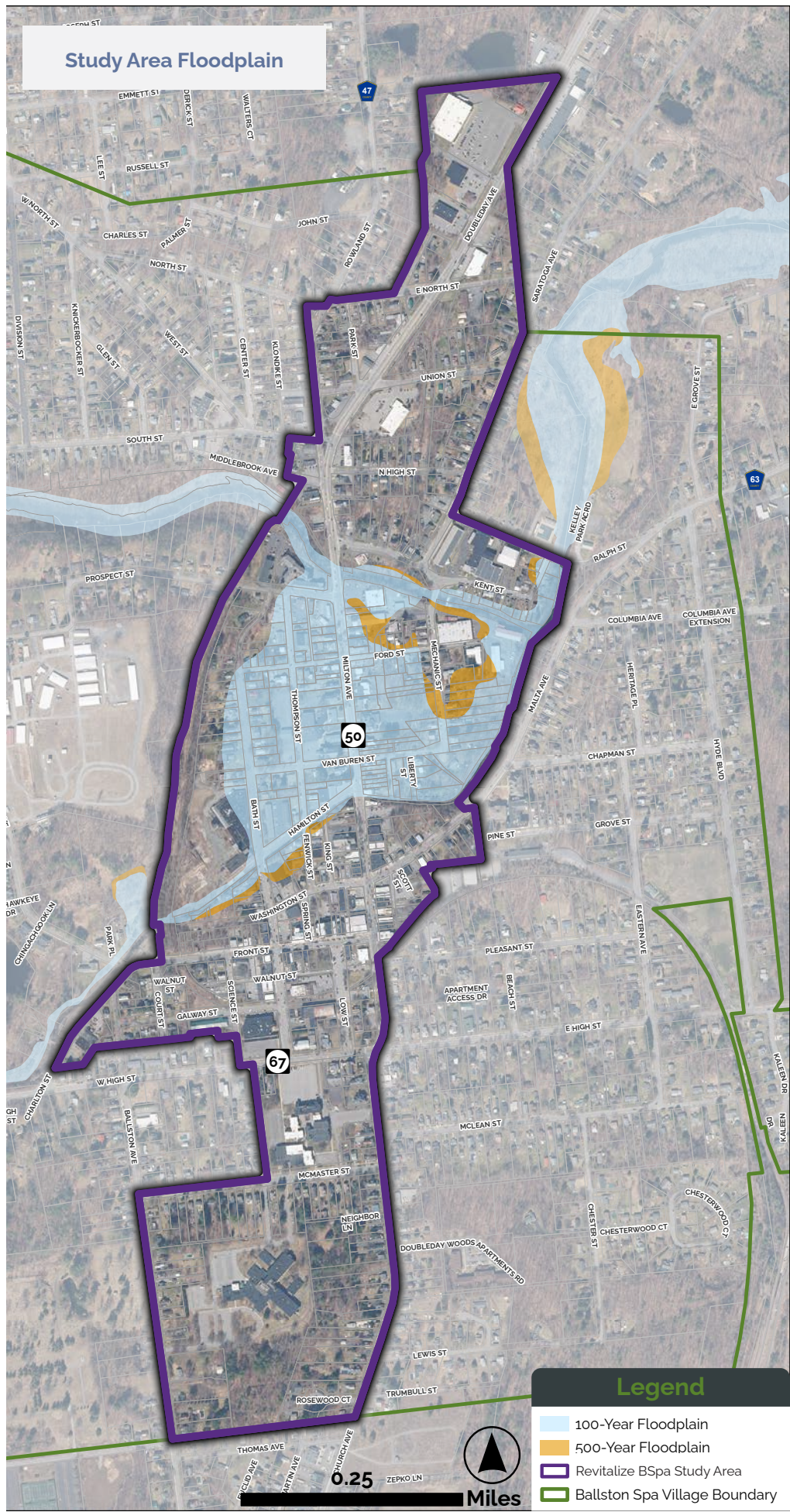
NATURAL RESOURCES & ENVIRONMENTAL FEATURES

Ballston Spa's historic development pattern has followed both the Kayaderosseras and Gordon Creeks, both of which flow through the study area. The Kayaderosseras Creek is the largest river in Saratoga County. The portion of Kayaderosseras Creek within the study area runs from west to east and is encircled by a mix of uses, including industrial, residential, and commercial. Gordon Creek is located on the western side of the study area and runs through several residential areas along Hamilton Street, across Route 50, and alongside the eastern edge of the study area boundary. The creek eventually runs into the Kayaderosseras just outside the eastern border of the study area.

While these water resources are natural aesthetic resources that add to the charm of the Village, they also are associated with several environmental constraints that can impact redevelopment opportunities, including floodplains, wetlands, and steep slopes. Much of the Village's downtown area (the area from Middlebrook Avenue to Malta Avenue, across to Hamilton and Bath Streets) of is in the 100-year floodplain, meaning that it is predicted to have a one percent chance of flooding in any given year, translating to a 26 percent chance of being flooded at least once over the course of 30 years. Development in the floodplain must locate sensitive uses above the Base Flood Elevation (BFE).

There are two riverine wetlands in the study area along the Kayaderosseras and Gordon Creeks. The riverine system includes all wetlands and deepwater habitats contained within a channel. It is possible that smaller, unmapped wetlands may be present on parcels within the study area, so site-specific wetland delineations would need to be conducted to confirm the degree to which wetlands are present.

The Kayaderosseras Creek also forms steep banks along its course, restricting the development potential of sites along the creek. While downtown Ballston Spa is relatively flat at about 250 feet elevation, north of the Kayaderosseras, slopes rise gradually to a height of 400 feet above sea level, the highest elevation in the Village.



ECONOMIC & MARKET ANALYSIS

Economic Conditions Overview

The Village of Ballston Spa is experiencing stable but modest economic conditions with a declining population, stable household incomes, low unemployment, and active investment in business and community development. The Village is known for its unique shops and stores and offers a more slow-paced residential alternative to the busier areas of nearby Saratoga Springs and Malta. Ballston Spa has a high population of youth and tends to be more family-centered, with limited businesses that are open late into the night. The Village has expressed interest in investing in a wider array of businesses that are attractive to a more diverse population and that the prosperity of central Front Street could spread into other parts of the Village.

Housing

The real estate trends analysis used data from the U.S. Census American Community Survey (ACS) Housing data profiles from 2012 to 2022 and Redfin, a national real estate company that provides detailed market data for individual municipalities.

Current Housing Market

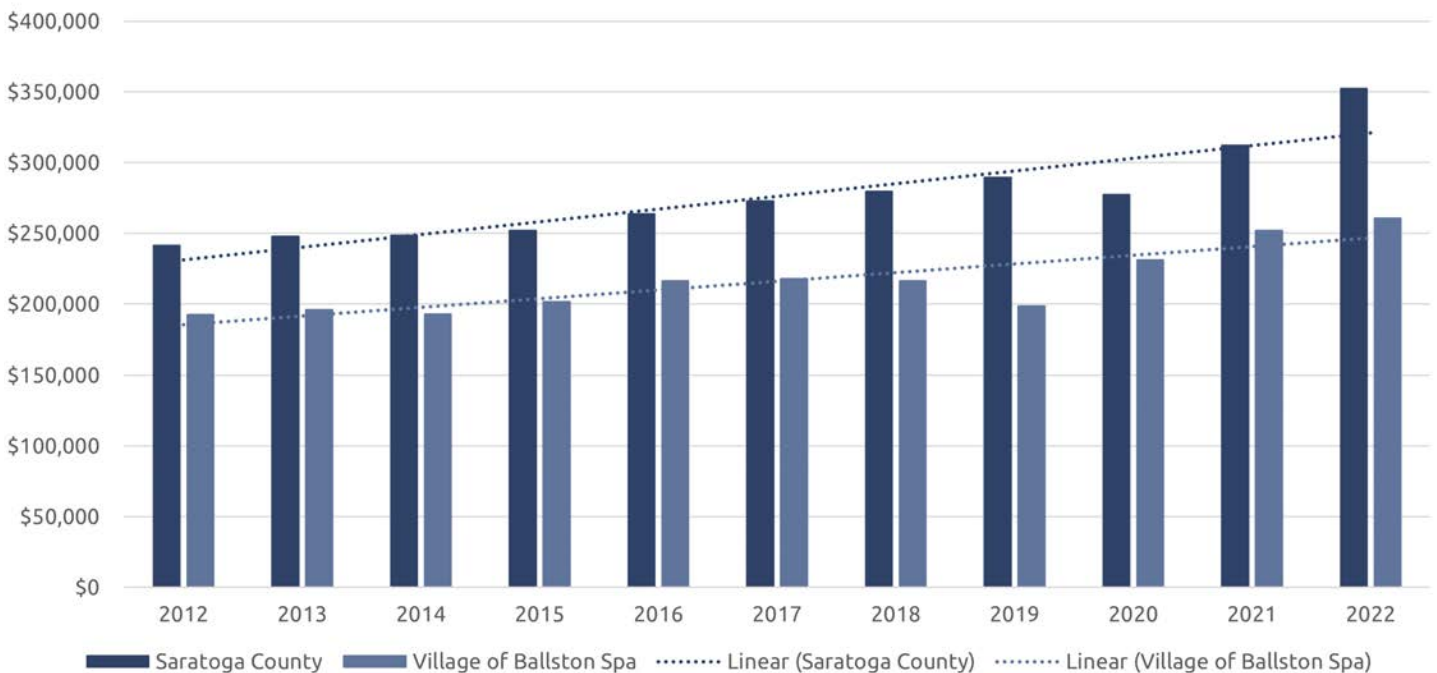
Housing Tenure

In 2022, the percentage of owner-occupied units in the Village was 66%, an increase from 52% in 2012. The number of renter-occupied units in Ballston Spa in 2022 was 35%, a decrease from 48% in 2012. Higher levels of homeownership and lower levels of renting indicate economic stability and reflect the high proportion of individuals and families at prime home-buying age (35-44) in the village.

Home Value

In 2022, the median value of a home in the Village was \$260,700 and the median gross rent was \$1,088. These values showed an increase from the median home value of a home in 2012 (\$192,500) and median gross rent (\$900). Over the ten years between 2012 and 2022, median homes values increased by 26% and rent increased by 17%. Home prices in Ballston Spa have trended lower than those in the rest of the County.

Home Value Comparison



Source: ACS 5-Year Estimates

Lower prices may have contributed to higher rates of homeownership observed in the Village as the overall housing market in the region and state continues to encourage very high home prices. The home value comparison chart shows both how quickly the price of homes in other areas across Saratoga County have increased while Ballston Spa homes have increased at a much slower rate.

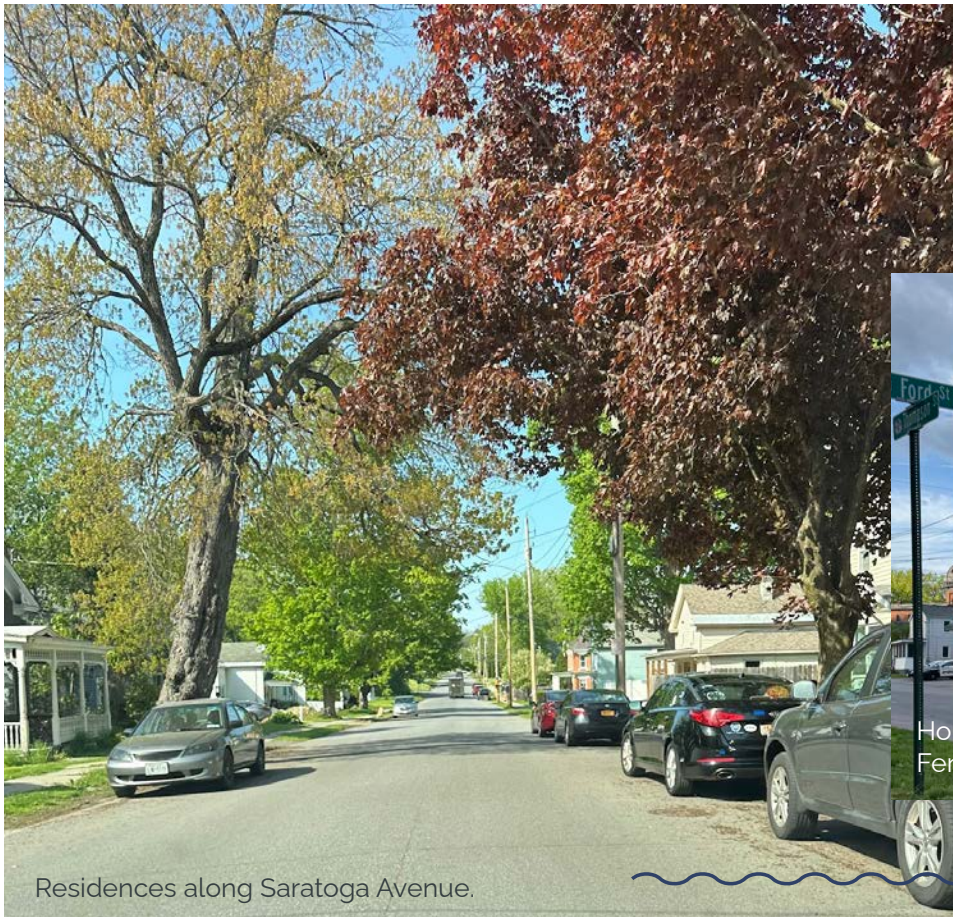
The residential market in Ballston Spa is characterized by a variety of housing options, including single-family homes, townhouses, and a few multi-family properties. The housing stock is predominantly older, with many homes dating back to the 19th century, offering potential for renovation and restoration. Newer developments are emerging as well, particularly on the outskirts of the Village.

The Village is experiencing moderate growth due to its appeal to those who want the charm and history of a small village while benefiting from the amenities and job opportunities in larger nearby cities. The housing market in Ballston Spa is competitive, with most homes getting multiple offers, often with waived contingencies. An average home sells for about 3% above its listing price and homes that are in high demand can sell for about 8% above listed price.

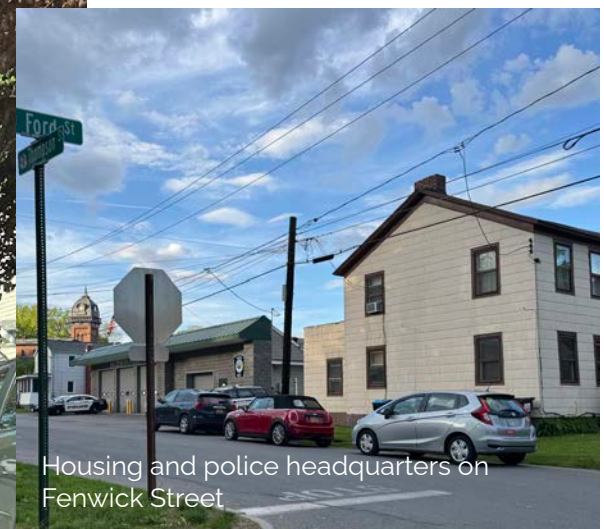
The rental market in Ballston Spa is relatively stable, though rental properties are somewhat limited compared to neighboring cities. The median rent in the Village was \$1,957 in December 2024, with a total of 21 total rentals available. Just 7% of rental units in Ballston Spa are listed for less than \$1,500 per month, with 92% listed between \$1,501 and \$3,000 per month. The increase in price for smaller rentals and decrease in rentals with many bedrooms indicates a mismatch in market supply and demand, and that the Village should consider investing in smaller rental units. This offers opportunities for the development of rental units, especially for younger individuals and seniors.

Future Housing Market

Ballston Spa's market will likely see further residential development, particularly as commuters seek affordable living options close to Saratoga Springs and other regional hubs. The Village is addressing diverse housing needs, including housing rehabilitation grant programs and accessory dwelling unit provisions in the Village code.



Residences along Saratoga Avenue.



Housing and police headquarters on Fenwick Street

Retail Market

Ballston Spa's commercial market is focused on small retail businesses, service-oriented establishments, and local businesses that cater to the daily needs of residents and visitors. The Village maintains a historic charm, with many businesses located in century-old buildings that attract locals and tourists alike. The average listing price for commercial properties near Ballston Spa is \$425,000; much more affordable than those in Saratoga Springs, whose average listing price for a commercial lot is \$2,512,000. The lower prices for commercial and retail lots in the Village are an important draw for businesses who may be priced out of nearby cities.

Vacancy rates for non-residential properties in the Village are relatively low, suggesting a stable commercial market. However, opportunities exist for redevelopment or repurposing older buildings, especially in the downtown area where historic structures might be leveraged for new uses such as boutique hotels, artisan markets, or restaurants.

While Ballston Spa is not currently a hub for heavy industrial activity, the area does have a history of hosting such activities through various mill sites and laundry facilities. The Village's commercial corridors and its connectivity to the greater Capital Region offers opportunities for light industrial or mixed-use developments that could combine residential, commercial, and light manufacturing spaces. Mixed-use development that is strategically placed in the Village could be beneficial to meet the needs of the County's growing population and revitalize certain parts of the community. Growth in light industrial sectors, particularly outside of the core downtown area, could cater to businesses looking for lower overhead with easy access to major roadways. Ballston Spa's historic sites, natural beauty, and proximity to other population centers make it a draw for tourists and related businesses. Investment in businesses that cater to tourists such as hotels, bed and breakfasts, or entertainment venues could yield strong returns.



Businesses on Milton Avenue.

Employment

Occupations

Since 2012, Ballston Spa has dramatically decreased its unemployment rate, falling from 8% in 2012 to just 1.7 percent in 2022, below the County unemployment rate of 3%. This could reflect an increase in the number of retirees in the Village but taken with the decrease in the number of residents older than 65, the drop in unemployment likely reflects a productive business environment, including the placement of Global Foundries' New York manufacturing facility in Malta in 2021. Occupations in Ballston Spa have shifted slightly towards management, service, and sales occupations since 2012.

Between 2012 and 2022, the industries in Ballston Spa that decreased their employment included:

- Educational services, health care and social assistance (4%)
- Retail Trade (3%)
- Arts, Entertainment, and Recreation, and Accommodation and Food Services (4%)

The industries that increased their share of employees during this time included:

- Public Administration (8%)
- Professional, Scientific, and Management, and Administrative and Waste Services (2%)
- Finance and Insurance, and Real Estate and Rental and Leasing (4%)

- Manufacturing (3%)
- Other Services, Except Public Administration (1%)
- Transportation and Warehousing (2%)

The Construction industry held fast at 6% of Village employment. Occupations in Ballston Spa have shifted slightly towards management, service, and sales occupations since 2012. The most significant decrease in occupational employment over the decade was experienced by the natural resources, construction, and maintenance sector, losing 109 total employees.

In terms of the class of workers, Ballston Spa has seen an increase in workers employed in government and not-for profit sectors and a decrease in self-employed and private sector workers.

Commute Modes & Time

The average commuting time for workers in Ballston Spa has decreased by about 3.5 minutes, and fewer workers are driving alone to work (approximately 13% less). Alternative modes of transportation (carpooling, public transportation, walking, and taxis or motorcycles) have remained about the same in terms of use since 2012. Biking is not a mode that is used to commute to work in the Village, showing 0% use in both 2012 and 2022. Notably, the percentage of workers that worked from home in 2022 was significantly higher than in 2012, increasing by nearly 12%.

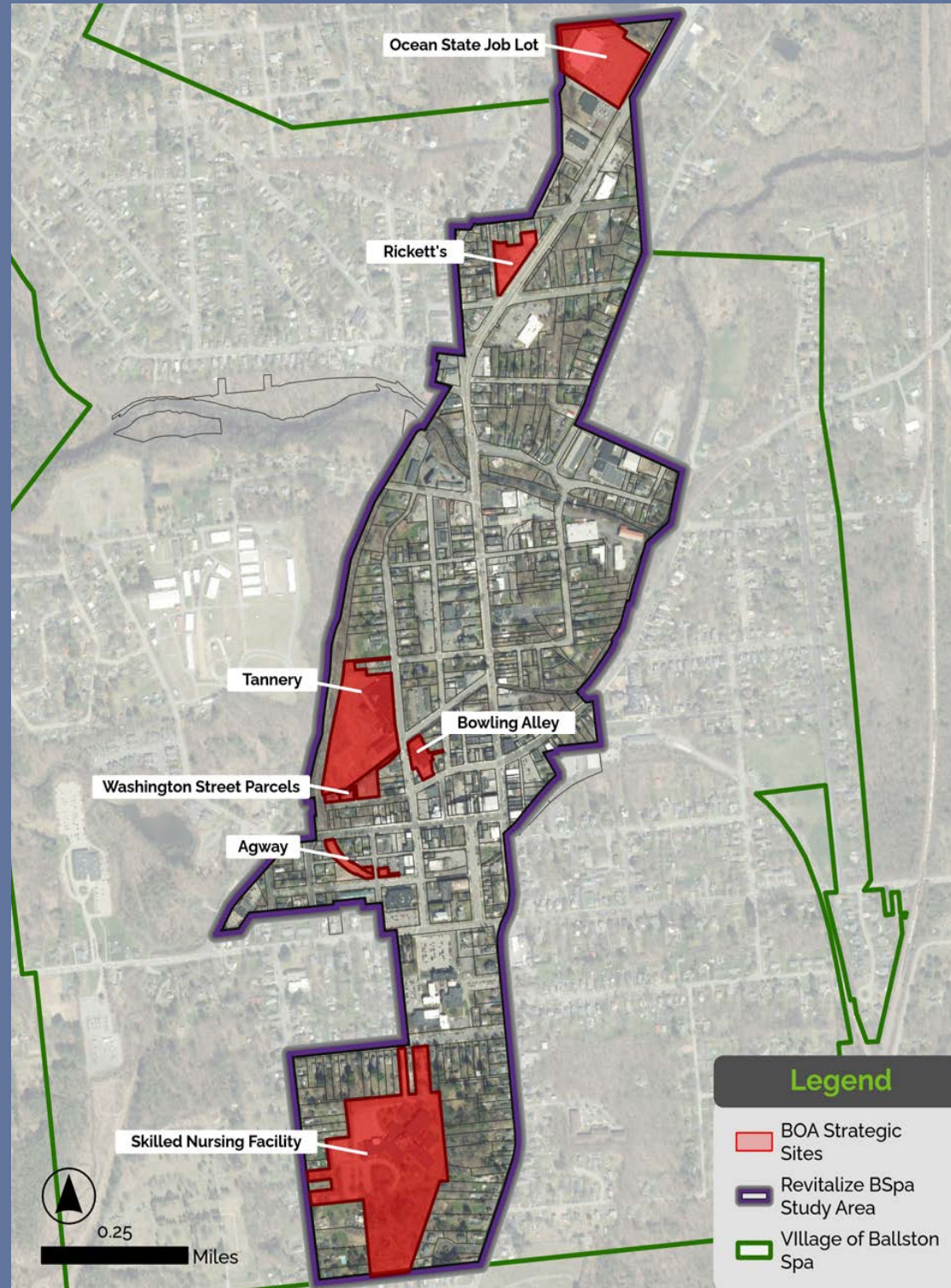


View looking north down Spring Street via Front Street.

STRATEGIC SITES

The Advisory Committee reviewed the inventory of brownfield, abandoned, vacant, and underutilized sites and prioritized seven “Strategic Sites” that offer economic, environmental, and community benefits to help realize the vision of this plan. Considerations in their selection included: overall importance of the site to the community, high visibility locations, and owner willingness to participate in the process. Preference was also given to sites that would broaden the revitalization that is already occurring on High and Front Streets to the north (the “northern gateway”) and to the west (the “downtown western expansion area”).

Detailed strategic site profiles are provided in Appendix D, with summaries provided on the following pages. It should be noted that during the process of preparing this plan, the owners of three of the seven sites came forward with proposals for redevelopment of their properties. As the projects have not yet advanced to construction, they remain included in the list of strategic sites as their revitalization is a vital component of the broader study area’s revitalization.



Northern Gateway Sites

Ocean State Job Lot

- Address: 2035 Doubleday Avenue
- Parcel Number: 203.57-1-1.2
- Owner: OSJL of Ballston Spa LLC
- Size: 4.88 acres

Marked as underutilized in the site assessment, the majority of this 4.88-acre parcel is currently used as parking for the Ocean State Job Lot building located on the rear of the site. The building is set far back from the street and the parking lot is rarely full. The site is located right at the northern end of the study area and along one of the primary gateway corridors into the Village. The owner of the site is interested in the opportunities the BOA program could provide, especially those that could bring more customers to the business.



The parking lot in front of Ocean State Job Lot.

Rickett's Dry Cleaners

- Address: 2017-2019 Doubleday Avenue
- Parcel Number: 203.72-2-11
- Owner: Rickett's Inc.
- Size: 1.26 acres

Rickett's Dry Cleaning operated from 1955 to 2014, hosting a family-owned business that offered dry cleaning services, a laundromat, and self-service car wash. This site is in the process of being remediated by DEC through the State Superfund Program. The structures on the parcel have been demolished but additional monitoring and testing is ongoing. There is currently a chain-link fence with razor wire surrounding the site, which is highly visible along Route 50/Doubleday Ave – the gateway to and from Saratoga Springs.

A temporary banner has been installed on the site while it is being remediated. The site will be eligible for redevelopment once remediation is complete.



The original Rickett's Dry Cleaners.



Current conditions at the former site of Rickett's Dry Cleaners.

Downtown Western Expansion Area

Tannery

- Address: 125 Bath Street
- Parcel Number: 216.32-1-96.2
- Owner: JJB 125 Bath Street LLC
- Size: 6.35 acres

The building first housed a tannery from 1887 to 1960. For 70 years, the site hosted bulk storage of chlorine, fuel oil, and stored tanning liquors in above-ground storage tanks. After tannery operations ceased in 1960, the site was unoccupied for ten years. Between 1970 and 2011, the site was used for the commercial laundering of medical industry linens. After the laundry facility closed, the site was classified as a Superfund Cleanup site due to chemical contamination. Since that time, the site has undergone extensive testing and cleanup efforts to attempt to bring the land back into reusable condition. In 2019, the site was cleared for future use and development.



The Tannery as it stands today

In Spring of 2025, a development company presented a proposal to redevelop the site into a multi-use complex with 168 apartments and 8,400 square feet of commercial space on the ground floor. The project team is currently refining their proposal, and no approvals have been granted at this time.

The project, even if reduced in scale, has the potential to dramatically shift the character and activity of the site and surrounding area, which currently sees limited traffic and economic activity. Potential benefits include bringing more foot traffic to existing businesses and building a base for new businesses to be developed.

Bowling Alley

- Address: 24 Washington Street
- Parcel Number: 216.32-1-6
- Owner: High Rock Property, LLC
- Size: 0.69 acres

The former bowling alley site sits on the corner of Washington Street and Bath Street adjacent to the Angelica site. Last operated as a bowling alley in 2014, the site has since been used for storage by the owner, a local developer. The owner is hoping that the development of the Tannery will help expand the downtown core to include this area. The owner previously had plans approved by the Planning Board to redevelop the site as a small retail plaza, but those permits have since expired. The owner is open to alternate redevelopment opportunities.



The bowling alley property as it stands today.

Washington Street Parcels

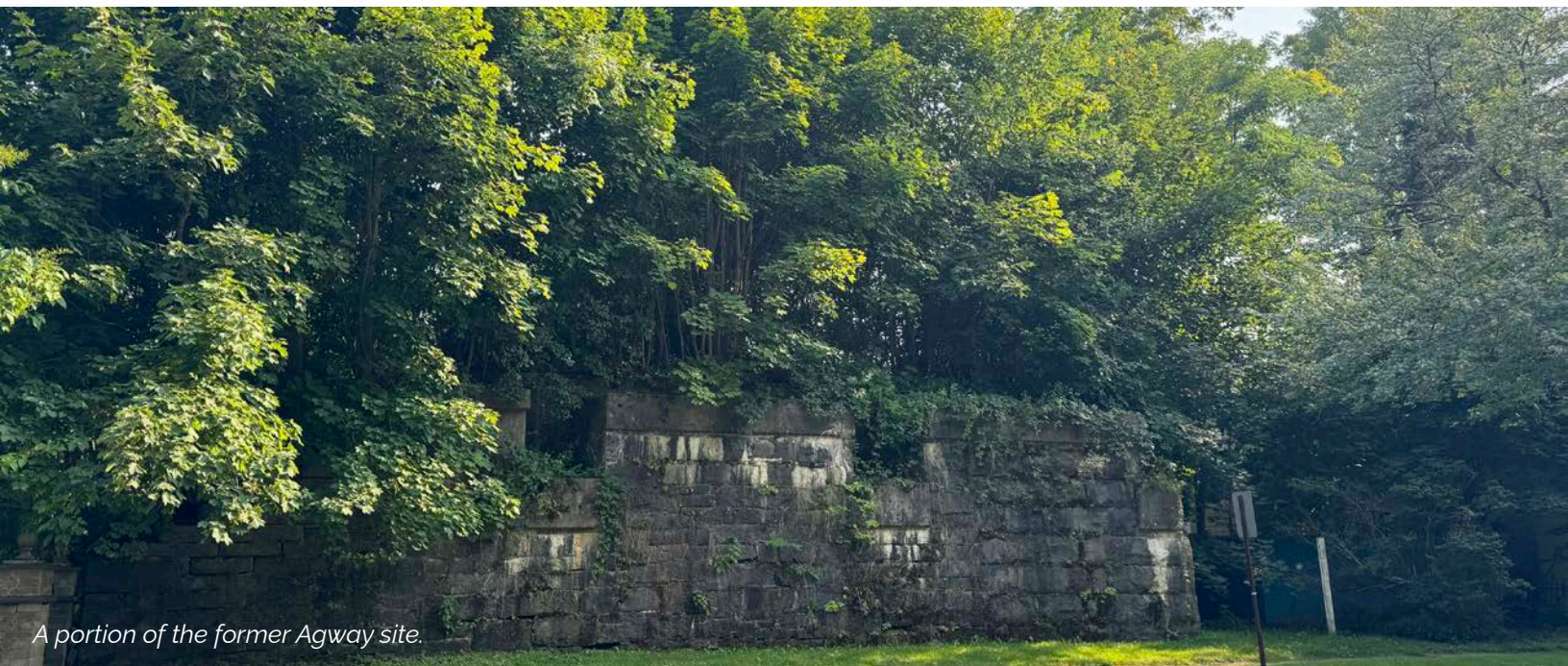
- Address: Washington Street
- Parcel Number(s): 216.31-2-1, 216.32-1-2-2, 216.32-1-62.1
- Owner: Spencer Tacy
- Size: 0.89 acres

Several vacant parcels at the end of Washington Street are owned by a local developer who has been working on plans to construct townhomes on the site. The parcels are all under a single owner and across the street from the Tannery, creating a synergistic opportunity for new development. The area is also close to the waterfront area of Gordon Creek and has the potential to connect to the Jim Tedisco Fitness Trail. During the BOA planning process, the site owner presented a plan to the Village Planning Board to develop the sites with townhomes. The property owner is currently working with the Village to organize a land exchange and land use variance.

The last strategic site in the Downtown Western Expansion area is the site of a former Agway, which was destroyed by a fire in 1977, in addition to two neighboring parcels under common ownership. Since then, the site has been designated a brownfield, underwent remediation, and is now cleared for development. It follows the path of the original railroad that ran through the Village. Its awkward size has previously limited its redevelopment potential. Located just off the downtown area, this site has the potential to encourage and expand economic activity to the west of the downtown core area. Currently, the parcel is vacant and overgrown. During the process of preparing this plan, the site's owner submitted plans to redevelop the site with a mini-self storage business, but no approvals have been granted.

Former Agway and Adjacent Parcels

- Address: Walnut Street, 3 Science Street, and Science Street
- Parcel Number(s): 216.31-3-7, 216.32-1-66, 216.32-1-62.1
- Owner: Spencer Tacy
- Size: 0.67 acres



A portion of the former Agway site.

Additional Sites

Former Skilled Nursing Site

- Address: 149 Ballston Avenue
- Parcel Number: 216-3-9
- Owner: Ballston Two LLC
- Size: 15.83 acres

This site was originally operated as a nursing home by Saratoga County, beginning in 1982. The facility was acquired from Saratoga County in 2014 and began operating as a private facility in 2015 under the name Saratoga Center for Rehabilitation and Skilled Nursing Care ("Saratoga Center"). The Center closed in 2021. The site has remained abandoned since 2021 and is currently listed for sale.

This strategic site is the largest in the study area and has been the focus of multiple Village- and county-wide plans since its closure. The Village's current Comprehensive Plan calls for a "cottage court-style" development on the site with shared greenspaces and parking. While the site owner was not a willing participant in the planning process, given the community's interest in the site's revitalization and its scale, the Advisory Committee felt it was important to include as a strategic site.



The former skilled nursing facility as it stands today.

MASTER PLAN & REVITALIZATION STRATEGY

GOALS

The Master Plan and Revitalization Strategy focus on strategies to achieve the Plan goals. It also includes recommended strategic site development concepts and public projects specifically designed to achieve the Plan's vision and goals. This section describes these projects, as well as supporting programs and policies.

MASTER PLAN

Recommended strategies for the revitalization of the seven strategic sites were developed with the Advisory Committee, reviewed by the public at the second public workshop, and coordinated with willing property owners. The concept plans are presented together in the overall Master Plan, with a description of the specific recommendations for each strategic site provided on the following pages.

STRATEGIC SITES: SITE CONCEPTS

Northern Gateway

The focus of the Northern Gateway strategic site recommendations is to bring pedestrian-scaled design and economic activity to the area. This is accomplished by bringing buildings closer to the street, improving sidewalks and trail conditions, and implementing streetscape improvements. The two strategic sites in the Northern Gateway are the Ocean State Job Lot property and the former Rickett's Dry Cleaners site.



1
Revitalize Vacant and Underutilized Properties



2
Enhance Downtown Vitality



3
Improve Infrastructure & Connectivity



4
Expand Housing Options



5
Celebrate and Enhance Natural and Cultural Resources



LEGEND

Strategic Sites

- 1 HEALTH SERVICES BUILDING
- 2 COMMERCIAL DEVELOPMENT WITH OUTDOOR PATIO SPACE
- 3 MULTI-STORY MIXED USE BUILDING WITH OUTDOOR PATIO SPACE FRONTING ON WATERWAY
- 4 COTTAGE COURT WITH "MISSING MIDDLE" AND MULTI-GENERATIONAL HOUSING
- PLANNED PROJECTS

Other Opportunities

- A IMPROVE NORTHERN GATEWAY WITH TRAFFIC CALMING, STREETSCAPE ENHANCEMENTS, AND A NEW VILLAGE SIGN (ENGINEERING FEASIBILITY STUDY REQUIRED)
- B EXPLORE FEASIBILITY OF INSTALLING MULTI-PURPOSE PATH TO CONNECT TO PATH RECOMMENDED IN MILTON'S COMPREHENSIVE PLAN AMENDMENT
- C TRAFFIC CALMING AND ACCESS MANAGEMENT STUDY
- D IMPROVE STREETSCAPE INTERSECTIONS WITH TRAFFIC CALMING AND PLACEMAKING AT WATER CROSSINGS
- E ADD TRAFFIC CALMING AT INTERSECTIONS THROUGH PLACEMAKING, BUMPOUTS AND IMPROVED CROSSWALKS (ENGINEERING FEASIBILITY STUDY REQUIRED)
- F ADD PEDESTRIAN BRIDGE OVER CREEK AND CONNECT TO OLD IRON SPRING PARK AND TEDISCO FITNESS TRAIL
- G TRAFFIC CALMING AND STREETSCAPE BEAUTIFICATION (ENGINEERING STUDY REQUIRED)
- H INTERPRETIVE TRAIL WITH FOCUS ON THE ROLE OF WATER IN BALLSTON SPA'S HISTORY
- I STREETSCAPE ENHANCEMENTS WITH LANDSCAPE BUFFERS BETWEEN STREETS AND PARKING LOTS

At the Ocean State Job Lot (OSJL) site, this Plan recommends constructing a second building on the site, closer to the street with accompanying landscaping and signage, including a larger sign for the existing OSJL business. Information provided in the community survey and in Committee meetings showed that residents would like to see a medical facility or related operation, such as an urgent care, within the Village. Currently, most residents seek medical care in Saratoga Springs. The site would be well-placed for a medical service provider, being on a main road with ample off-street parking provided.

Not only would a medical facility bring needed services to the area, but it would also draw attention to the pre-existing OSJL building on the site, potentially drawing more people to the store and making the site feel more approachable. The site would feel even more engaging with accompanying landscape improvements in the narrow strip between the property and the road. Several blocks south at the former Rickett's Dry Cleaners, the suggested reuse scenario is a brewery/beer garden with outdoor seating and associated parking. This type of business would help pull economic activity and foot traffic up from Front Street and activate a currently underutilized area of the Village.



Downtown Western Expansion

The focus of the Western Expansion strategic site recommendations is to support the expansion of economic activity from the east end of Front Street down towards Washington and Bath Streets. Expanding activity outside of the downtown core involves improving the condition of the streetwall, implementing pedestrian and bicycle improvements, and ensuring signage and wayfinding structures are clear and have an identifiable brand.

Four strategic sites are located in the Westward Expansion area: the Tannery, former Agway, Washington Avenue Parcels, and the former Bowling Alley. The Tannery is the largest of the sites in the area; this Plan recognizes the importance of this site and opportunities to revitalize the site with a mix of uses, highlight the site's history, and enhance waterfront and trail connections. No site redevelopment concept is provided for the Tannery in this plan because the Village and site owner are actively working on developing a feasible site plan.

Kitty-corner to the Tannery sits the former bowling alley. With the pending revitalization of the Tannery, re-establishing the street wall and introducing a mix of uses on the site becomes critically important. The site reuse concept shows a new two-story structure with commercial space on the first floor and residential units above.



Reuse concept for the bowling alley site.

Across the street at the Washington Street parcels, the vision is to see the site redeveloped with townhomes, a use that is appropriate given that Washington Street is narrow and dead-ends. The homes would have views of the Creek to the north.

Lastly, at the former Agway site, this Plan recommends a multi-story commercial mixed-use development that would fill this vacant site and complement the commercial uses along Front Street. As noted in the strategic sites section, the owner of these sites has proposed projects at each of these sites and therefore no concept plans were developed for inclusion in this plan.



Current conditions at Washington Street parcels.

Former Nursing Facility

Building on the Village Comprehensive Plan recommendation, concept plans for the former Nursing Facility site reflect a consistent need for additional housing heard from residents and stakeholders. The plans show 61 homes, all with greenspace and associated parking. The intent of this development is that it could be a multi-generational community, with housing for young families, seniors, and first-time homebuyers.



Rendering showing the concept for the interior of the cottage court-style redevelopment.

PUBLIC REALM IMPROVEMENTS

Creeks and Bridge Crossings

Throughout the study area, there are many bridge crossings over the Kayaderosseras and Gordon Creeks that are currently overgrown and/or unmarked. One of the goals of this plan is to call attention to these important crossings and to enhance their visual appeal to people traveling through the Village. Water has been a vital part of the Village’s history since its inception, but today, the creeks tend to go unnoticed and provide limited opportunities for engagement and interaction.



Gordon Creek as it runs along Hamilton Street.

Hamilton Street is one such crossing. Hamilton Street was chosen as a strategic location due to its proximity to the Tannery and its current gap in the pedestrian network. The Master Plan concept shows this bridge improved with enhanced pedestrian connections, including wider sidewalks, street lighting, and planters along the bridge railing. These improvements help cultivate a sense of place and serve the additional purpose of slowing traffic. There is also the possibility of installing light fixtures on some bridge crossings, whether it be for holidays or year-round, these installations would further beautify the space while also providing more safety for pedestrians at night.



Hamilton Street redevelopment concept.

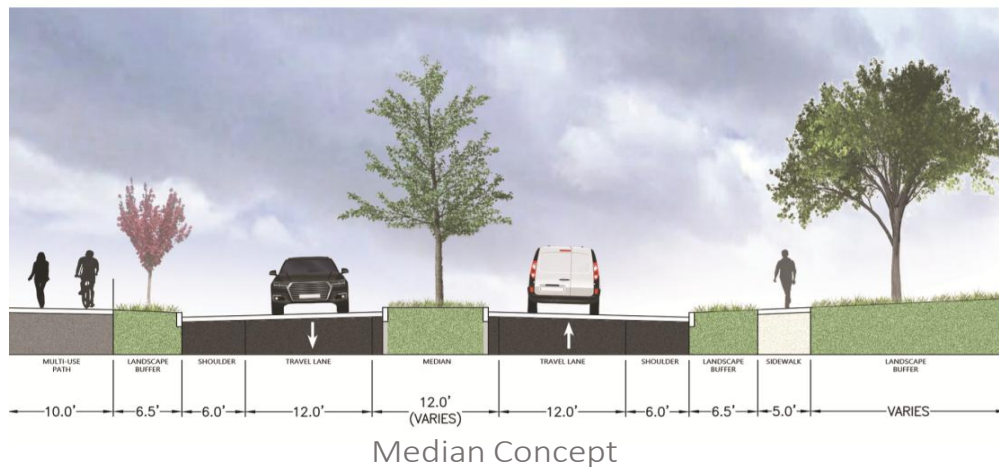
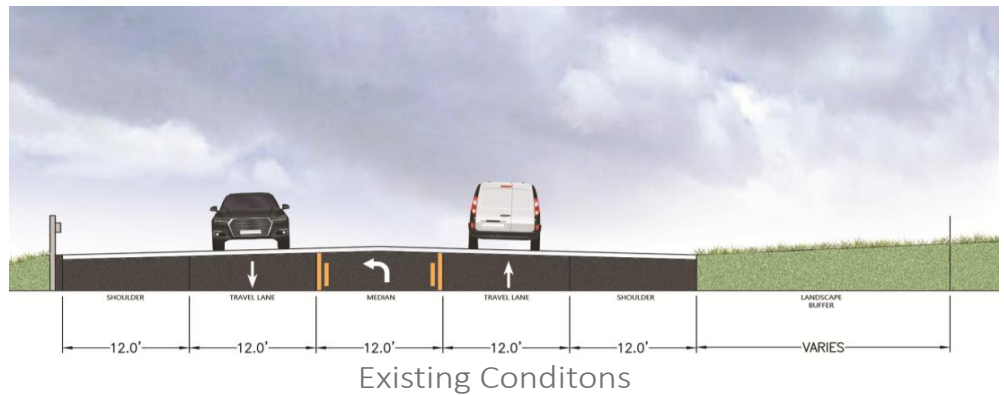
Roadway development concept for Doubleday Ave/Route 50.

INTERSECTIONS AND CROSSINGS

There are several strategic intersections and crossings throughout the study area that were flagged by the Committee and by the public as needing improvement.

Doubleday Avenue/Route 50

The northern gateway of the study area is almost entirely vehicle-oriented with narrow sidewalks that have no buffer from the road, limited street trees and seating options, and few marked crossings. The site redevelopment concepts for OSJL and the Rickett's site include pedestrian improvements like plantings, trees, lighting, and wider street buffers. The Northern Gateway could also benefit from the construction of a landscaped median to help slow traffic along this main thoroughfare.



Doubleday Avenue, Milton Avenue, and South Street

The Doubleday Avenue, Milton Avenue, and South Street intersection itself is oddly shaped and dangerous for cars, bicyclists, and pedestrians. There is limited visibility, and the triangular shape of the intersection leads to traffic congestion during commute hours, further inhibiting opportunities to expand the Village's pedestrian and economic activity into the Northern Gateway.

The vision for this area is one with increased pedestrian connections via sidewalks and crosswalks, better landscaping and protection from the street, and reduced entrances/exits to South Street.

Front Street and Milton Avenue/Route 50

This intersection sees some of the highest traffic levels in the Village and is a key entryway and exit to the Village's downtown. Currently, the crosswalks at this intersection are long with short timers, presenting challenges for pedestrians when crossing. Milton Avenue is also a State-owned road and one of the main arterials that moves traffic through the Village. Although the speed limit on this road is 30 miles per hour, vehicles often travel faster than that, further inhibiting comfortable pedestrian conditions.

The vision for this intersection is to install decorative or raised crosswalks, contingent on DOT approvals. This would slow traffic and encourage drivers to pay attention to pedestrians and bicyclists crossing these busy streets. To prevent wear and tear from winter weather and plowing, it is recommended that the installations be laminated into the pavement or stamped concrete rather than painted or sprayed.

INTERPRETIVE TRAIL, WAYFINDING, AND SIGNAGE IMPROVEMENTS

When designed intentionally to connect public parking areas to primary destinations, interpretive trails can create rich and meaningful placemaking infrastructure that organizes movement while increasing dwell time and local spending. With its strong relationship to existing springs and waterways as well as a rich history of how water served a key role in the foundation and rise of Ballston Spa, the Village has a prime opportunity to leverage its story and enrich visitor and resident experience.

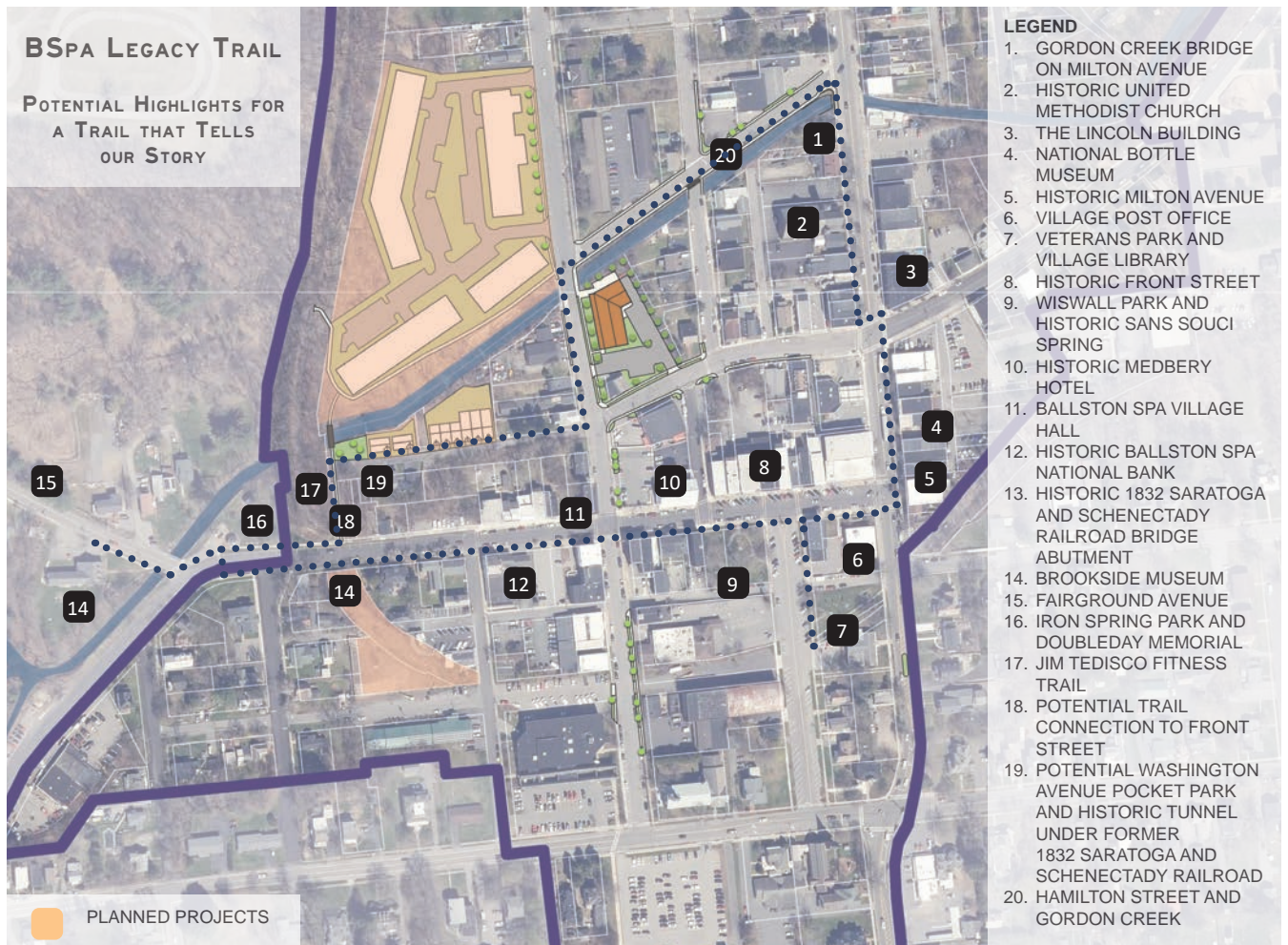
Wayfinding and interpretive nodes encourage visitors to frequent more destinations, prompting them to continue walking rather than return directly to their car. Frequent points of interest can also reassure visitors that parking is convenient and nearby, reducing the perceived distance.

Building on Local Destinations and Events

Visitors are often drawn to historic downtowns with a network of parks and interpretive sites because they offer a distinctive, human-scaled experience that blends culture, comfort, and authenticity.

Interpretive trails support this appeal by providing a curated, slower-paced, and more relaxed way to explore a place. When these trails connect the built environment with natural amenities - such as parks and tree-lined streets-they enhance pedestrian comfort and strengthen the overall desirability of the Village. Ballston Spa's Village core is rich in local destinations.

Examples of connecting trails to local destinations include potential improvements at **Wiswall Park** located in the Village core on Front Street. The Park is programmed year-round with events like the farmers market and annual Christmas tree lighting which position it as a key stop along a BSpa Legacy Trail or interpretive loop, an idea that was developed throughout the BOA planning process. This would help funnel pedestrian traffic to nearby storefronts and cultural attractions reinforcing downtown vitality. Extending the interpretive trail to include **Veterans Park** (situated between the Village Post Office and the Ballston Spa Public Library) would add an additional layer of civic history to the walking experience while encouraging greater pedestrian activity along Milton Avenue and Front Street. **Old Iron Spring Park** is another local landmark that could act as a key destination on the Legacy Trail and would further pull pedestrian traffic to the western end of Front Street.



The **Jim Tedisco Fitness Trail** is another existing asset that could be included in the wider Legacy Trail. The main entry to the trail is on Front Street while Prospect Street offers a fully accessible entrance. However, there are currently no sidewalks on Prospect Street. If sidewalks were added, the Trail could serve as part of a larger, expanded interpretive loop. An existing easement and informal "cow path" created by local walkers already connects the end of Washington Street to the primary entrance of the Jim Tedisco Fitness Trail, demonstrating demand for this connection. Building upon the planned sidewalk improvements on Washington Street and formalizing this trail linkage would strengthen pedestrian connectivity, enhance access to natural and recreational assets, and add additional layers of interest and history to the interpretive trail network.

As mentioned in the prior pages, there are many locations throughout the Village core where bridges cross important waterways that played key roles in the history of the Village. There are four that cross **Gordon Creek** and could be visually celebrated as part of the interpretive trail and Village branding, especially the bridge where Milton Ave crosses Gordon Creek. With a long row of on-street parking that supports Village businesses and attractions, **Hamilton Street** could be significantly improved as a pedestrian corridor and key segment of the interpretive loop.



- LEGEND**
1. PARK ENTRY WITH INTERPRETIVE SIGNAGE
 2. VIEWING AREA FOR GORDON CREEK AND STONE TUNNEL (NATURALIZED GRAVEL PATH WITH LOG AND/OR STUMP SEATING)
 3. VIEWING AREA WITH SWINGING BENCH AND ROPE NEST
 4. BOARDWALK VIEWING PLATFORM FOR ACCESS TO WATER AND VIEW THROUGH TUNNEL (COULD BE EXTENDED AS A BRIDGE TO FORMER TANNERY SITE)
 5. RESTORE AND STABILIZE SHORELINE WITH GREEN INFRASTRUCTURE
 6. RETAIN AS MANY EXISTING TREES AS POSSIBLE AND PLANT NEW TREES FOR IMPROVED HABITAT
 7. STONE-LINED TUNNEL UNDER FORMER HISTORIC SARATOGA AND SCHENECTADY RAILROAD LINE
 8. FORMER PEDESTRIAN TUNNEL COULD BE OPENED AND FENCED FOR VIEWING OR POTENTIALLY AS A PEDESTRIAN CONNECTION
 9. WAYFINDING AND INTERPRETIVE SIGN FOR CONNECTING TO FRONT STREET
 10. NATURALIZED GRAVEL PATH WITH WOODEN STEPS TO CONNECT TO FRONT STREET (LIKELY TOO STEEP FOR ACCESSIBLE PATH, BUT WASHINGTON STREET OFFERS ACCESS)



Tunnel along Gordon Creek near the Jim Tedisco Fitness Trail.



Front street entrance to the Jim Tedisco Fitness Trail

PUBLIC AND PRIVATE PARKING LOT, AND PEDESTRIAN IMPROVEMENTS

Parking that Prioritizes Pedestrian Connections

Parking plays a vital role in sustaining the mixed-use environment of village centers, but pedestrian circulation is equally as important and should be fully integrated into parking policy and design. Ballston Spa supports a robust mix of restaurants and retail businesses concentrated along Front Street and Milton Avenue (Route 50), with additional activity distributed throughout the surrounding street network between the Kayaderosseras Creek and High Street. The Saratoga County Office Complex, located just north of West High Street, functions as a major employment and service anchor, and improved pedestrian connections are critical to translating this activity into increased support for Village businesses.

Inviting Pedestrian Connections as Economic Drivers

High-quality pedestrian connections enhance walkability and economic performance by encouraging longer stays and greater engagement with local businesses. Good pedestrian connections are not just sidewalks - they are well-designed, continuous, and integrated systems that safely and comfortably connect people to destinations. When properly designed and constructed, they extend the economic reach of businesses, reduce reliance on short vehicle trips, and strengthen the overall vitality of village and downtown environments. Important considerations include safety, comfort, continuity, wayfinding, and placemaking. In village centers where there is a higher concentration of buildings and pavement, and pedestrian activity is largely concentrated adjacent to street networks, trees are especially important for calming traffic and providing much needed shade.



Example of the use of shade trees in a parking lot. This makes the lot much more attractive and helps minimize its contribution to the urban heat island effect.



This sidewalk layout is intended to buffer and connect public parking lots in and around the downtown, thereby prioritizing pedestrians and making the parking and shopping experience more inviting.



Example of landscaped buffers and decorative fencing. This helps to screen the adjacent cars, provide shade for pedestrians, and maintain a sense of height in the absence of a building at the street wall.

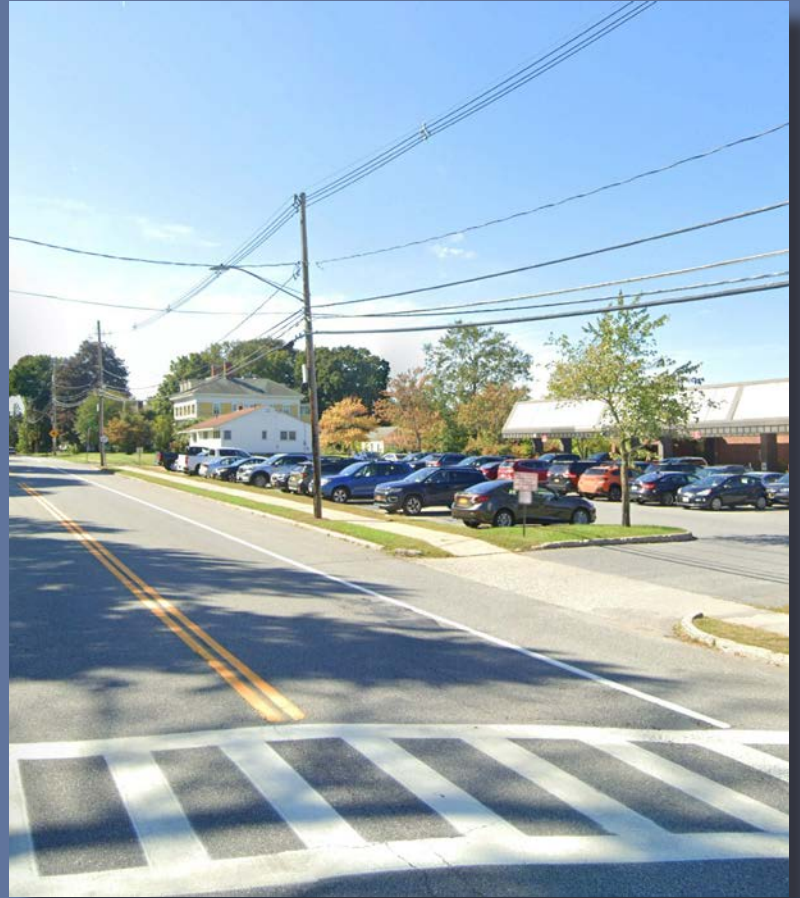
PARKING DESIGN RECOMMENDATIONS

General

- **Location:** When possible, parking should be located to the rear or side of the primary structure.
- **Shared Parking:** Shared parking between two or more uses that have peak demand at different times should be encouraged.
- **Parking Networks:** Parking lots of neighboring properties should be physically connected when possible to reduce curb cuts.
- **Entry/Exit Consolidation:** When possible, entries and exits should be consolidated to reduce curb cuts and conflicts with pedestrians.
- **Corner Lots:** Street corners capture the highest pedestrian visibility and foot traffic and should be avoided for parking lots whenever possible as this increases the gap in the streetwall and adds to discontinuity. If a lot is located on a corner, the main entry should be from a side street if possible to minimize curb cuts and conflicts with pedestrians in village centers.
- **Historic Buildings:** Buildings that are architecturally significant add character and a sense of place to communities and should not be demolished to provide off-street parking.

Street Trees

- **Green Infrastructure:** In addition to improving the overall appearance of parking lots, trees help mitigate the stormwater runoff and excess heat created by pavement. Larger shade trees provide the greatest benefit and are preferred when possible.
- **Shade Trees:** Large trees should line the perimeter of parking areas, located a minimum of approximately 40' on center. Trees should be planted on the interior of parking areas at a rate of one tree for every ten parking spaces and should be evenly distributed. Trees should be a minimum of 2.5" in caliper.
- **Planting Under Utility Lines:** Smaller trees such as understory or flowering trees should be used in instances where the trees fall under or immediately adjacent to overhead utility lines. Utility companies will sometimes reimburse costs for planting the appropriate trees under utility lines.



50 West High Street in Ballston Spa. With no street trees, landscape buffer, or decorative fencing, parking plays a more visually prominent role in the streetscape and makes the sidewalk hot and uninviting.



Median dividing the parking lot at the Rensselaer Amtrak Station. Decorative fencing supplements the division of space.

Perimeter Screening

- **Perimeter Landscaping:** Parking lots visible from the public realm should be physically screened to extend the street wall and visually mitigate the cars and expanse of pavement. Options include:
 - » *Landscape Bed:* Landscape beds are preferable as they also reduce stormwater impacts, help mitigate the urban heat island effect, increase biodiversity, and add to the attractiveness of their location. Beds should be a minimum of four feet wide to provide better growing conditions.
 - » *Decorative Fence:* Decorative fencing works well in combination with landscaping and can help maintain a sense of the street wall. In instances where parking is extremely limited and only a small parking area can be accommodated, decorative fencing can be used. In such cases, integrating it into a six-foot-wide sidewalk and including curb stops behind it can help to protect the fence from being damaged by adjacent parked cars.
 - » *Decorative Wall:* Low (three-four feet) architectural walls such as stone walls, stone-veneer walls, and segmental block walls can help maintain the sense of a street wall, provide added traffic calming, and add to the aesthetic of the street edge, making the adjacent sidewalk much more inviting. Long expanses of blank walls with no landscaping should be avoided.
 - » *Planted Berm:* Berms can be an effective way to screen large parking lots, but are not appropriate for dense, commercial centers where greenspace is needed for stormwater mitigation and mulch runoff could negatively impact sidewalks.

Interior Landscaping

- **Divider Islands:** Large expanses of paved surfaces should include interior landscape islands to soften the visual impact and provide shading and cooling. Landscape areas should be a minimum of four feet wide. Divider islands should be provided at row ends and within rows when the parking includes more than ten spaces.



Landscape buffer with trees, decorative fencing, and architectural wall helps to draw focus to the sidewalk and minimize the visual impact of the expanse of pavement in the parking lot.



Large expanses of parking lot with no sidewalks or buffer, particularly on corners, visually detract from an area and can be a deterrent to walking.

SUPPORTING POLICY AND PROGRAMMATIC RECOMMENDATIONS

The following policy and programmatic recommendations are organized according to the five established goals and are designed to work in concert with the strategic site redevelopment concepts and Master Plan improvements. These recommendations provide the regulatory framework, incentive structures, planning tools, and programmatic initiatives necessary to support implementation. Each recommendation identifies specific actions the Village can take to advance the BOA Plan's objectives, create a more favorable environment for private investment, improve quality of life for residents, and position Ballston Spa to compete successfully for state and federal implementation funding.



1 Revitalize Vacant and Underutilized Properties

Recommendation 1.1: Create incentives for adaptive reuse of historic buildings and redevelopment of vacant lots.

Ballston Spa's historic character is a defining asset, yet it also presents a revitalization challenge. The BOA inventory and analysis identified 89 parcels totaling 68.12 acres (approximately 35% of the study area) as vacant, abandoned, underutilized, or suspected brownfield sites. Many of these properties are in the Village's historic downtown core, where buildings dating predominantly from before 1950 create the architectural and hometown charm that residents value most. However, the age and condition of these structures can create financial barriers to rehabilitation, particularly when properties have sat vacant for extended periods or require costly building systems upgrades to meet modern codes. Historic preservation is not merely an aesthetic concern. It is fundamental to maintaining Ballston Spa's competitive advantage in attracting residents, visitors, and investment. Today's challenge is to ensure that historic buildings remain economically productive rather than becoming liabilities that detract from community vitality.

Creating financial incentives for adaptive reuse and redevelopment of vacant lots addresses multiple BOA objectives simultaneously. First, it removes economic barriers that prevent property owners from rehabilitating historic structures. Second, it promotes the mixed-use development pattern identified in community surveys and the Comprehensive Plan,

particularly the creation of residential units on upper floors of commercial buildings and infill development. These strategies increase downtown activity, support local businesses, and expand housing options. Third, it preserves the architectural integrity that community members identified as critical to Ballston Spa's character during public workshops.

Strategies:

- 1. Pursue National Register of Historic Places district designation** to unlock access to state and federal historic preservation tax credits (20% federal tax credit and up to 30% New York State tax credit for income-producing properties), grant funding, and preservation incentives. While the Village has had a local historic district since 1999, expanding or formalizing National Register designation, potentially to include a Downtown Historic District for Commercial Buildings as suggested in public feedback, would provide property owners with financial tools to offset rehabilitation costs.
- 2. Apply for grant funding to support façade renovations, renovation of interior commercial spaces, and creation of residential units on upper floors.** The New York Main Street Program provides grants and loans specifically for downtown building rehabilitation in communities with populations under 100,000, making Ballston Spa an ideal candidate. This program can fund exterior improvements, accessibility upgrades, and conversion of upper floors to residential use.

3. **Apply for NY Forward, Restore NY, and/or NY Main Street funding to support comprehensive site revitalization.** Building on the Village's previous NY Forward application efforts, achieving BOA designation will significantly strengthen future applications by demonstrating community consensus, providing detailed site-specific redevelopment concepts with improved project readiness, and establishing clear implementation priorities. BOA-designated communities receive priority consideration in these competitive programs. Restore NY Communities Initiative complements these efforts by funding demolition, deconstruction, rehabilitation, and reconstruction of vacant, abandoned, or condemned properties. This is particularly valuable for the most challenging sites identified in the BOA inventory where building conditions may require more intensive rehabilitation. The NY Main Street program includes a category for Downtown Anchor projects, providing matching grants to building owners for renovation of a standalone, single site project. These funds are intended to help establish or expand cultural, residential, or business anchors that are key to local revitalization efforts through substantial renovations.

Recommendation 1.2: Develop an inventory of available sites and market them to developers.

Even with financial incentives in place, redevelopment cannot occur without developer interest and engagement. Not all developers are familiar with Ballston Spa's opportunities, aware of which properties are available for sale or redevelopment, or have basic information needed to evaluate project feasibility. This information gap can pose a barrier to investment, particularly for smaller local or regional developers. Creating a comprehensive inventory and marketing strategy removes these barriers and actively positions Ballston Spa as development-ready to the private sector.

This recommendation directly supports and leverages the incentives established in Recommendation 1.1. While historic preservation tax credits, grant programs, and other financial incentives make projects more economically viable, developers must first know about these opportunities and understand how to access them. A well-crafted site inventory serves as the critical bridge between available properties and interested developers, ensuring that the incentive programs established in Recommendation 1.1 translate into actual project activity. The inventory should highlight which properties are eligible for historic preservation tax credits, located within the BOA for enhanced Brownfield Cleanup Program (BCP) benefits, or suitable for grant programs like NY Forward and Restore NY.

Strategies:

1. **Establish a comprehensive inventory of available sites.** Building on the strategic sites identified through the BOA process, create and maintain a database of all properties available for sale or redevelopment within the study area. The inventory should include essential information for each property: ownership and contact information, current zoning and allowable uses, site dimensions and acreage, existing structures and conditions, known environmental status or brownfield designation, available infrastructure connections (water, sewer, utilities, broadband), tax parcel information, and current asking price (if applicable). Establish a process for regularly updating the inventory as properties become available or are sold.
2. **Develop professional marketing materials.** Create strategic site profiles or prospectuses for priority redevelopment properties that present comprehensive information in an attractive, developer-friendly format. Each profile should include site photographs, location maps, property specifications, conceptual development scenarios consistent with the BOA master plan, and detailed information about financial incentives available for the property, including historic preservation tax credits, BOA tax credit enhancement for sites participating in the Brownfield Cleanup Program (BCP), applicable grant programs, and any local incentives or expedited permitting processes. Develop both print materials for distribution at events and digital versions for the Village website. Create a general marketing brochure that showcases Ballston Spa's advantages as a development location, including its historic character, proximity to Saratoga Springs and the Capital Region, walkable downtown, and comprehensive incentive package combining BOA benefits with historic preservation programs.
3. **Conduct targeted outreach to developers and investors.** Use the inventory and marketing materials to proactively engage the development community through multiple channels. Organize developer roundtables or site tours that showcase available properties and explain the financial advantages of developing in a BOA-designated area with historic preservation incentives. Attend regional development conferences, real estate industry events, and preservation-focused forums to market Ballston Spa's opportunities to developers who specialize in historic rehabilitation, brownfield redevelopment, or mixed-use downtown projects.

Recommendation 1.3: Streamline development processes and improve regulatory clarity.

Even with attractive financial incentives and available properties, the complexity and unpredictability of the development approval process can deter investment. Developers consistently cite regulatory uncertainty, confusing application procedures, lengthy review timelines, and difficulty obtaining clear information as significant barriers to project feasibility, particularly for smaller developers and local entrepreneurs who may lack experience navigating municipal processes.

This recommendation complements recommendations 1.1 and 1.2. Financial incentives attract developer interest, marketing materials provide project opportunities, but regulatory clarity and efficient processes close the deal. By removing procedural barriers and providing clear guidance, the Village signals that it is a genuine partner in redevelopment that values private investment and will work collaboratively to bring quality projects to fruition. For BOA strategic sites, expedited review processes add tangible value to the designation and demonstrate Village commitment to priority projects that advance the community's vision.

Strategies:

1. **Create a comprehensive developer handbook** that outlines existing zoning regulations, required approval processes, step-by-step application procedures, available incentives and tax credit programs, contact information for Village staff and boards, typical review timelines, and answers to frequently asked questions. This single resource reduces confusion and demonstrates that Ballston Spa is organized and business-friendly.
2. **Develop a citizen's guide to land use, planning, and development** that provides clear, accessible instructions for property owners navigating local approval processes and zoning requirements. Update all zoning permit application forms with clear instructions and references to the citizen's guide. This broader outreach ensures that local property owners, who may become redevelopment partners, understand the process.
3. **Adopt criteria for streamlined review processes** for redevelopment projects on priority strategic sites identified in the BOA plan or any applicant who meets defined thresholds such as the provision of public infrastructure improvements or consistency with adopted design standards. This could include pre-application conferences, concurrent (rather than sequential) reviews, and reduced timelines where feasible.



Corner of Spring and Washington Street.



Enhance Downtown Vitality

Recommendation 2.1: Diversify and strengthen the downtown business mix.

A vibrant downtown requires more than just occupied storefronts. It needs a mix of businesses that serve diverse needs, draw people throughout the day and evening, and create reasons for both residents and visitors to linger. The planning process identified several gaps in Ballston Spa's current business landscape, particularly the desire for more restaurants and cafes, entertainment venues, youth-oriented spaces, and activities that extend beyond typical business hours. Currently, much of downtown quiets significantly in the evenings, creating missed opportunities for economic activity and social connection. This pattern is common in small downtowns but runs counter to the vision of a truly vibrant, active community core.

Encouragingly, the BOA planning process revealed that several property owners within the target area are actively working on projects that align with the community's vision, including plans for new restaurants with outdoor dining areas and arts venues that would host live music and performances. These emerging projects demonstrate both market interest and the potential for downtown Ballston Spa to evolve into the evening-activated, experience-rich destination that residents envision. Supporting these entrepreneurial efforts and encouraging similar ventures through targeted incentives will be critical to building momentum for downtown transformation.

Third places are described as gathering spots beyond home and work where people connect informally and build community. This concept is particularly relevant to this recommendation. Third places are described as the "societal glue" that binds people together to construct communities. For Ballston Spa, with its identified roots in its close-knit community feel and hometown charm where people take care of one another, third places are essential infrastructure for maintaining and strengthening these social bonds. Cafes where neighbors meet for coffee, restaurants where families gather for dinner, music venues where residents discover shared interests, artisan workshops where people learn new skills together are the types of businesses that transform a collection of buildings into a community hub. They provide opportunities for long-time residents to maintain connections and for newcomers to establish themselves within the social fabric of the village.

Diversifying the business mix serves multiple BOA objectives simultaneously. It increases foot traffic, which supports all downtown businesses. It activates buildings and streetscapes that may currently be underutilized. It creates the vitality that attracts additional investment and makes downtown living more appealing, supporting housing goals. Most importantly, it reinforces the "Village of Friends" identity that residents value, ensuring that Ballston Spa's downtown remains a place where community connections flourish naturally through daily life.

Strategies:

1. Support and expand the variety of local businesses, restaurants, and cafes to create a vibrant downtown that serves both residents and visitors through targeted recruitment and business development initiatives.
2. Target experience-based businesses that attract and enhance downtown vitality (restaurants, entertainment venues, artisan workshops, cultural facilities) through incentives such as tax abatements, façade improvement grants, and expedited permitting. These businesses function as third places and deserve special priority in Village economic development efforts.
3. Work with the Ballston Spa Business & Professional Association to establish a comprehensive support system for local entrepreneurs, including business incubation space, micro-loan programs, technical assistance and mentoring, and marketing and promotional support.
4. Apply for microenterprise grants to support small business development, particularly for entrepreneurs launching the types of gathering places and experience-based businesses the community desires.
5. Execute the marketing strategy from the Economic Development Plan to promote Ballston Spa as a destination for both visitors and prospective business owners, emphasizing the Village's unique character and supportive business environment.

Recommendation 2.2: Create vibrant public spaces and programming.

While private businesses serve as important third places, public spaces and community programming play an equally vital role in creating opportunities for informal social connection. The vision for Ballston Spa emphasized the need for more gathering spaces, particularly youth-oriented venues, and activities that keep downtown active into evening hours. Public spaces (parks, plazas, streetscapes, and event venues) offer something that commercial establishments cannot: free, accessible places where all community members can gather regardless of their ability to make purchases. These spaces are where festivals happen, children play, neighbors chat on benches, public art sparks conversations, and the community comes together.

The Village has already taken significant steps toward enhancing its public gathering spaces. The Wiswall Park renovation on Front Street transformed a key community event space with new amenities, including a pavilion, improved pedestrian walkways, enhanced landscaping, a relocated fountain, and flexible vendor access areas. This investment demonstrates the Village's commitment to creating high-quality public spaces that can host a variety of programming. Building on this momentum, additional opportunities exist to activate spaces more fully through programming and to create new gathering places that serve diverse community needs, particularly for youth. Public workshop feedback strongly supported public art installations, lighted alleys, street trees and green infrastructure. These preferences reflect an understanding that vibrant public spaces require both physical infrastructure (seating, lighting, landscaping, art) and regular activation through events and programming.

Well-designed and programmed public spaces also support the success of downtown businesses by attracting people to the area and encouraging them to stay longer. Public space activation and business vitality are mutually reinforcing, together creating the active, welcoming downtown that defines Ballston Spa's identity.

Strategies:

1. Develop programming and infrastructure to support year-round community events and activities in downtown public spaces, ensuring that these spaces function as third places where community members of all ages can gather, connect, and build relationships. Leverage the renovated Wiswall Park as a flagship venue for festivals, concerts, markets, and community celebrations while also identifying additional locations that can host smaller-scale programming.
2. Create more gathering spaces and youth-oriented venues that remain active into the evening hours, addressing the identified need for places where young people can develop their own sense of community and where residents can engage beyond traditional business hours. Consider pocket parks, enhanced streetscape seating areas, and partnerships with schools or community organizations to provide supervised youth activities downtown.
3. Install artwork in the public realm, including downtown streetscapes and public parks, to enhance visual interest, spark conversation, and reinforce Ballston Spa's identity as a creative, culturally engaged community.



New business owned by the Speckled Pig on Washington Street.

Recommendation 2.3: Enhance downtown identity and navigation.

A cohesive visual identity and clear wayfinding system are essential tools for creating a sense of place and helping people, both residents and visitors, discover and navigate downtown amenities. Ballston Spa has a strong foundation of historic character and community identity, but without consistent branding and strategic wayfinding, visitors may miss key attractions, and even residents may be unaware of all that downtown offers. The vision emphasizes hometown charm and walkability, but these qualities must be communicated visually and spatially to be fully experienced. Together, branding and wayfinding help transform individual businesses and sites into a cohesive district.

The BOA planning process included development of a comprehensive signage system that includes gateway signs at Village entry points, pole banners along key corridors, wayfinding kiosks with maps and directional information, and identification signs for the historic district and key destinations. These coordinated elements will work together to create a unified visual identity while helping people navigate to parks, trails, museums, parking areas, and other amenities. Implementation of this system will mark a significant step forward in making downtown Ballston Spa more accessible and inviting.

Strategy:

1. Implement the comprehensive signage and wayfinding system, including gateway signs, pole banners, wayfinding kiosks, historic district markers, and directional signage that highlights local amenities and improves navigation. The system should reinforce Ballston Spa's "Village of Friends" identity and historic character while making the downtown more accessible and inviting for both residents and visitors. Prioritize installation at key entry points and high-traffic areas, with phased expansion throughout the BOA study area as funding becomes available.

**Improve Infrastructure and Connectivity****Recommendation 3.1: Expand pedestrian and bicycle connectivity.**

A truly walkable, bikeable community requires more than sidewalks. It needs a comprehensive network of safe, comfortable pedestrian and bicycle routes that connect people to destinations throughout the village and beyond. Walkability is identified as one of Ballston Spa's core strengths and a defining characteristic of its downtown character. However, there are opportunities to make improvements by addressing accessibility barriers, filling gaps in the network, and creating connections to the Zim Smith Trail.

The Village has already made progress implementing its Bicycle and Pedestrian Plan. An ADA Transition Plan was recently completed, and the Village has identified implementation of the recommendations as

a priority over the next several years. Implementation of these improvements will strengthen the downtown's walkable core while extending safe pedestrian and bicycle access to nearby neighborhoods and community facilities.

Particularly important is the connection to the Zim Smith Trail, whose trailhead is located at the southeast boundary of the Village. As regional plans advance to extend the Zim Smith Trail from Ballston Spa to Saratoga Springs through Saratoga Spa State Park, ensuring clear, safe connections from downtown to the trail becomes increasingly critical.

Beyond implementing planned sidewalk and trail connections, addressing specific problem areas through targeted engineering studies will resolve safety concerns and improve traffic flow.

The intersection of Doubleday Avenue, Milton Avenue, and South Street represents one such challenge, where multiple streets converge in a configuration that can be confusing for drivers and hazardous for pedestrians. Improving this gateway intersection through access management and traffic calming measures will enhance both safety and the arrival experience for those entering the downtown core from the north.

Strategies:

1. **Continue systematic implementation of the Bicycle and Pedestrian Plan**, prioritizing projects identified through community input, including sidewalk connections, pedestrian crossing improvements on Route 50, bus stop enhancements, sidewalk maintenance and repair, and circulation improvements in the Central Business District.
2. **Develop clear, safe pedestrian and bicycle connections from downtown to the Zim Smith Trail**, supporting the Village's role as a gateway to regional trail networks and capitalizing on plans to extend the trail to Saratoga Springs. Consider wayfinding signage, streetscape improvements, and dedicated bike lanes or shared-use paths that make the connection intuitive and comfortable for users of all ages and abilities.
3. **Complete a transportation engineering study for the intersection of Doubleday Avenue, Milton Avenue, and South Street** with a focus on access management and traffic calming. Use study findings to design and implement improvements that enhance pedestrian safety, improve traffic flow, and create a more welcoming gateway to downtown.

Recommendation 3.2: Strengthen water, sewer, and stormwater infrastructure

Adequate, reliable utility infrastructure is fundamental to downtown revitalization, yet it often receives attention only when systems fail. Water main breaks, sewer capacity constraints, and stormwater management challenges can prevent building rehabilitation, limit new development, and increase costs for property owners.

The BOA planning process has already taken important steps by digitally mapping water and sewer systems within the study area and initiating development of a water system model. Initial work has also been completed addressing sanitary sewer cross-connections and failing catch basins. However, a comprehensive stormwater system audit is still needed to fully understand infrastructure capacity and identify necessary improvements. This planning work must translate into systematic infrastructure upgrades, particularly to address gaps that could constrain redevelopment and revitalization.

Infrastructure investment may not be as visible or exciting as new buildings or public spaces, but it is the foundation that makes everything else possible. By investing proactively in infrastructure assessment and improvement, the Village removes barriers to private investment and demonstrates its commitment to supporting long-term downtown vitality.

Strategy:

1. **Continue comprehensive assessment and systematic improvement of water, sewer, and stormwater infrastructure.** Utilize the digital mapping completed during the BOA planning process and the water system model currently under development, along with a stormwater system audit to identify priority areas for upgrade, infrastructure needs, capacity constraints, and opportunities for system improvements. Incorporate water, sewer and stormwater system needs into the capital improvement planning process described in recommendation 3.4. Coordinate utility improvements with streetscape enhancement projects to maximize efficiency and minimize disruption.
2. **Implement green infrastructure and nature-based stormwater solutions.** In public places and along streetscapes, integrate rain gardens, bioswales, permeable pavement, street trees, and enhanced landscaping into public improvement projects to capture and filter stormwater while creating attractive, functional greenspaces. Prioritize green infrastructure in areas with known drainage issues and in downtown where beautification supports economic development goals. Apply for NYS Environmental Facilities Corporation (EFC) Green Innovation Grant Program (GIGP) and other funding that supports innovative stormwater management.

Recommendation 3.3: Improve parking accessibility and management.

Parking is often one of the most contentious downtown issues, with business owners fearing insufficient parking will deter customers while residents and planners recognize that excessive parking undermines walkability and consumes valuable land. Finding the right balance requires moving beyond anecdotal perceptions to data-driven understanding of actual parking

supply, utilization patterns, and management strategies. The Village has initiated a parking inventory, which is the essential first step in developing an effective parking management approach.

Strategy:

1. **Complete the parking inventory currently underway and use findings to develop a comprehensive downtown parking management plan.** The plan should analyze parking supply and demand patterns, identify opportunities to improve parking efficiency through better signage and wayfinding, establish appropriate time limits and enforcement mechanisms for on-street and public parking lots, and make recommendations for addressing any identified gaps in parking availability. Include consistent, attractive parking signage as part of the broader wayfinding system developed under Recommendation 2.3. Consider shared parking agreements and public-private partnerships.

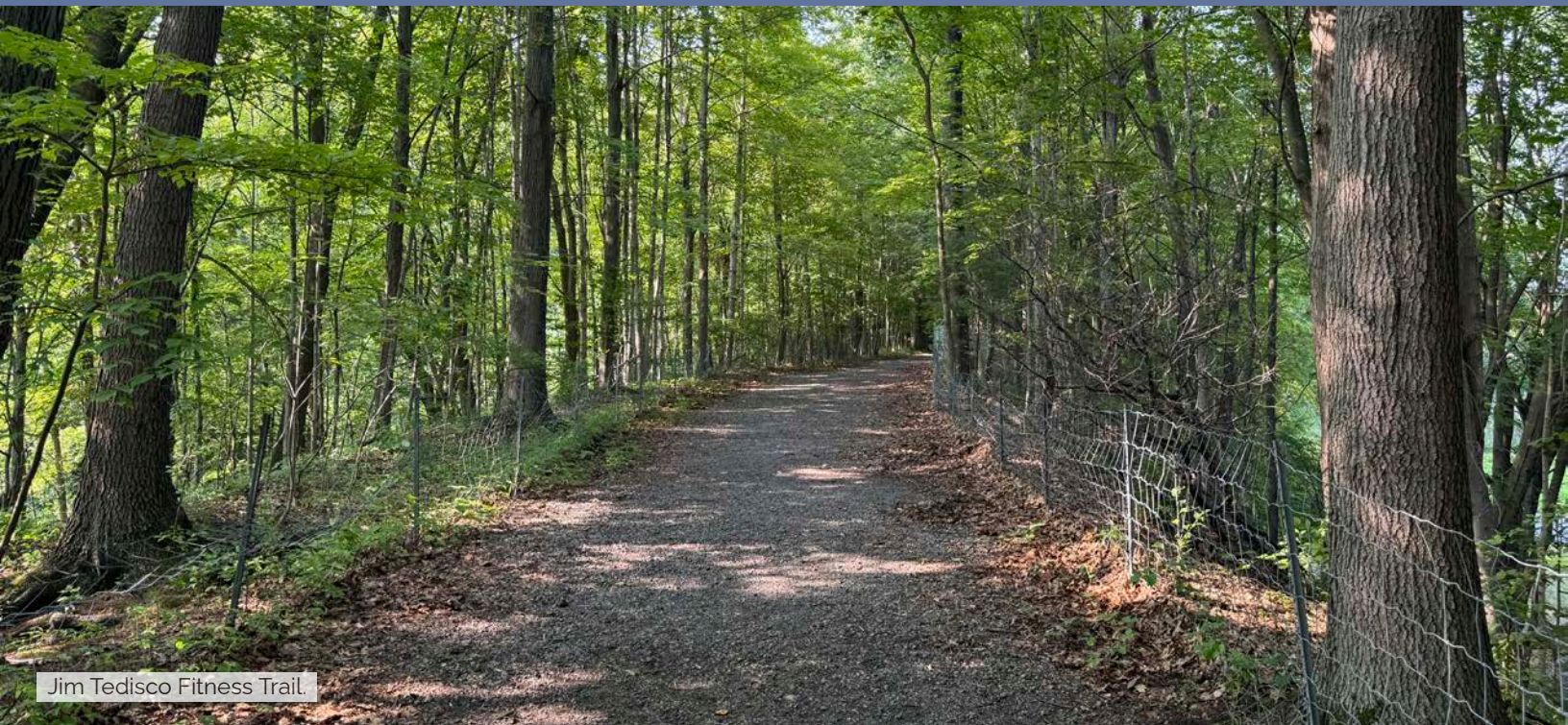
Recommendation 3.4: Establish a comprehensive capital improvement planning process.

A comprehensive Capital Improvement Plan (CIP) serves as the roadmap that coordinates all infrastructure investments, establishes priorities based on need and community benefit, identifies funding sources, and creates a predictable schedule for improvements.

An effective CIP does more than list projects and costs. It connects infrastructure investments to the Vision and Goals established in this BOA Plan and the broader Comprehensive Plan. It coordinates timing so that multiple improvements can be bundled efficiently. It provides the documentation and planning that strengthens grant applications and helps the Village compete successfully for state and federal infrastructure funding. Most importantly, it creates a transparent, publicly accessible framework that helps residents understand infrastructure needs, priorities, and costs.

Strategy:

1. **Update the Village's Capital Improvement Plan** to reflect priorities identified through the BOA planning process, coordinate implementation of water, sewer, stormwater, pedestrian, bicycle, and parking infrastructure improvements, and establish a multi-year schedule for capital projects with identified funding sources. Ensure the CIP is regularly updated and includes community input in priority-setting. Use the CIP to demonstrate project readiness when applying for state and federal infrastructure grants.



Jim Tedisco Fitness Trail.



Expand Housing Options

Recommendation 4.1: Expand and improve housing options to serve residents of all ages and income levels.

The Village's housing stock has grown minimally over the past two decades, with approximately 82 units added since 2000. This represents a 3% increase that lags far behind Saratoga County's 23% growth rate. The Village needs strategies to both expand housing options and preserve neighborhood quality. Community engagement revealed strong support for housing diversity, including live-work units, townhouses, small multifamily, and senior housing. Recent developments demonstrate market demand, including the Dominic Hollow Apartments, completed in 2022, and the recently proposed Tannery Commons Development project on Bath Street. However, these larger-scale developments must be complemented by strategies that address the full spectrum of housing needs.

Strategies:

1. **Promote development of missing middle housing types**, including duplexes, townhouses, senior housing, and small multifamily buildings that provide housing for residents of all ages and income levels.
2. **Encourage upper-floor residential conversions in downtown mixed-use buildings** to activate underutilized space above ground-floor commercial uses. Apply for NY Main Street Program grants as described in Goal 1, Recommendation 1.1, Strategy 2.
3. **Support the rehabilitation of existing housing stock** to maintain neighborhood character while improving quality. Identify priority neighborhoods for housing rehabilitation and secure grant funding such as NYS Homes and Community Renewal Community Development Block Grant (CDBG) program to assist property owners with repairs and improvements. Partner with NYSERDA programs and utility companies to provide energy efficiency upgrade incentives, energy audits, weatherization assistance, and rebates for efficiency improvements that reduce utility costs while improving home comfort and environmental sustainability.

Recommendation 4.2: Pursue Pro-Housing Community certification to access state funding programs.

New York State's Pro-Housing Community certification program provides communities that demonstrate commitment to housing development with priority access to state funding programs and technical assistance. For Ballston Spa, Pro-Housing certification represents a strategic opportunity to align the Village's housing goals with enhanced competitiveness for implementation funding, particularly as the community works to advance BOA strategic sites, downtown revitalization projects, and infrastructure improvements that support residential development. To-date, the Village is already pursuing policies and code changes that meet the objectives of the Pro-Housing Certification program. The combination of BOA designation and Pro-Housing Community certification positions Ballston Spa extremely competitively for state funding programs.

Strategies:

1. **Continue efforts to prepare and submit Pro-Housing Community certification application.** Submit a letter of intent to NYS Homes and Community Renewal expressing the Village's commitment to pursue Pro-Housing Community certification. HCR will provide the link to submit required documentation. Compile evidence of the Village's pro-housing policies and actions, including a zoning map, summary of the zoning code, and housing planning and building permit information.
2. **Maintain Pro-Housing certification through ongoing reporting.** Establish internal processes for tracking housing-related actions, policy changes, and development approvals to streamline reporting requirements. Consider Pro-Housing certification criteria when evaluating potential policy changes to ensure continued alignment with certification standards.



Celebrate and Enhance Natural and Cultural Resources

Recommendation 5.1: Celebrate historic character and support arts and cultural initiatives.

Ballston Spa's identity is deeply rooted in its rich history as one of America's first spa destinations and its subsequent evolution as an industrial center along the Kayaderosseras Creek. The study area contains three properties listed on the National Register of Historic Places along with numerous other locally significant structures, including the National Bottle Museum, historic churches, the Doubleday House, and buildings from the Sans Souci Hotel era. At least 70% of the Village was built before 1950, creating an architectural legacy that defines the community's character and attracts both residents and visitors.

However, historic assets alone do not create a vibrant cultural identity. They require interpretation, programming, and active celebration to connect residents and visitors to the village's story. Community engagement revealed strong interest in celebrating this heritage, with support for signage marking historic landmarks, development of a historic walking tour starting at the National Bottle Museum, and adaptive reuse of historic buildings for cultural purposes. Public input identified arts and music events as important quality-of-life factors, with strong support for entertainment venues and more cultural events. Community members specifically requested theater restoration, music venues, public art installations, and more spaces for cultural programming that would activate downtown and create gathering opportunities.

Strategies:

- 1. Develop historic interpretation and wayfinding signage** that marks important landmarks and tells the stories of the Village's spa era, industrial heritage, and notable figures like Abner Doubleday, a Union Army Major General in the Civil War who is credited with the invention of baseball. Create a self-guided historic walking tour that begins and ends at the National Bottle Museum, connecting visitors to multiple historic sites throughout downtown. Consider both traditional signage and digital tools (such as QR codes or mobile apps) to provide layered interpretation accessible to different audiences.
- 2. Support adaptive reuse of buildings for cultural facilities and programming venues.** Work with property owners to explore opportunities for theater restoration, music venues, gallery spaces, and multi-purpose cultural facilities within historic structures. Apply for NY Main Street Program funding and historic preservation tax credits (Recommendation 1.1) to make these conversions financially feasible. Encourage temporary or "pop-up" cultural uses in vacant spaces to activate buildings while long-term plans are developed.
- 3. Expand cultural programming and events that activate downtown and celebrate the Village's identity.** Develop regular programming, including concerts, theater performances, art walks, festivals, and community celebrations that draw residents and visitors to downtown spaces. Partner with local arts organizations, schools, and cultural institutions to coordinate events and programming throughout the year. Leverage renovated Wiswall Park as a flagship venue for outdoor performances and cultural gatherings, while also activating other public spaces and historic sites for smaller-scale events.
- 4. Partner with cultural institutions and historical organizations** including the National Bottle Museum, Brookside Museum, and Saratoga County Historical Society to develop collaborative programming, joint marketing initiatives, and educational opportunities that draw visitors to Ballston Spa's cultural assets. Explore opportunities to expand hours, improve accessibility, and enhance visitor experiences at these anchor institutions.

Recommendation 5.2: Enhance and protect natural resources to improve flood resilience.

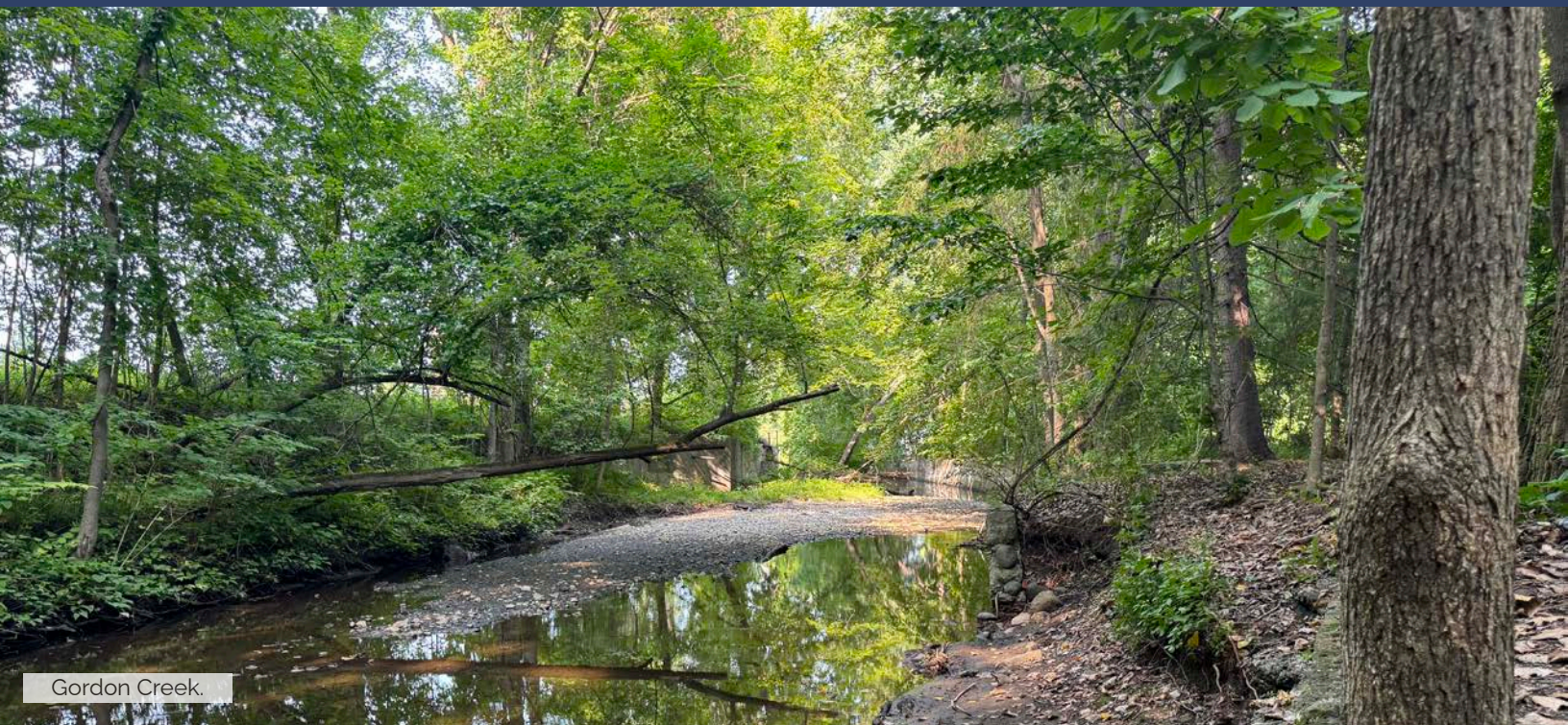
Ballston Spa's natural resources have shaped the Village's development from its earliest days as a spa destination through its industrial era. Today, these waterways and the surrounding natural areas represent both important ecological assets and significant planning challenges. A substantial portion of the downtown area lies within the 100-year floodplain, with the Kayaderosseras Creek corridor creating steep banks and wetland areas that influence development patterns.

While the Village has generally avoided serious flooding due to a large floodplain east of downtown that absorbs excess runoff, localized flooding from surface runoff requires ongoing attention. As an MS4 community under the Clean Water Act, the Village is required to manage stormwater to limit adverse impacts on water quality in Gordon Creek, Kayaderosseras Creek, and ultimately Saratoga Lake and the Hudson River. Climate projections suggest more frequent intense precipitation events that will increase pressure on water resources and flood vulnerability.

These challenges present opportunities to enhance natural systems that serve multiple purposes: managing stormwater, improving flood resilience, enhancing water quality, creating habitat, and beautifying public spaces. Community engagement revealed strong support for approaches that protect and enhance natural resources, including landscaped public spaces, tree planting, and connections between parks, trail systems, and waterways.

Strategies:

- 1. Enhance creek corridors and natural areas** as community assets and ecological resources. Explore opportunities to improve public access to the Kayaderosseras and Gordon Creeks through trail connections, overlooks, bridge beautification, and interpretive signage that celebrate these waterways' historical and ecological significance.
- 2. Integrate flood resilience considerations into redevelopment planning.** As strategic BOA sites and other properties are redeveloped, ensure that projects incorporate appropriate flood mitigation measures, elevate critical infrastructure above flood levels where necessary, and avoid intensifying development in the most vulnerable floodplain areas. Work with FEMA and consultants to update floodplain maps as conditions change and use green infrastructure approaches in new development to reduce stormwater runoff and improve overall watershed health.



Gordon Creek.



**IMPLEMENTATION STRATEGY: FROM
VISION TO ACTION**

INTRODUCTION

The Revitalize BSpa Plan charts a bold course for the Village's future, combining strategic site redevelopment concepts, public realm improvements, and comprehensive policy and programmatic recommendations. This Implementation Strategy transforms that vision into a practical roadmap with clear milestones, assigned responsibilities, and measurable outcomes. Success will depend on sustained commitment from local leaders, businesses, and property owners, coupled with public engagement, strategic funding partnerships, and collaborative implementation.

This strategy is organized in three complementary sections:

- **2-Year Priority Roadmap** — A timeline showing quarterly milestones across five implementation tracks.
- **Priority Action Spotlights** — Expanded details for each priority action with timeline, responsible parties, funding sources, and specific next steps. There are nine priority actions:
 1. Establish Revitalize BSpa Implementation Committee
 2. Complete Pro-Housing Certification
 3. Apply for BOA Pre-Development Funds
 4. Apply for New York Main Street (NYMS) Technical Assistance Grant
 5. Apply for NY Forward Grant
 6. Apply for CRTC Community and Transportation Linkage Program Funding
 7. Transportation Engineering Study for Doubleday/Milton/South Street Intersection
 8. Develop Comprehensive Capital Improvement Plan
 9. Strategic Consolidated Funding Application (CFA)
- **Implementation Table** — Full matrix organized by goals showing all recommendations, including those beyond the 2-year priority window. Priority Actions are highlighted within the table.

2-YEAR PRIORITY ROADMAP

The roadmap below shows priority implementation actions organized into five tracks. Major milestones are marked with stars, and grant application windows are highlighted in gold. This visualization helps identify dependencies,

Note: The implementation roadmap and funding strategies described in this section are recommendations and planning tools. All grant applications, funding commitments, and associated local matches are subject to separate Board authorization and annual budget appropriation.

2-Year Priority Roadmap Implementation Tracks

Administration	Implementation Committee formation, quarterly meetings, coordination activities.
Grants & Funding	BOA Pre-Development, NY Forward, Pro-Housing, NY Main Street, CRTC, TAP applications. CFA Application
Planning & Studies	Planning for NY Main Street, NY Forward & TAP applications, Transportation engineering study, Capital Improvement Plan development.
Physical Improvements	Design and construction of priority infrastructure projects (future phases).
Policy & Programs	See Implementation Table.

2-YEAR PRIORITY ROADMAP April 2026 - March 2028

★ Major Milestone



Grant Application Window

Implementation Track	Q2 2026 Apr-Jun	Q3 2026 Jul-Sept	Q4 2026 Oct-Dec	Q1 2027 Jan-Mar	Q2 2027 Apr-Jun	Q3 2027 Jul-Sep	Q4 2027 Oct-Dec	Q1 2028 Jan-Mar
Administration	Form Committee ★ <i>Meeting #1</i>	<i>Meeting #2</i>	<i>Meeting #3</i>	<i>Meeting #4</i>	<i>Meeting #5</i>	<i>Meeting #6</i>	<i>Meeting #7</i>	<i>Meeting #8</i>
Grants & Funding	Pro-Housing Submission ★	BOA Pre-Dev Application ★ NY Main Street Application ★	NY Forward Application ★ CRTC Funding Application ★			CFA Apply Project(s) TBD ★		TAP Apply ★
Planning & Studies	NYF & NYMS Property Owner Outreach & Project Solicitation				Transportation Study Start	TAP Planning	Start Capital Improvement Plan	
Physical Improvements	Design and construction to begin following completion of planning and successful grant awards (2028+)							
Policy & Programs	Ongoing: See Implementation Table							

STRATEGIC SITES & PUBLIC REALM IMPROVEMENTS

The Village will advance Master Plan recommendations through multiple complementary funding sources:

- **NY Forward** – Funds private development projects on strategic sites (building rehabilitation, adaptive reuse, new construction) and public improvements (streetscapes, wayfinding signage, gateway features, placemaking). The 2026 application will include extensive property owner outreach to assemble a competitive portfolio of interconnected projects.
- **NY Main Street Technical Assistance Grant:** Supports planning and preparation for future building renovation and downtown anchor projects. The 2026 Technical Assistance Grant will fund development of a Downtown Revitalization Strategy and Design Standards to guide future NY Main Street funding applications for façade improvements, upper-floor residential conversions, and major building rehabilitation projects.
- **BOA Pre-Development** – Supports design and engineering of priority public improvements, completion of water and sewer infrastructure digital mapping, and development of a comprehensive 10-year Capital Improvement Plan. Infrastructure work will identify system deficiencies, prioritize capital projects, and coordinate investments with streetscape improvements to maximize efficiency.
- **TAP (Transportation Alternatives Program)** – Funds construction of bicycle and pedestrian infrastructure improvements identified in the Bicycle and Pedestrian Plan and informed by the transportation engineering study.
- **CRTC Linkage Program** – Funds the transportation engineering study that will guide intersection improvements and TAP applications.

Building Momentum: Quick Wins & Local Partnerships

While pursuing major grant funding, the Implementation Committee can demonstrate progress through "quick win" projects that leverage local resources and partnerships. These smaller-scale initiatives build momentum, strengthen community support, and create visible improvements in the near term.

Strategies for Quick Wins:

Local Partnerships & Volunteer Efforts

- Coordinate with business association, civic groups, and volunteers for downtown beautification projects (planters, seasonal decorations, banners, façade cleaning)
- Work with historical society to install temporary interpretive signage at key historic sites

Small-Scale Funding Sources

- Pursue local foundation grants for specific projects (\$5,000-\$25,000 range)
- Launch crowdfunding campaigns for community gathering spaces or public art
- Seek sponsorships from local businesses for benches, planters, or wayfinding elements



Parking lot looking south towards Front Street.

PRIORITY ACTION SPOTLIGHT

The following pages provide detailed profiles for each priority action, including timeline, responsible parties, funding sources, readiness assessment, and specific implementation steps.

1. Establish Revitalize BSpa Implementation Committee

Goal 1: Revitalize Vacant and Underutilized Properties

Timeline: Q2 2026 (3 months)

Readiness Status: Ready to Implement

Responsible Parties: Village Board

Funding Sources: Internal Village Resources

Implementation Steps:

- Form steering committee with diverse stakeholder representation (residents, business owners, property owners, civic organizations)
- Develop committee structure outlining roles, responsibilities, and decision-making authority
- Establish regular quarterly meeting schedule
- Create communication protocols and progress reporting framework
- Hold inaugural committee meeting to review implementation strategy and establish priorities

2. Complete Pro-Housing

Goal 4: Expand Housing Options

Timeline: Q2 2026 (3 months)

Readiness Status: Moderate - Prerequisites

Responsible Parties: Village Planning Board, Planning Consultant

Funding Sources: NYS Housing Trust Fund Corporation (technical assistance)

Implementation Steps:

- Review NYS Pro-Housing Community certification requirements
- Prepare and submit certification application with supporting documentation
- Achieve Pro-Housing designation to access enhanced state funding opportunities

3. Apply for BOA Pre-Development Funds

Goal 1: Revitalize Vacant and Underutilized Properties

Timeline: Q2 2026 (3 months preparation; submit in July)

Readiness Status: Moderate - BOA Designation Required

Responsible Parties: Village Administration, Planning Consultant

Funding Sources: NYS DOS BOA (up to \$300,000)

Implementation Steps:

- Secure BOA designation (prerequisite)
- Identify priority pre-development activities: Capital Improvement Plan, transportation engineering study, marketing materials, developer's guide, infrastructure
- Develop detailed scope of work and budget for each activity
- Prepare BOA Pre-Development application with project justification
- Submit application by program deadline
- If awarded: Execute contract and implement pre-development projects

4. Apply for NY Main Street Technical Assistance Grant

Goal 1 & 2: Revitalize Vacant and Underutilized Properties & Enhance Downtown

Timeline: Q2-Q3 2026 (3-4 months preparation)

Readiness Status: Moderate - Project Identification Required and Pro-Housing Certification Required

Responsible Parties: Village Administration, Planning Board, Planning Consultant, Property Owners

Funding Sources: NYS Homes and Community Renewal (HCR) NY Main Street Program (up to \$50,000)

Implementation Steps:

- Confirm Pro-Housing Community certification status (prerequisite for NY Main Street funding)
- Review NY Main Street Technical Assistance Grant program requirements and eligible activities
- Identify priority technical assistance needs: Downtown Revitalization Strategy development, Design Standards/Guidelines for historic district, feasibility studies for strategic sites, market analysis for upper-floor residential conversions
- Engage property owners to assess interest in future building renovation projects and/or identify potential anchor buildings
- Develop detailed scope of work for technical assistance consultant services
- Prepare grant application demonstrating community readiness and linking technical assistance to future implementation projects
- Submit application through Consolidated Funding Application (CFA) process (typically July deadline)
- If awarded: Use Technical Assistance Grant to prepare comprehensive Downtown Revitalization Strategy and Design Standards that will support future NY Main Street implementation grant applications (Downtown Anchor Projects or Building Renovation grants) in 2027-2028

5. Apply for NY Forward Grant

Goal 1 & 2: Revitalize Vacant and Underutilized Properties & Enhance Downtown

Timeline: Q2-Q4 2026 (6 months preparation)

Readiness Status: Moderate - Project Identification Required

Responsible Parties: Village Administration, Economic Development Committee, Planning Consultant, Property Owners

Funding Sources: NYS DOS NY Forward Program (\$4.5M)

Implementation Steps:

- Launch comprehensive property owner outreach campaign
- Circulate project solicitation form to identify private development projects
- Identify priority public improvement projects (streetscape, wayfinding, intersection enhancements)
- Develop preliminary cost estimates and concept designs
- Assemble project portfolio balancing catalytic private development with strategic public improvements
- Prepare comprehensive NY Forward application demonstrating community support and project readiness
- Submit application (typically due summer/fall)

6. Apply for CRTC Community and Transportation Linkage Program Funding

Goal 3: Improve Infrastructure and Connectivity

Timeline: Q4 2026 (2-3 months preparation)

Readiness Status: Moderate - Scope Development

Responsible Parties: Village DPW, Village Administration, Planning Consultant

Funding Sources: CRTC Community and Transportation Linkage Program (\$50,000-\$100,000)

Implementation Steps:

- Review CRTC Linkage Program solicitation requirements and evaluation criteria (typically opens November annually)
- Identify priority transportation planning study: Doubleday Avenue/Milton Avenue/South Street intersection engineering and access management study
- Develop detailed project scope including traffic volume analysis, pedestrian and bicycle safety assessment, access management evaluation, intersection geometry review, alternative improvement concepts, and cost estimates
- Demonstrate alignment with CRTC's "New Visions 2050" regional transportation plan and complete streets principles
- Coordinate with NYSDOT as the intersection involves state routes (NY Route 50/Doubleday Avenue)
- Prepare consultant cost estimate (\$50,000-\$75,000 typical range) and project timeline (6-9 months)
- Submit Linkage Program application by deadline
- If awarded: Execute agreement with CRTC and proceed with consultant selection and study implementation

7. Transportation Engineering Study - Doubleday/Milton/South Intersection

Goal 3: Improve Infrastructure and Connectivity

Timeline: Q2 2027 (6-9 months)

Readiness Status: Moderate - Funding Dependent

Responsible Parties: Village DPW, Engineering Consultant, NYSDOT, CRTC

Funding Sources: CRTC Community Planning (\$50-\$75k) or BOA Pre-Development

Implementation Steps:

- Apply for CRTC Community Planning/Linkages Program funding;
- Allocate BOA Pre-Development funds if available;
- Issue Request for Proposals (RFP) for engineering services
- Select qualified transportation engineering consultant
- Conduct comprehensive intersection analysis including traffic counts, safety assessment, and access management evaluation
- Develop alternative improvement concepts with cost estimates
- Present findings to Implementation Committee, Village Board, and community
- Coordinate with NYSDOT on recommendations
- Use study findings to prepare preliminary TAP application in 2028

8. Develop Comprehensive Capital Improvement Plan

Goal 3: Improve Infrastructure and Connectivity

Timeline: Q4 start (9-12 months)

Readiness Status: Moderate - Technical Capacity Required

Responsible Parties: Village DPW, Engineering Consultant

Funding Sources: BOA Pre-Development, General Fund (\$40-\$60k)

Implementation Steps:

- Inventory current condition of water, sewer, and stormwater infrastructure
- Coordinate CIP with BOA Master Plan streetscape and connectivity priorities
- Identify critical infrastructure needs within BOA study area and village-wide
- Develop 10-year capital project schedule with cost estimates
- Identify potential funding sources for each project (grants, bonds, rates)
- Conduct public review and input process
- Adopt updated CIP by Village Board
- Use CIP as supporting documentation for future grant applications demonstrating project readiness

9. Strategic Consolidated Funding Application (CFA)

Goal: Multiple goals (1,2,3,5)

Timeline: Q2-Q3 2027 (2-3 months preparation)

Readiness Status: Moderate - Project Identification Required

Responsible Parties: Village Board, Implementation Committee, Property Owners

Funding Sources: Multiple CFA programs (NY Main Street, Restore NY, EPF, Climate Smart Communities)

Implementation Steps:

- Review BOA Pre-Development funded projects to identify any remaining gaps or unfunded priorities
 - » Identify 2-3 priority public projects (park improvements, historic district enhancements, etc.)
 - » Select most appropriate CFA program(s) based on project type, eligibility requirements, and demonstrated community need
- Review completed work from NY Main Street Technical Assistance Grant (Downtown Revitalization Strategy and Design Standards) to identify priority implementation projects
- Based on Technical Assistance findings, prioritize 2-3 implementation-ready projects for CFA application:
 - » For private projects: Target buildings identified in Downtown Revitalization Strategy for façade improvements, upper-floor residential conversions, or comprehensive rehabilitation (NY Main Street - Building Renovation or Downtown Anchor Project)
 - » For public projects: Parks improvements, stormwater infrastructure, climate resilience projects (EPF Parks & Recreation, Climate Smart Communities, Restore NY)
- Coordinate with property owners identified through Technical Assistance process to confirm project readiness and secure commitment letters
- Leverage Design Standards developed through Technical Assistance Grant to demonstrate design quality and consistency in applications
- Prepare comprehensive application with strong supporting documentation: Downtown Revitalization Strategy, Design Standards, letters of commitment, cost estimates, and project renderings
- Submit by CFA deadline (typically July)

Beyond Priority Grants: The Consolidated Funding Application (CFA)

While the 2-year roadmap focuses on priority grant applications (BOA Pre-Development, NY Forward, NYMS, CRTC, TAP), the New York State Consolidated Funding Application (CFA) opens annually and provides access to dozens of additional programs that can advance strategic sites, public improvements, and private projects throughout the study area.

For Public Projects, CFA programs include:

Climate Smart Communities – Green infrastructure, stormwater, transportation improvements

EPF Parks & Recreation – Trail and park improvements

For Private Projects, property owners can apply for:

Restore NY – Rehabilitation or demolition of vacant/abandoned properties

NY Main Street* - Stabilization – Building stabilization and environmental remediation

NY Main Street* - Downtown Anchor – Major building rehabilitation (\$100K-\$500K)

NY Main Street* - Building Renovation – Façade and upper-floor residential improvements

Historic Tax Credits – 20-30% credits for income-producing historic properties

ESD Capital Grants – Job creation and investment projects

Implementation Strategy: The Village will apply for a NY Main Street Technical Assistance Grant in 2026 to develop a Downtown Revitalization Strategy and Design Standards. Following the BOA Pre-Development and NY Forward grant awards (2026), the Village can prepare strategic CFA applications in 2027 and beyond for projects not covered by these priority grants. The 2027 CFA application will focus on NY Main Street implementation projects identified through the Technical Assistance process, but may also include other unfunded priorities such as park enhancements, climate resilience infrastructure, or additional public realm improvements. The Implementation Committee will coordinate with property owners to identify and support private project applications. (See Appendix for complete funding program descriptions.)

*NYMS grant applications for private projects must be submitted by a municipality

PLANNING TOOL: QUARTERLY CHECKLIST

Q2 2026	✓
Establish Implementation Committee	
Quarterly Committee Meeting #1	
Pro-Housing Community Submission	
Property Owner Outreach for NY Main Street & NY Forward Application	
Apply for NY Main Street Technical Assistance Grant	
Project Solicitation for NY Forward Application	
Q3 2026	✓
Apply for BOA Pre-Development Funding and NY Main Street Technical Assistance Funding through CFA	
Quarterly Committee meeting #2	
Q4 2026	✓
Submit NY Forward Application	
Apply for CRTC Funding for Transportation Engineering Study	
Quarterly Committee Meeting #3	
Q1 2027	✓
Quarterly Committee Meeting #4	
Q2 2027	✓
Start Transportation Engineering Study	
Quarterly Committee Meeting #5	
Q3 2027	✓
Begin Planning for TAP Application	
Continue Transportation Engineering Study	
Prepare and submit CFA for project(s) TBD (NY Main Street, Climate Smart Communities, EPF or other eligible programs)	
Quarterly Committee Meeting #6	
Q4 2027	✓
Continue Planning for TAP Application	
Complete the Transportation Engineering Study	
Start the Capital Improvement Plan	
Quarterly Committee Meeting #7	
Q1 2028	✓
Submit TAP Application	
Continue Capital Improvement Plan	
Quarterly Committee Meeting #8	

IMPLEMENTATION TABLE

The comprehensive implementation table organizes all Revitalize BSpa recommendations by goal. Strategies with blue shading are 2026–2028 priorities detailed in the Priority Action Spotlights section. This table serves as a long-term reference for tracking implementation beyond the initial two-year window.

Each recommendation includes key next steps, potential funding sources, project partners, and a timeframe. The table should be reviewed annually by the Implementation Committee and Village Board to assess progress and adjust priorities.

Recommendation	Strategies	Potential Funding Sources	Potential Project Partners
1.1: Create incentives for adaptive reuse of historic buildings and redevelopment of vacant lots	<ul style="list-style-type: none"> Pursue National Register of Historic Places district designation Apply for grant funding to support facade renovations, renovation of interior commercial spaces, and creation of residential units on upper floors Apply for NY Forward, Restore NY, and/or NY Main Street funding to support comprehensive site revitalization 	<ul style="list-style-type: none"> NY Main Street Program NY Forward Restore NY BOA Funds 	<ul style="list-style-type: none"> Saratoga County Historical Society NYS Historic Preservation Office
1.2: Develop an inventory of available sites and market them to developers	<ul style="list-style-type: none"> Establish a comprehensive inventory of available sites Develop professional marketing materials Conduct targeted outreach to developers and investors 	<ul style="list-style-type: none"> BOA Pre-Development Funds 	<ul style="list-style-type: none"> Ballston Spa Business & Professional Association Saratoga County Prosperity Partnership Capital Region Economic Development Council
1.3: Streamline development processes and improve regulatory clarity	<ul style="list-style-type: none"> Create a comprehensive developer handbook Develop a citizen's guide to land use, planning, and development Adopt criteria for streamlined review processes for redevelopment projects on priority strategic sites 	<ul style="list-style-type: none"> BOA Funds General Fund 	<ul style="list-style-type: none"> Planning Board Building Department
2.1: Diversify and strengthen the downtown business mix	<ul style="list-style-type: none"> Support and expand the variety of local businesses, restaurants, and cafes Target experience-based businesses that attract and enhance downtown vitality Develop business support programs Apply for microenterprise grants Execute the marketing strategy from the Economic Development Plan 	<ul style="list-style-type: none"> CDBG Microenterprise Grants 	<ul style="list-style-type: none"> Business Association Chamber of Commerce

Recommendations	Strategies	Potential Funding Sources	Potential Project Partners
2.2: Create vibrant public spaces and programming	<ul style="list-style-type: none"> Program public spaces Create and enhance gathering spaces Install public art 	<ul style="list-style-type: none"> NY Forward 	<ul style="list-style-type: none"> Arts organizations Community groups
2.3: Enhance downtown identity and navigation	<ul style="list-style-type: none"> Enhance streetscapes Implement signage & wayfinding system 	<ul style="list-style-type: none"> NY Forward 	
3.1: Expand pedestrian and bicycle connectivity	<ul style="list-style-type: none"> Implement Bicycle & Pedestrian Plan Develop connections from downtown to Zim Smith Trail Transportation Engineering Study 	<ul style="list-style-type: none"> CRTC BOA Pre-Development Funds 	<ul style="list-style-type: none"> NYS DOT Saratoga PLAN
3.2: Strengthen water, sewer, and stormwater infrastructure	<ul style="list-style-type: none"> Continue inventory of water, sewer, and stormwater infrastructure Implement green infrastructure 	<ul style="list-style-type: none"> General Fund 	<ul style="list-style-type: none"> DPW
3.3: Improve parking accessibility and management	<ul style="list-style-type: none"> Complete parking inventory Develop a parking management plan 	<ul style="list-style-type: none"> General Fund 	<ul style="list-style-type: none"> DPW Planning Board
3.4: Establish a comprehensive capital improvement planning process	<ul style="list-style-type: none"> Update CIP Coordinate with BOA Plan Establish project schedule 	<ul style="list-style-type: none"> BOA Pre-Development Funding General Fund 	<ul style="list-style-type: none"> DPW Engineering Consultant
4.1: Expand and improve all housing options to serve residents of all ages and income levels	<ul style="list-style-type: none"> Promote missing middle housing Encourage upper-floor conversions Support housing rehabilitation 	<ul style="list-style-type: none"> NY Main Street Program CDBG Housing Programs Pro-Housing Funds 	<ul style="list-style-type: none"> Developers Property Owners HCR
4.2: Pursue Pro-Housing Community certification to access state funding programs	<ul style="list-style-type: none"> Prepare and submit application Maintain Pro-Housing certification 	<ul style="list-style-type: none"> Technical assistance from HCR 	<ul style="list-style-type: none"> Building Department
5.1: Celebrate historic character and support arts and cultural initiatives	<ul style="list-style-type: none"> Develop historic interpretation and wayfinding signage Support adaptive reuse of buildings for cultural facilities Expand cultural programs and events Support heritage tourism 	<ul style="list-style-type: none"> ILove NY Arts grants Private foundations/donations NYS Council on the Arts 	<ul style="list-style-type: none"> Historic Society Arts organizations Museums
5.2: Enhance and protect natural resources to improve flood resilience	<ul style="list-style-type: none"> Enhance green spaces Improve flood resilience 	<ul style="list-style-type: none"> Green Innovation Grant FEMA EPF 	<ul style="list-style-type: none"> DPW DEC FEMA



APPENDIX

APPENDIX A

**COMMUNITY ENGAGEMENT PLAN
COMMUNITY SURVEY SUMMARY
COMMITTEE MEETING SUMMARIES**

APPENDIX B

PAST PLANS SUMMARY

APPENDIX C

EXISTING CONDITIONS REPORT

APPENDIX D

STRATEGIC SITE PROFILES