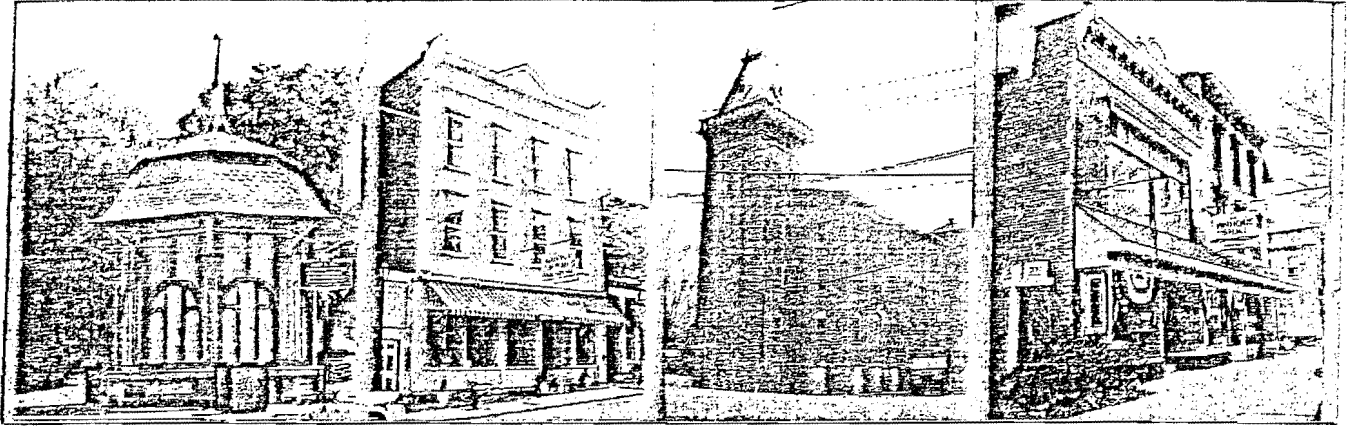


Village of Ballston Spa Commercial Revitalization Plan



July 2003

Prepared By

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EXECUTIVE SUMMARY

The Village of Ballston Spa Commercial Revitalization Plan was developed to address the needs of Ballston Spa's business districts by identifying potential market opportunities and providing a foundation for future initiatives to be pursued. Funded by a technical assistance grant from the New York State Governor's Office for Small Cities, the plan builds on the work previously completed by the Revitalization Steering Committee and Village and offered an opportunity for community members to assist in developing a long-range vision for Ballston Spa's future. Major findings of the commercial revitalization plan include the following:

- Unlike other villages in upstate New York, Ballston Spa has been experiencing steady increases in population. In addition, the Ballston Spa Retail Trade Area (defined as the entire village and portions of the Towns of Milton, Galway, Charlton, and Ballston) has had rapid population growth relative to the county, the region, and the state.
- Households in both the Village and the trade area are becoming more concentrated in the 45-54 age bracket. This is a highly desirable age group from a sales perspective, as it represents householders in their peak earning years.
- The Ballston Spa Trade Area market is predominantly comprised of affluent white collar professionals, executives, and managers, with a minority of rural families earning more modest incomes. In contrast, Ballston Spa market segments are predominantly middle-class families and seniors. The Village and trade area markets are very different, especially in terms of household income growth.
- Approximately \$172.2 million in annual sales are generated by retailers in the trade area. Retail categories drawing the most customers from outside the trade area include building materials and garden supply, antique stores, and florists.
- Sales leakage is defined as the demand for goods and services not being met locally. There is an estimated \$74.1 million in sales leakage for all retail establishments in the

trade area. Sales leakage is highest for eating and drinking places, consumer electronics and music stores, and grocery stores. A sales surplus exists, however, with respect to building materials and garden supply, antique stores, and florists. Recapturing a portion of the sales leakage represent a potential opportunity for additional trade area sales.

- The results of the business and property owner survey indicate apparent optimism about the future of the village. Two-thirds of the respondents said that they had been in Ballston Spa for more than ten years; many said that they were considering expanding their space, hiring additional employees, and or expanding product lines in the coming year. In identifying commercial area improvements needed, business and property owners cited enhanced marketing and promotion, and greater diversity of shops and stores, most frequently.
- Realtors report improvement in the local commercial real estate market compared to five to ten years ago. Selling points for commercial property in Ballston Spa include its affordability, with an average cost of \$10-\$12 per square foot, and its location. The quality of commercial space and limited visibility are potential negatives. The rising cost of retail and office space and parking problems in downtown Saratoga Springs, however, may work to Ballston Spa's advantage.
- According to meeting participants, Ballston Spa's greatest challenges include deteriorating properties, the lack of business diversity, the need for cultural opportunities and nightlife, getting people to shop in Ballston Spa, zoning enforcement, and traffic. The Village has many assets on which to build, however, including its location, community commitment and leadership, historical attractions, a strong business climate, and its status as a small, friendly, and safe community.
- Residents identified a number of potential opportunities for Ballston Spa including promoting it as "a strolling village"; capitalizing on Saratoga Springs visitation; establishing a playhouse or art film theater; the availability of affordable commercial space; expanding on business diversity; and capitalizing on the village's history and architecture.

The following revitalization goals were established with input from the Strategic Planning Committee and participants in the public sessions:

1. Improve the condition of commercial and multi-family residential properties, with a focus on downtown.
2. Conduct target marketing efforts to increase awareness of the opportunities available to trade area households for shopping, social activities, and special events in Ballston Spa.
3. Continue redevelopment of vacant and underutilized buildings for retail, office, and/or upscale residential use to create additional employment and add to consumer spending potential.
4. Evaluate the feasibility of opening a theater for cultural events such as music, plays, second-run movies, etc.
5. Promote Ballston Spa as "the strolling village."
6. Improve the visibility and condition of parking lots.
7. Expand the diversity of retail shops and restaurants.
8. Enhance recreational resources to make Ballston Spa more attractive to young families.

A Vision for the Future of Ballston Spa

The Village of Ballston Spa is a charming historic village with a friendly, hometown atmosphere and a strong sense of community. At the heart of the Village is a thriving commercial district that attracts visitors and regional residents to its unique shops, restaurants, inns, and cultural venues. Its compact size and the patterns of development encourage pedestrian interaction and socializing. Recognized as the center of Saratoga County government, Ballston Spa has excellent public schools, attractive parks, historic architecture, and a diverse array of local businesses that provide places to work and shop as well as opportunities for entertainment within walking distance. Residents value Ballston Spa as a great place to live, work, and play, and will promote this vision of the community in the years to come.

INTRODUCTION

Funded by a technical assistance grant from the New York State Governor's Office for Small Cities, the Ballston Spa Commercial Revitalization Plan was developed to address the needs of the Village's business districts by identifying potential market opportunities and providing a foundation for future initiatives to be pursued by the Village. The plan builds on the work completed by the Revitalization Steering Committee in summer 2002, offering an opportunity for community members to assist in developing a long-range vision for Ballston Spa's future.

The approach to this project was based on the consultant's belief that a successful revitalization plan requires an understanding of the market conditions and demographic trends that influence the local economy. The completion of a market analysis enables communities to identify opportunities for economic growth based on such factors as the existing business mix, resident purchasing power, and consumer spending patterns within the trade area. By understanding – and capitalizing on – market opportunities, practical strategies for community revitalization can be established. The scope of work for this project therefore included research and analysis regarding demographic, economic, and market trends and the characteristics of commercial properties.

The development of this plan also involved a wide range of public input. Residents, businesses, and commercial building owners were surveyed early in the strategic planning process. The purpose of the surveys was to encourage community members to begin thinking about Ballston Spa's future. In addition, the Village held a series of public meetings that provided an opportunity for community members to brainstorm ideas and build consensus.

A steering committee was appointed by the Village Board in December 2002 to guide the planning process. Camoin Associates held meetings with the committee to discuss the scope of work and solicit input on various issues. Chaired by Mayor John Romano, the Strategic Planning Committee (whose members are listed in the table at right) represents a variety of

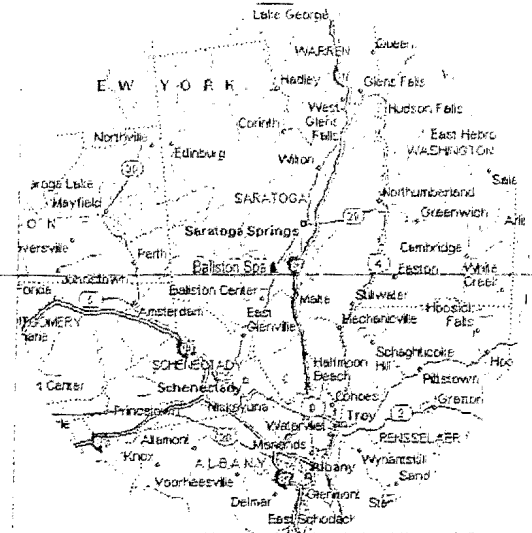
| Strategic Planning Committee | |
|------------------------------|---|
| Name | Affiliation |
| Dennis Albright | Business owner |
| Bill Bennison | President, Ballston Spa National Bank |
| Vincent DePrima | Business owner, resident |
| Jerry DeFilippo | Business owner, investor |
| Edwin Hersh | Resident |
| Randy Lloyd | Village building inspector |
| Linda Murphy | Ballston Spa Business and Professional Association representative, resident |
| Dolores Taisey | Business owner, resident |

interests and skills. The committee will continue to play an important role by overseeing the implementation of the revitalization plan.

BALLSTON SPA: A BRIEF HISTORY

The Village of Ballston Spa is located in Saratoga County and has a population of approximately 5,500 residents, according to the 2000 Census. It is six miles from the City of Saratoga Springs, and roughly 25 miles from Albany, the largest city in New York's Capital Region.

Ballston Spa was named for Reverend Eliphalet Ball, who came to the area from Connecticut in the early 1770s. Prior to the development of the Village, the land at the head of the lower valley of the Kayaderosseras Creek had been part of a vast hunting ground used by Native Americans.



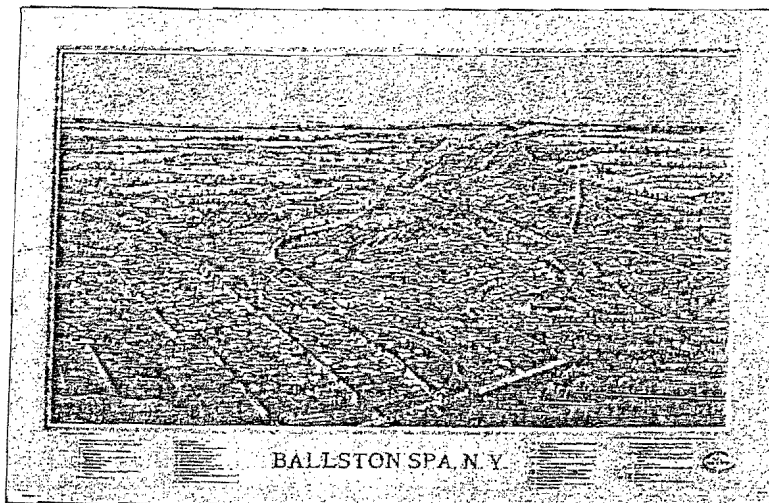
The first of several mineral springs in the village, known as the Public Spring, was discovered by a group of surveyors in 1771. In addition to this original spring, there were three others, all said to have been of different taste and quality and all very near each other. For the next two decades, the springs were frequented by traveling parties and settlers, but the area remained a wilderness until 1790, when a log tavern and boardinghouse was constructed near the Public Spring.



Other hotels and boardinghouses followed in quick succession, establishing the village as "a resort of fashion and wealth," according to nineteenth century historian Nathaniel Bartlett Sylvester. Brookside, today a museum and headquarters of the Saratoga County Historical Society, was one of Ballston Spa's first hotels. Known at one time as Aldridge House, Brookside was constructed adjacent to the mineral springs in 1793. In 1803, the elegant, palatial Sans Souci Hotel was constructed on what is now

Front Street. Named for a famous European hotel, the Sans Souci hosted presidents, senators, governors, and other prominent guests until its demolition in 1887. The Medbery Hotel, advertised as a "temperance house," was built in stages beginning in 1804. As the summer resort community thrived, merchants set up shop, and educational and religious institutions were established. Ballston Spa was incorporated as a village in 1807, holding its first meeting at Brookside.

Although the mineral springs were the first source of its prosperity, the designation of Ballston Spa as the County seat in 1819 and the water power provided by the ~~Kayaderosseras and Gordon Creeks~~ served as the impetus for growth. Numerous textile and paper mills sprung up along the creeks. George West, an English immigrant who arrived in Ballston Spa in 1861, became one of the area's most successful entrepreneurs of the time, operating paper mills in Ballston Spa, Milton, Middle Grove and Rock City Falls. According to Nathaniel Bartlett Sylvester's *History of Saratoga County, New York*,



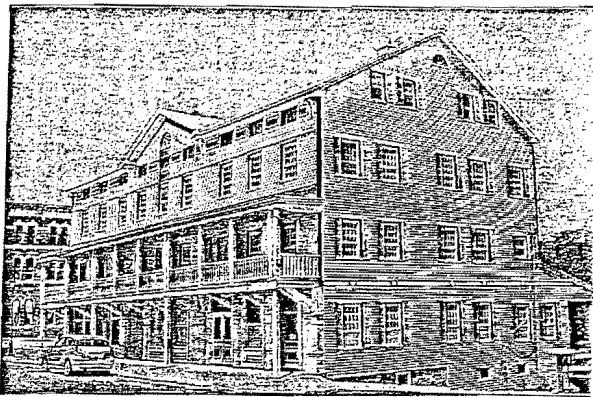
published in 1878, West's company was responsible for the production of eighty to one hundred million paper bags every year, making it one of the largest manufacturers of paper bags in the United States.

Front Street was the primary commercial corridor in the first half of the 1800s. Early shopkeepers included grocers, jewelers, shoemakers, blacksmiths, and tailors. Established in 1838, Ballston Spa National Bank was one of the first banks in Saratoga County. By the turn of the century, commercial structures were also being built along Milton Avenue.

By 1900, Ballston Spa had a population of almost 4,000 residents. The advent of electricity in the early twentieth century, however, brought industrial change to the Village, as the manufacturing process was no longer dependent on water power. Ballston Spa was

soon caught up with national economic trends, including the movement of mills from the northeast to the southern United States, where power and labor costs were cheaper. The Union Bag and Paper Company, which had purchased George West's manufacturing interests in 1899, ceased operating twenty years later. Its four-acre site along the Kayaderosseras was sold to Frederick Bischoff, whose company produced chocolate until 1945.

The rise of the automotive era also had an impact on the village. The construction of the Northway spurred the development of suburban communities in Saratoga County, away from the more densely populated cities and villages. By the 1970s, many of the large manufacturing plants that had employed generations of Ballston Spa residents had closed.



In the last five years, the Village has experienced renewed interest from businesses and investors alike. Former industrial facilities, including Bischoff's Chocolate Factory and the Ballston Knitting Co. complex, have been purchased and renovated into space for professional offices. The old Medbery Hotel on Front Street, vacant for years, is also being renovated, in preparation for a return to its original use as a lodging establishment. Unlike many communities, Ballston Spa's historic downtown survived the era of urban renewal intact. Today there are few vacant storefronts on Milton Avenue, Ballston Spa's main commercial artery. With strong leadership and public support for community revitalization, the Village will continue to prosper.

RESIDENT SURVEY

To inform residents about the strategic planning process and initiate interest in the public sessions, Camoin Associates developed a one-page resident survey to gather information about the perceptions and attitudes of village residents. Accompanied by a cover letter from Mayor Romano, copies of the survey were distributed in the local edition of *The Saratogian* on January 23, 2003 and made available at the Village office. Residents could also complete the survey on the consultant's website.

Only 46 completed resident surveys were received, yielding a response rate of less than 2%. The survey was *not* intended to be statistically representative, however; rather, it was designed to serve as a starting point for the strategic planning process by encouraging residents to begin thinking about various community issues.

All narrative responses to the survey were entered into a spreadsheet and sorted into categories. The tables below summarize the most common responses to each of the questions. A copy of the survey and a complete set of the narrative responses are provided in the appendix.

| Greatest Community Assets | Greatest Community Challenges/Needs |
|--|--|
| History/architecture | Need for additional and/or better quality retail businesses |
| Location/proximity to Northway, Saratoga, etc. | The condition of property: need to upgrade older buildings, get absentee landlords to maintain their buildings |
| Small town/community oriented atmosphere | More parking |
| Schools | Traffic: trucks, peak hour traffic, SPAC traffic |
| Family-oriented activities and events | Prevent overdevelopment and manage growth |

Other community assets identified most often included Ballston Spa's status as the Saratoga County seat, municipal leadership, and flourishing antiques stores. Residents also cited the lack of a grocery store and too much or poorly maintained low income housing as challenges.

| What Ballston Spa Is Most Recognized For | Desired Qualities of Ballston Spa in 2010 |
|--|--|
| The seat of Saratoga County government | An active, healthy downtown business district – with quality retail shops, specialty stores, restaurants, etc. |
| Its antiques stores | Its historic quality, with older buildings preserved and renovated |
| Its historic character | A great place to live and raise a family |
| Activities and events: County fair, village-wide garage sale, etc. | Friendly and forward-looking, with community spirit and vitality |
| Quality of the school system | Clean, neat, and attractive |
| | Excellent school district |

As indicated in the table above, there was some overlap between the characteristics for which Ballston Spa is most recognized, and the qualities for which respondents would like the Village to be recognized in the future: its historic character, for example. A number of residents expressed a desire for Ballston Spa to become an arts and cultural center by 2010.

| Businesses Needed | Commercial Revitalization Projects |
|---|--|
| Grocery store or supermarket | Parking improvements: enforcement, signage, establishment of parking lots, more parking, better access |
| Department store / "all-purpose" store | Building renovations and storefront improvements: incentives, free paint, code enforcement, education of property owners |
| Clothing store | General beautification: landscaping, signage, tree replanting, clean up |
| Movie theater (possibly a "second-run" theater) | Walking trails: path along railroad bed or creek, historic trail, pedestrian areas |
| Downtown hotel or bed-and-breakfast | Marketing: advertise and promote existing Ballston Spa businesses |
| Bakery | |

Asked what businesses are needed and/or are best suited for Ballston Spa, a grocery store or supermarket led the pack, accounting for nearly 60% of the responses. Other suggestions for commercial area revitalization projects included more special events (e.g., an annual antiques show, historic festival with tours, block parties) and downtown lodging.

SURVEY OF BUSINESS & COMMERCIAL PROPERTY OWNERS

Concurrent with the resident survey, Camoin Associates surveyed owners of businesses and commercial property in Ballston Spa to assess needs and solicit opinions about the Village's commercial areas. Survey forms were distributed by Village staff to roughly 100 local businesses, and mailed to owners of commercial property based on assessment records. The survey could also be completed on the consultant's website. A total of 44 surveys (from both business and property owners) were completed and returned.

Responses to Business Owner Questions

Thirty-eight business owners participated in the survey. Of these, 14 (36.8%) represented retail establishments, including restaurants and bars; 8 (21.1%) were providers of professional services, such as medical or legal services; and 5 (13.2%) were from businesses in the finance, insurance, and real estate industry.

| Survey Respondents - Types of Businesses | |
|---|---------------|
| Retail | 18.4% |
| Restaurant/Bar | 18.4% |
| Professional Services | 21.1% |
| Finance, Insurance, and Real Estate | 13.2% |
| Construction | 2.0% |
| Other* | 23.7% |
| Total | 100.0% |
| * includes museum, B&B, automotive, newspaper, etc. | |

The business owners responding to the survey employ a total of 272 full-time and 197 part-time workers. The majority of the businesses are small, with an average of 8 full-time and 5 part-time employees.

Ballston Spa businesses responding to the survey primarily draw from the local market for their customers; on average, approximately 78% of business activity is derived from local area residents and businesses. Only 14% is derived from tourism, although four of the respondents (including a bed-and-breakfast establishment and a museum) indicated that tourism accounts for 40% or more of their business. Relatively speaking, drive-through traffic represents a minor portion of the business activity in Ballston Spa, averaging 7%. The establishments with the highest proportion of business from drive-through traffic (20% or more) were stores and restaurants.

| Why Ballston Spa? |
|--|
| "The price and the flexibility of the landlords." |
| "This was an existing business I purchased... I see great potential for Ballston Spa." |
| "Opportunity to own a business in our hometown." |
| "Economic development going in a positive direction." |
| "Needed a new place... saw renovation going on... opportunity to help revitalize village." |
| "Business climate is positive in Ballston Spa..." |

Based on the survey results, there are a significant number of businesses in Ballston Spa with a long history. Fully two-thirds of the business owners said that they have been in Ballston Spa for more than ten years. Only three of the businesses responding to the survey have

been in Ballston Spa less than a year. Asked why they chose to locate in Ballston Spa, the responses varied (see table at left), but most identified the positive business climate and the Village's potential as an important factor.

With respect to sales activity, 50.0% of the business owners said that they had experienced an increase in sales over the past 12 months; 41.7% indicated that their sales had stayed the same and 8.3% had a decrease in sales. As reflected in

| Changes Considered For The Coming Year | |
|---|-------|
| Expanding or renovating space | 38.0% |
| Hiring additional employees | 32.0% |
| Expanding services or product lines | 20.0% |
| Relocating within Ballston Spa | 2.0% |
| Relocating outside Ballston Spa | 0.0% |
| Selling or closing the business | 2.0% |
| Other (opening a new business, adding a location) | 6.0% |

the table at right, many of the respondents are considering changes for their business over the coming year. These changes are overwhelmingly positive; only one business owner indicated the possibility of selling or closing a business, and none of the participants plans to relocate outside the Village. This bodes well for Ballston Spa and suggests that businesses are continuing to invest (or would like to invest) in the Village. Another positive factor is the high rate of owner-occupancy by Ballston Spa businesses. More than three-quarters of the business owners responding to the survey own the building they occupy.

Responses to Property Owner Questions

Thirty-six commercial property owners who hold title to 47 buildings in the Village responded to the survey. Their structures range in size from one to three stories, with an average of 2.2 stories and 6,297 square feet. Many of the buildings are multiple use, combining with retail or office with housing; only two, however, have vacant space available.

| Building Improvements Needed | |
|---------------------------------|-------|
| General Interior Renovations | 46.8% |
| General Exterior Renovations | 44.7% |
| Heating and/or Air Conditioning | 34.0% |
| Electrical | 29.8% |
| Roof | 27.7% |
| Foundation/Structural | 25.5% |
| Plumbing | 23.4% |

Sixteen of the 36 property owners identified one or more building improvements needed. As summarized in the table at left, the areas identified as needing improvement most often included general exterior and interior renovations, heating and/or air conditioning,

and electrical systems. More than 80% of the property owners said that they would be interested in a matching grant program for commercial property improvements.

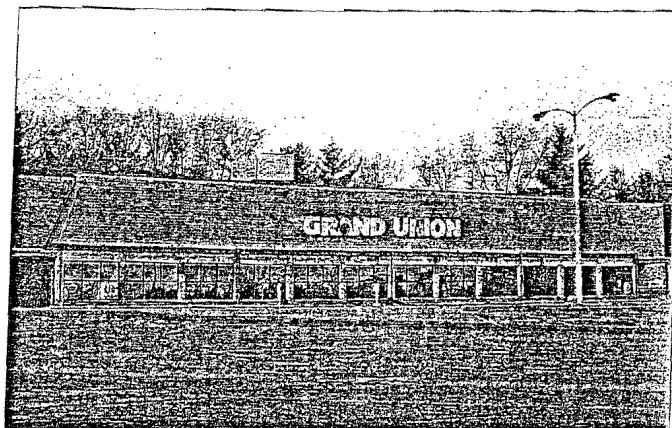
Desired Improvements and Businesses

One question on the survey for both business and building owners focused on the types of improvements needed to encourage shopping, visiting, and doing business in Ballston Spa. Of the choices listed,

| Commercial Area Improvements Needed | |
|--|-------|
| Enhanced marketing and promotion | 72.7% |
| Greater diversity of shops and stores | 65.9% |
| More parking | 59.1% |
| Building and façade improvements | 56.8% |
| Sidewalk or pedestrian improvements | 56.8% |
| Better signage | 40.9% |
| Expanded business hours | 40.9% |
| More special events and cultural opportunities | 40.9% |
| Street tree plantings and landscaping | 38.6% |

enhanced marketing and promotion (selected by 72.7% of respondents) and *creating a greater diversity of shops and stores* (65.9%) were cited most frequently, followed by *more parking* (59.1%), as indicated by the table at right.

Respondents were also asked to identify businesses needed and/or best suited for Ballston Spa. Consistent with the results of the resident survey, the top response was a



full-service grocery store or supermarket. The lack of a grocery store in the Village affects more than just the consumer; as one person noted: "People are taking business that they would have normally done in and around the Village to Milton and Malta for convenience while they are doing their grocery shopping. Do we really expect

people to shop for groceries at Price Chopper and walk past the CVS to get to their car and drive to Ballston to go to O'Brien's Pharmacy and then go home?" Other types of businesses cited were more restaurants (e.g., Mexican restaurant, outside café), a sports bar, a movie theater, and a bakery, all recommended to draw traffic into the village and – with the exception of the bakery – to increase evening activity.

The final question on the business and property owner survey focused on community improvements to enhance economic activity and the overall quality of life in Ballston Spa. While there was no real consensus, the most common responses related to property appearance and façade improvement, parking (e.g., repaving public parking lots), and overall beautification ("more curb appeal").

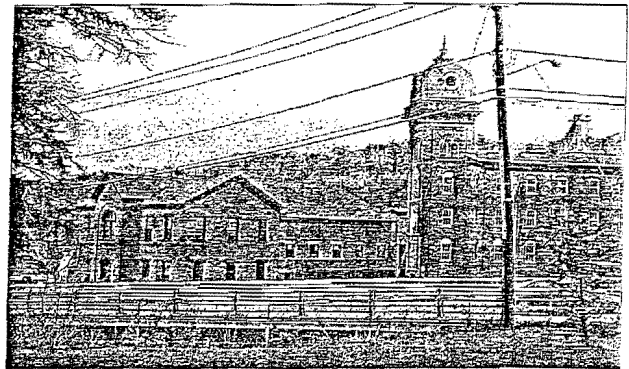
ANALYSIS OF COMMERCIAL REAL ESTATE

Commercial Property

Commercial properties within the Village of Ballston Spa were visually inspected, photographed, and catalogued with respect to various characteristics including location, ownership, size, use(s), and assessed value. The appendix includes information regarding each commercial building within the Village. Tax parcel identification numbers, property addresses, owner names, assessed valuation, property classification codes, acreage, and building square footage data were provided by the Village Assessor.

According to assessment records, there are 102 commercial properties in Ballston Spa (excluding properties used exclusively as apartments) with a total assessed value of \$20.1 million. The parcels have approximately 1.6 million square feet of building space. All but one of the commercial buildings are between one and three stories tall. Approximately 41% have two stories; single-story buildings account for 34.3% and three-story structures for 24.1% of the inventory.

The average commercial building in Ballston Spa has 14,877 square feet of space. This includes upper-story space that may be used for housing, storage, and/or offices. The structures vary in size, however. The smallest is a 288-square foot former ice cream stand next to Dunkin' Donuts at 2007-2009 Doubleday Avenue. The largest structures include the Bischoff's Chocolate Factory complex at 20 Prospect Street, with a total of 51,744 square feet (sf); the old South Street School, now occupied by Reserve America, one of the Village's largest employers (45,900 sf); a portion of the old Ballston Knitting Mill (44,191 sf) and the former Grand Union at 2035 Doubleday (40,020 sf).



| Sample Commercial Vacancies |
|-----------------------------|
| 2035 Doubleday Avenue |
| 24 Front Street |
| 53 Front Street |
| 80-82 Milton Avenue |
| 338 Milton Avenue |
| 20 Prospect Street |
| 11-13 Washington Street |

Provided for illustrative purposes only; availability has not been confirmed with property owners.

Information on commercial vacancies is not available from the assessment records. A brief visual inspection of first-floor storefronts in the Village identified few vacancies along Front Street and Milton Avenue (see table at left). However, some large structures are only partially occupied,

providing opportunities for additional businesses. These buildings are being actively marketed by their owners. It is estimated that no more than 10% of all commercial space in Ballston Spa is currently vacant.

Two commercial buildings in Ballston Spa are included on the National Register of Historic Places:

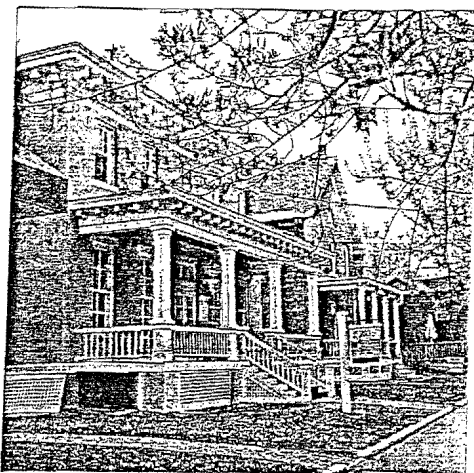
- Union Mill Complex (1850-66). This 4-acre complex was built in stages along the Kayaderosseras Creek for paper manufacturer George West. It was later occupied by Bischoff's Chocolate Factory. Parts of the complex have been transformed into professional offices.
- Verbeck House. Large Queen Anne frame residence at 20 Church Avenue designed by Marcus F. Cummings. Today it is occupied by professional offices.

Contrary to the pervasive view of property owners as "absentee landlords," fully two-thirds of those who own commercial or industrial property in the Village (excluding apartments) live or have offices in Ballston Spa. Most of the remainder are from other parts of the Capital Region, with many from Saratoga Springs and Schenectady. Only four properties, including the Pizza Hut on Doubleday Avenue and the Cumberland Farms on Milton, are owned by individuals or entities outside New York State.

Commercial Real Estate Market Conditions

The local commercial real estate market was analyzed with a focus on properties in the Village's business districts. Interviews with two local realtors provided primary information, which was augmented by information from survey responses and consultant research.

The current market for the sale and leasing of commercial space in Ballston Spa is highlighted by gradual improvement compared to five to ten years ago. The perception is that the Village has changed for the better; there is a pro-business attitude and a focus on "making things happen." Selling points for commercial property in the Village include affordability, proximity to Exits 12 and 13 of the Northway and to other parts of the region, room for appreciation, and the availability of Empire Zone benefits in certain areas. The affordability issue is key. The average cost per square foot for retail and office space in Ballston Spa is \$10-\$12; in Saratoga, the cost is \$25-\$35 per square foot, and often does



not include parking. Although some types of businesses require the image that a Saratoga Springs address projects, realtors believe that the increasing market demand in Saratoga can only help Ballston Spa. Commercial space in the Village is much more affordable for a start-up business.

The realtors interviewed noted only a few drawbacks to marketing real estate in Ballston Spa. These included the limited exposure of properties off Route 50 or Milton Avenue and the lack of parking downtown for high-volume businesses (most of which do not look for a downtown location). In addition, the quality of commercial space varies. Unless the property is maintained well or a business owner is willing to make improvements, the older buildings in the Village can be perceived negatively.

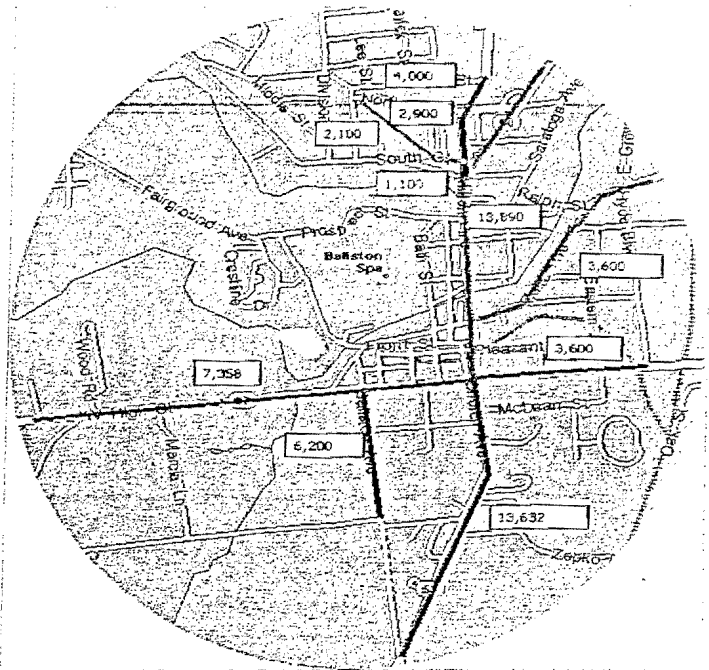
Looking towards Ballston Spa's future, the realtors agreed that the demand for commercial space is likely to continue to increase as the area population grows and property in Saratoga Springs becomes more expensive. In addition, if more establishments locate their offices in Ballston Spa, there will be a greater need for restaurants, coffee shops, office supply stores, and the like so that employees do not have to drive long distances for these services.

INFRASTRUCTURE CONDITIONS

Roads

The Village Public Works Department is responsible for maintaining local roads within the municipal boundaries of Ballston Spa, including Front Street, East High Street, Hyde Boulevard, and Malta Avenue. According to the public works department, there are no major problems with these roads aside from advancing age. The Village has an ongoing plan to resurface local streets, and is able to resurface four streets every year.

The map at right shows information on the volume of traffic traveling along state and county roads in Ballston Spa, based on data from the Saratoga County Highway Department and the NYS Department of Transportation. The count data is reported in terms



of the Annual Average Daily Traffic (AADT), or the total traffic volume in both directions adjusted for the vehicle mix, day of the week, and seasonality. As the map indicates, traffic volume reaches nearly 14,000 vehicles per day along Milton and Church Avenues. While this includes truck traffic, the vehicles passing through the Village on any given day represent potential customers for Ballston Spa businesses.

For comparative purposes, traffic counts were obtained from the DOT for the Broadway (Route 9) corridor in Saratoga Springs. The AADT ranges from 11,100 for the road segment running between Crescent Street and Circular Street to 17,815 for the segment between Lake Street and the end of the Route 9/Route 50 overlap.

According to the Capital District Transportation Committee website, State Route 67 is scheduled to be resurfaced from the Adirondack Northway (I-87) to State Route 50 beginning in 2006. This would cover a small area of roadway in Ballston Spa. However, budgetary constraints have forced CDTC to make some changes in its long-range transportation improvement planning. At this time, it is not known when this project will commence.

Water Supply and Distribution

Ballston Spa's public water is obtained from wells located outside the Village on Rowland Street across from the Saratoga County Airport (Town of Milton). The water treatment facility, a pumping station, and the water mains delivering water to the Village were constructed in the early 1990s. The Village anticipates retiring the debt on these facilities in seven to eight years.

According to the public works department, there are no major problems with Ballston Spa's water distribution system at this time. The Village has been able to replace water mains as needed. Given the age of the mains, breaks do occur periodically.

There are several water users outside the Village limits. These areas are referred to as districts and the developers pay to connect to the Village water system.

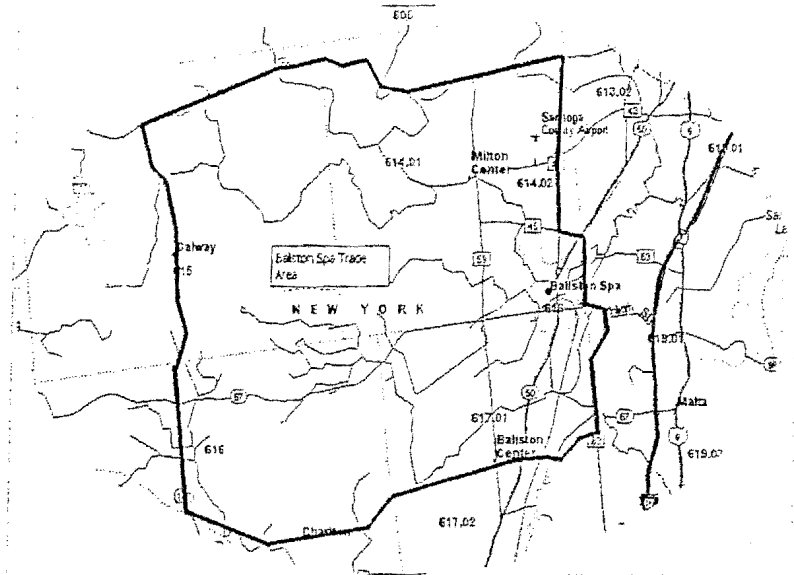
Wastewater Treatment System

The Village's wastewater is treated by the Saratoga County Sewer District via a pumping station on Malta Avenue. In 1996, Clough Harbour Associates, the Village's consulting engineer, conducted a study on inflow/infiltration in compliance with a DEC consent order issued to the County. The study found that while stormwater was entering the sanitary sewer system in Ballston Spa, the extent of the inflow/infiltration problem in the Village was relatively limited. CHA completed some repairs to address the issue; the Village intends to have additional work completed upon retirement of the water debt.

The sewer lines running through the Village are constructed of clay tile and date back to the early twentieth century. Deterioration of the lines is a common problem, as roots growing through the pipes can block the lines. No major problems have been identified by the public works department, however.

BALLSTON SPA AREA MARKET DEMOGRAPHICS

This section analyzes key demographic characteristics of the Village of Ballston Spa and the Ballston Spa Retail Trade Area, the geographic area from which the community draws the majority of its retail customers. Based on discussions with local business leaders on the strategic plan steering committee, this area was defined as the *entire village and portions of the Towns of Milton, Galway, Charlton, and Ballston*. As shown in the map at right, it is roughly bounded by Route 29 to the north, Outlet and Charlton Roads to the south, Route 50 and Northline Roads to the east, and Route 147 to the west. It was the consensus of the group that although Ballston Spa serves as the County seat and a town center for Milton and Galway, the areas to the east are predominantly served by retail businesses in Saratoga Springs; those to the south, by Clifton Park and Halfmoon.



In order to access statistical data, the Ballston Spa Retail Trade Area was further defined as the aggregate of six census tracts in Saratoga County¹. Where appropriate, local trends were analyzed in the context of those in larger geographic areas, including Saratoga County, the Albany-Schenectady-Troy MSA², and New York State.

The statistical data used in this section is derived from two reliable sources: the U.S. Census Bureau and Claritas Data Services, a leading national provider of market data,

¹ These included the areas defined as 614.01, 614.02, 615, 616, 617.01, and 618 in the 2000 Census.

² The Albany-Schenectady-Troy Metropolitan Statistical Area (MSA) is defined by the Census Bureau as Albany, Montgomery, Rensselaer, Saratoga, Schenectady, and Schoharie Counties.

which draws on census information, business surveys, and other data to make estimates and projections.

Demographics & Consumer Spending

Changing demographic patterns have a significant impact on consumer spending. "Ten years from now," writes Michael J. Weiss in the April 2002 issue of *American Demographics*,

the marketplace will be dominated by a population bulging in different places: Baby Boomers on the eve of retirement will no doubt be cranking up their spending on health care, home remodeling and more elegant takeout than burgers and fries. Their children, Generation Y, will be in the mid-20s nesting phase, acquiring cars, buying new homes and furnishing their rooms with lamps and love seats...³

Conducted annually by the Bureau of Labor Statistics, the Consumer Expenditure Survey (CES) consists of two surveys — a quarterly Interview survey and a weekly Diary survey — that provide information on the buying habits, income, and consumer unit (household) characteristics of American consumers. The strength of the survey is that it allows users to analyze the demand for groups of goods and services based on demographic characteristics, such as income, age, and race. Data from the CES indicate, for example, that the typical household headed by a person aged 45-54 spends more, on average, than other households. In fact, in 2000, Americans between the ages of 35 and 54 spent as much as all other age groups *combined*.

As the above example suggests, population shifts and lifestyle changes have the potential to transform the retail marketplace — and thus the face of business and commercial districts like those in Ballston Spa. Understanding the demographic trends affecting the Village, both now and in the not-too-distant future, is therefore critical to developing effective strategies for business development and revitalization. A *market-based* approach to commercial area revitalization is also more likely to be successful, because it responds to influential demographic and economic forces and consumer spending characteristics.

³ "Inconspicuous Consumption," *American Demographics*, April 2002, pp. 30-39.

Population

In contrast to many villages in upstate New York, the population of the Village of Ballston Spa has been growing steadily over the last several decades. Between 1980 and 1990, the number of residents in Ballston Spa increased 4.8% (226 persons), for a 1990 total of 4,937. In the subsequent decade, the Ballston Spa population increased by 619 persons, or 12.5%, according to the Census.

| Market Area Population | | | | | | | |
|---------------------------------|------------|-------------|--------------|----------------------------|------------|-----------------------------|------------|
| Market Area | 1990 | 2002 (est.) | 2007 (proj.) | % Change, 1990-2002 (est.) | | % Change, 2002-2007 (proj.) | |
| | | | | Total | Annual Avg | Total | Annual Avg |
| Village of Ballston Spa | 4,937 | 5,615 | 5,782 | 13.7% | 1.1% | 3.0% | 0.6% |
| Ballston Spa Retail Trade Area* | 26,068 | 29,807 | 31,234 | 14.3% | 1.2% | 4.8% | 1.0% |
| Saratoga County | 181,276 | 203,626 | 211,543 | 12.3% | 1.0% | 3.9% | 0.8% |
| New York State | 17,990,456 | 19,021,134 | 19,208,844 | 5.7% | 0.5% | 1.0% | 0.2% |

Source: Claritas Data Services and Camoin Associates.

Claritas Data Services estimates indicate that Ballston Spa grew at an annual average rate of 1.1% from 1990 to 2002, exceeding the rate of growth in Saratoga County (1.0%), the Capital Region (0.1%, not shown in table) and New York State (0.5%) overall. Only the Ballston Spa Trade Area, which includes one of the area's fastest growing communities, the Town of Milton, grew more rapidly during this time period, increasing from 26,068 persons in 1990 to an estimated 29,807 in 2002 (averaging 1.2% annually).

The Ballston Spa population is projected to increase slightly, to 5,782, by 2007, according to Claritas. This is consistent with the trends projected for Saratoga County and the trade area. In contrast, population growth in the region and the state is expected to level off.

Households

The number and size of households have a direct impact on the demand for housing in a community. According to the Census Bureau, a household includes all persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more persons living together, or any other group of related or unrelated individuals who share living arrangements outside of an institution.

| Market Area Households | | | | | | | |
|---------------------------------|-----------|-------------|--------------|----------------------------|------------|-----------------------------|------------|
| Market Area | 1990 | 2002 (est.) | 2007 (proj.) | % Change, 1990-2002 (est.) | | % Change, 2002-2007 (proj.) | |
| | | | | Total | Annual Avg | Total | Annual Avg |
| Village of Ballston Spa | 2,030 | 2,304 | 2,405 | 13.5% | 1.1% | 4.4% | 0.9% |
| Ballston Spa Retail Trade Area* | 9,264 | 11,196 | 11,955 | 20.9% | 1.7% | 6.8% | 1.4% |
| Saratoga County | 66,425 | 80,096 | 85,266 | 20.6% | 1.7% | 6.5% | 1.3% |
| New York State | 6,639,322 | 7,081,276 | 7,171,608 | 6.7% | 0.6% | 1.3% | 0.3% |

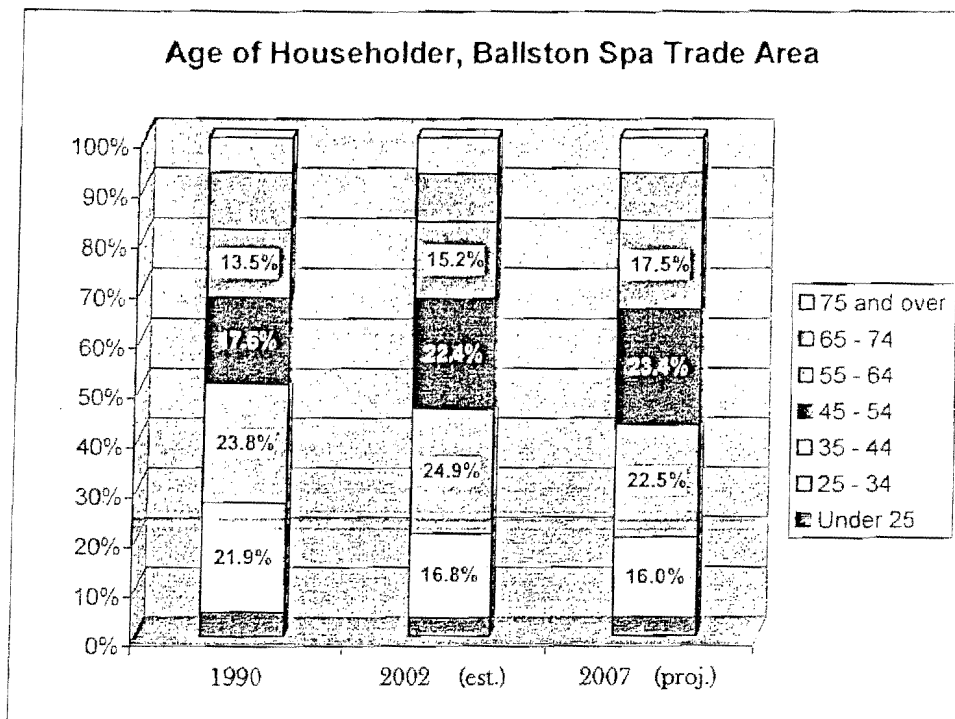
Source: Claritas Data Services and Camoin Associates.

Currently, there are an estimated 2,304 households in the Village of Ballston Spa, and Claritas Data Services projects a marginal increase, to 2,405, by 2007, despite relatively limited land for new residential development. As with population, the household count is projected to increase in the Ballston Spa Trade Area and Saratoga County, but will stabilize regionally and statewide.

Nationally, the number of households has been increasing over the last twenty to thirty years. This is due not only to population growth, but also to an increase in single parent families and a greater number of people living alone.

Householder Age

The chart below shows the trends in the age distribution of householders (heads of household) in the Ballston Spa Trade Area from 1990 to 2007. Currently, householders between the ages of 35 and 44 represent the largest age bracket, followed by the 45-54 age group. Claritas Data Services projects that by 2007, the 45-54, 35-44, and 55-64 year old head of household categories will be most dominant, accounting for *more than 63% of all households* in the trade area. In 1990, these three householder brackets comprised *just 55%* of the trade area households.

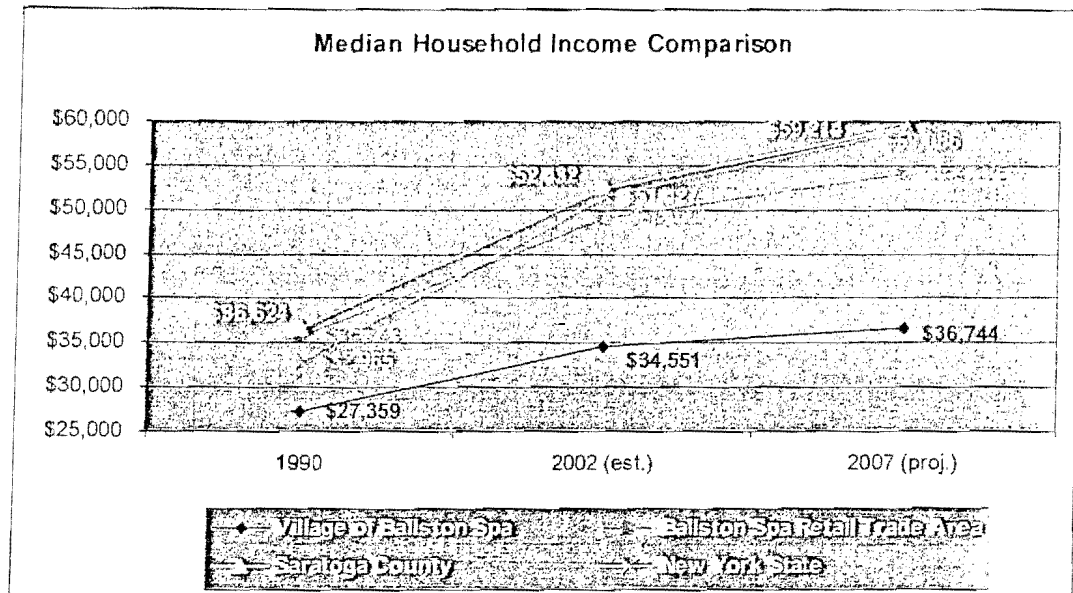


Overall, the data indicate that households in the Ballston Spa Trade Area – including those within the Village alone – are becoming more concentrated in the 45-54 age bracket. This trend is highly favorable with respect to consumer demand, as it means more households reaching peak income levels.

Household Income

Ballston Spa has consistently lagged behind the comparison areas in terms of household income.⁴ As shown below, the median household income was \$27,359 in 1990, while Saratoga County, the region, and New York State all exceeded \$30,000. In 2002, Ballston Spa had an estimated median household income of \$34,551, more than \$10,000 lower than the larger geographic areas or the Ballston Spa Retail Trade Area, where the median household income was \$48,929.

⁴ The income figures reported by Census Bureau include wage and salary income, self-employment income, interest and dividends, Social Security, public assistance, and retirement and disability income.



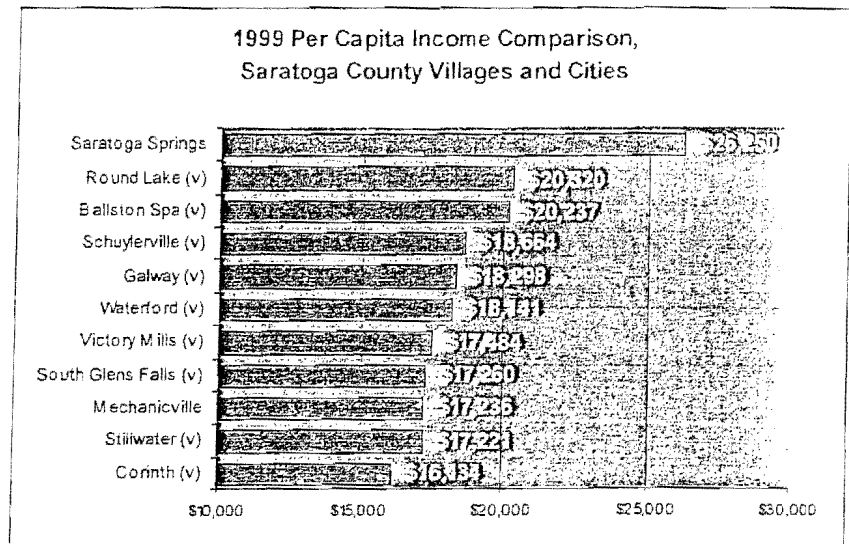
The disparity in median income levels, moreover, is expected to increase. Claritas Data Services projects that by 2007, the median income in Ballston Spa will be approximately 62% of the median income for Saratoga County overall, compared to 75% in 1990.

What accounts for the relatively low household income levels in Ballston Spa? There appear to be several factors involved:

- *A higher than average proportion of rental units.* According to the 2000 Census, 47% of all occupied housing units in Ballston Spa compared to 28% of those in Saratoga County as a whole are renter-occupied. Generally speaking, renters have lower incomes than homeowners. On the plus side, however, the homeownership rate in Ballston Spa increased from 50% in 1990 to 53% in 2000.
- *A lower labor force participation rate.* In 2000, only 63% of Village residents compared to 69% of Saratoga County residents aged 16 and over participated in the civilian labor force (i.e., they were either employed or receiving unemployment benefits).

- *Limited new development.* In contrast to the surrounding towns, Ballston Spa has little land available for the development of residential subdivisions, making it difficult to attract key markets such as dual wage earner households with children.

The income data suggest that local retailers may need to capitalize on markets outside the Village of Ballston Spa to improve their profitability. On the positive side, however, Ballston Spa compares favorably to other villages and cities in Saratoga County. In fact, as indicated in the chart at right, Ballston Spa had the second-highest per capita income level among villages in the County in 1999.



Market Segmentation Analysis

Market segmentation is the classification of consumers according to demographic, socioeconomic, housing, and lifestyle characteristics. It is based on the concept that "birds of a feather flock together": that is, people with similar demographic characteristics, buying habits, and media preferences naturally gravitate toward each other and into the neighborhoods and communities in which they live. Businesses utilize market segmentation analysis to determine where their best customers and prospects live and to measure potential demand for their product or service within a specific area.

The basis for segmentation or "clustering" is data from the U.S. Census. Statistical techniques, supplemented by market research and analysis of consumer purchases, are used to classify neighborhoods into different types. The validity of the clusters is tested against

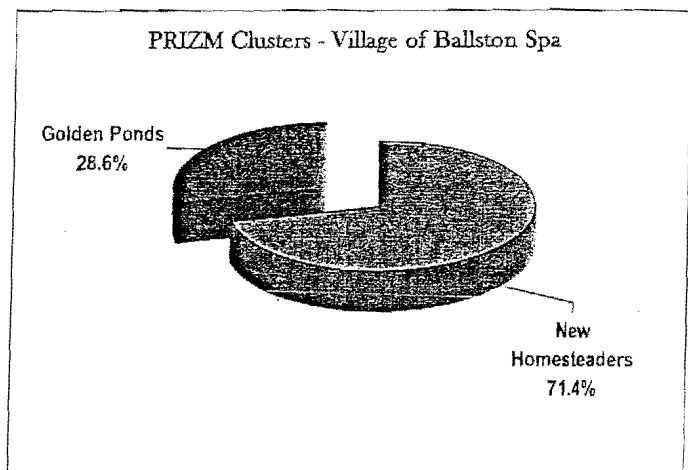
other sources of consumer data ranging from car-buying reports to magazine subscription data. The cluster descriptions are available for zip codes and census tracts, and may also be provided in aggregate form for trade areas and communities.

Examples of market segmentation systems include ACORN, MicroVision, and PRIZM. The PRIZM segmentation system developed by Claritas Data Services defines all U.S. neighborhoods in terms of 62 different clusters assigned to 15 social groups that are based on the degree of urbanization and socioeconomic status. Each cluster reflects a range of opportunities and influences.

It is important to understand that the cluster classifications are *generalizations*. The labels developed by data providers for the clusters have more to do with product marketing than with the characteristics of individual households within that cluster. Nevertheless, market segmentation analysis can provide another perspective in understanding the Ballston Spa market.

According to Claritas, households in the Village of Ballston Spa can be grouped into one of two PRIZM clusters:

"New Homesteaders" - This cluster accounts for approximately 71% of Ballston Spa households and is characterized by young, middle-class families. Most have had some college, and are generally employed as professionals or executives in the public administration, communications, health, and retail industries. Persons in this cluster are more likely to shop by direct mail, have a Sears card, purchase a car with a bank loan, read the *Wall Street Journal* and *Glamour*, and enjoy crafts, camping, and sports. Nationally, households in the "New Homesteaders" cluster have a median income of \$40,400 and a median age of 37 years.

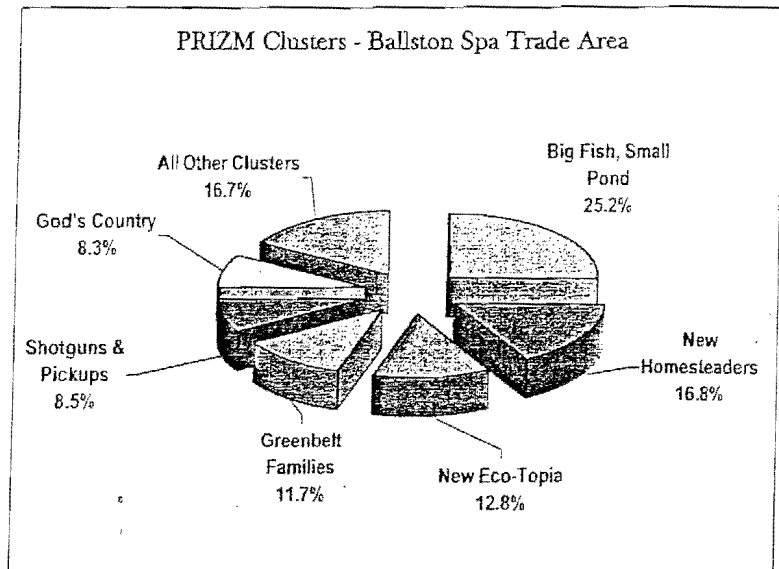


"Golden Ponds" – This cluster accounts for approximately 29% of the households in Ballston Spa and is characterized by less-affluent senior citizens with relatively limited educational attainment levels. Persons in this cluster are more likely to shop at Wal-Mart, travel domestically by car, have a J.C. Penney card, spend money on blankets and linens, watch the QVC Network, and enjoy crafts and going to church. At the national level, members of the "Golden Ponds" cluster have a median household income of \$26,300 and a median age of 38 years; nearly 30% are aged 55 and over.

An additional PRIZM distribution report was generated for the larger Ballston Spa Trade Area. According to Claritas, 83% of the households in this area fit into the "New Homesteaders" cluster or one of the following additional clusters:

"Big Fish, Small Pond" – Accounting for more than one-quarter of trade area households, this cluster is comprised primarily of small town executive families. Heads of household in the "Big Fish, Small Pond" category tend to be professionals between the ages of 45 and 64 who are the "captains of local industry." Persons within this cluster are more likely to invest in their homes, go

downhill skiing frequently, vacation by car, read *Kiplinger's Personal Finance* and *PC World*, and volunteer for political candidates. Along with "God's Country," and "Greenbelt Families," two clusters described below, the "Big Fish, Small Pond" cluster is one of the most affluent in the country. Nationally, households in the "Big Fish" cluster have a median income of \$52,200 and a median age of 37.



"New Eco-Topia" – This cluster accounts for nearly 13% of the households in the trade area and is characterized by rural families in a mix of white-collar and blue-collar occupations. Householders tend to have an above-average education level; in fact, "New Eco-Topia" is among the most educated of the rural segments in the U.S. Persons in this cluster are more likely to go cross-country skiing, install their own carpeting, own a sailboat, listen to classical music, and read *Prevention* and *Consumer's*

Digest. At the national level, members of the "New Eco-Topia" cluster have a median household income of \$39,000 and a median age of 38 years.

"Greenbelt Families" – An estimated 12% of households in the trade area can be described as "Greenbelt Families." This cluster is comprised of young, middle class town families between the ages of 35 and 54. According to Claritas Data Services, persons within this cluster are more likely to go online 20+ hours per month, own a giant screen television and home gym equipment, read *Redbook* and *Business Week*, and visit Alaska and Canada. Employed primarily in white collar positions, "Greenbelt Families" tend to be heavily mortgaged and depend on family entertainment and outdoor sports for recreation. Nationally, "Greenbelt Families" have a median income of \$52,900.

"Shotguns & Pickups" – This cluster accounts for 8.5% of the Ballston Spa Trade Area and can be characterized as rural blue-collar workers. Most are married with school-aged children. Persons in this cluster are more likely to attend church regularly, go hunting and fishing, remodel their family rooms, travel by car with camping equipment, own an ATV, and watch The Family Channel. At the national level, members of this cluster have a median income of \$38,500 and a median age of 36.

"God's Country" – Approximately 11% of households within the Ballston Spa Trade Area fall within this group, which can be described as executive exurban families. Employed primarily in white-collar managerial and professional positions, "God's Country" householders are generally between the ages of 35 and 64. They are more likely to go cross-country skiing, shop online, play golf twenty or more times a year, own a personal computer, watch *This Old House*, and read *Gourmet* and *Metropolitan Home*. Their lifestyle is centered around family and outdoor activities. At the national level, members of this cluster have a relatively high median household income of \$65,300 – perhaps because many are dual income households – and a median age of 37.

The other clusters represented in the trade area include blue-collar, industrial, and farming families as well as retirees. The families in these categories tend to love the outdoors and often reside in scenic areas. Their socioeconomic status ranges from lower middle- to upper middle-class, with the seniors more likely to be found at the bottom of this range.

The PRIZM market analysis suggests that although Ballston Spa households are basically middle-class families and seniors, the larger retail trade area is dominated by affluent white collar professionals, executives, and managers, with a minority of rural families earning more modest incomes.

Understanding the characteristics of a target market – in this case, the local population – is important in identifying feasible market opportunities and developing revitalization initiatives with the greatest probability of success.

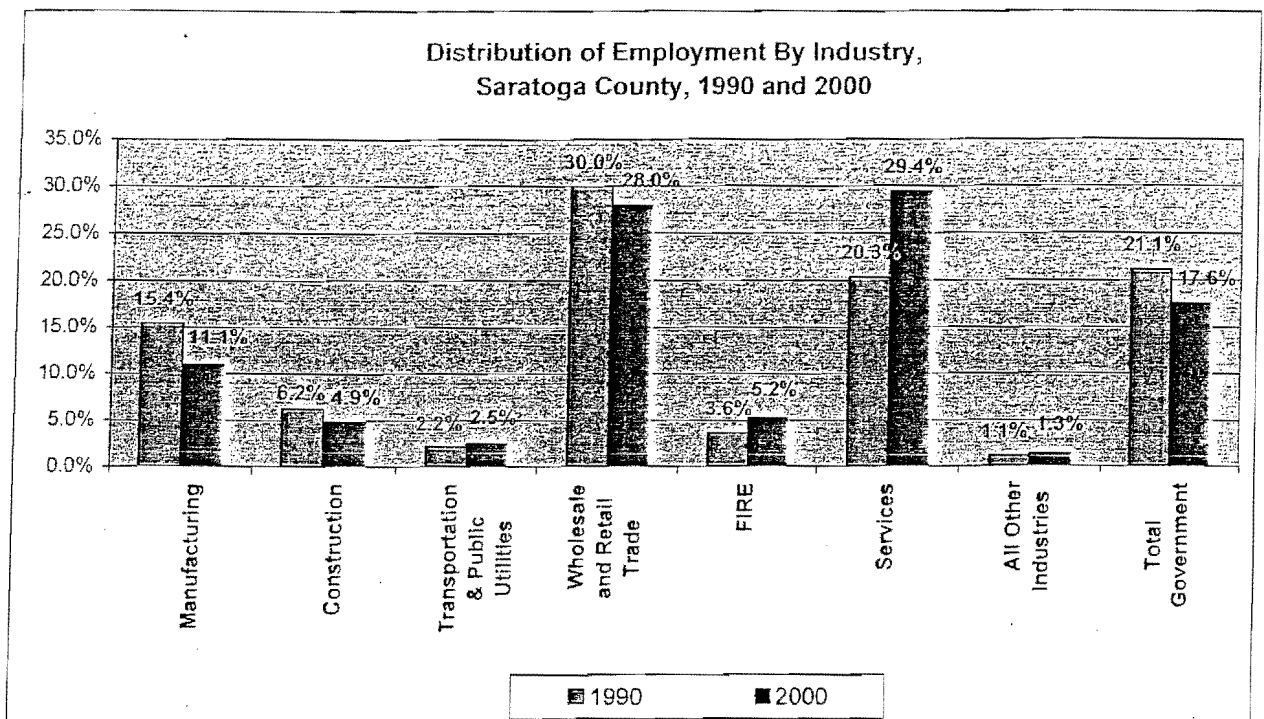
Summary

The demographic data for the Village of Ballston Spa and the defined Ballston Spa Retail Trade Area indicate that while both areas are experiencing population growth and an increase in households in their peak earning years, there are some significant differences between the two markets. For example, the trade area market is clearly more affluent, suggesting greater retail sales potential. It is also somewhat more educated. With stronger household income growth projected for the trade area, this presents the greatest market opportunity for Ballston Spa.

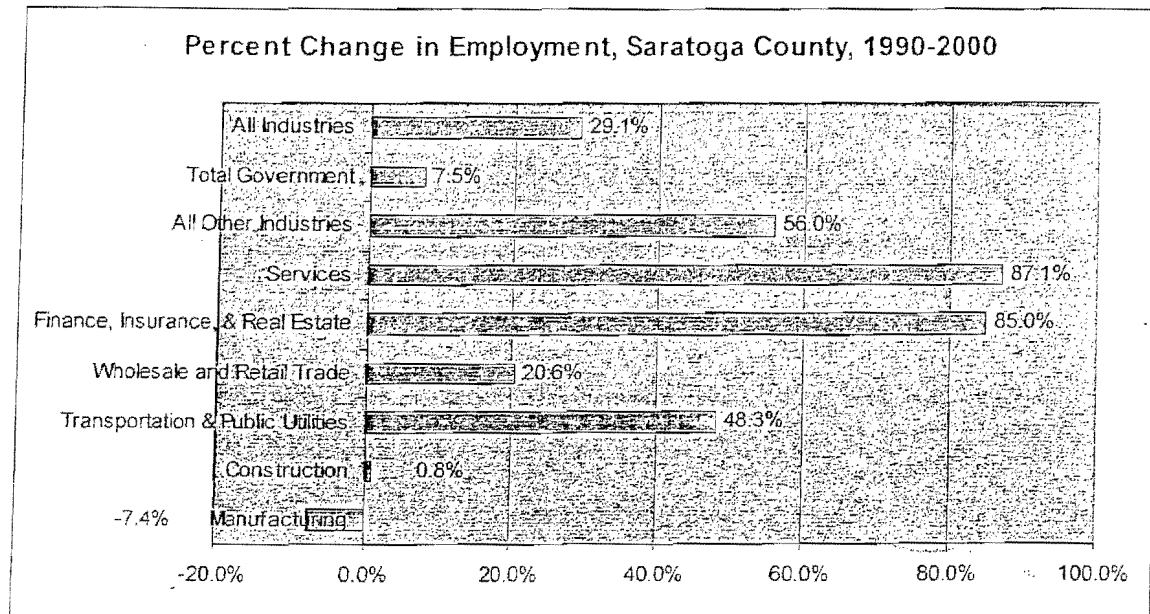
BALLSTON SPA AREA ECONOMIC ANALYSIS

This section provides a brief overview of the local and regional economic trends that impact the Village of Ballston Spa. Due to the limited availability of local-level economic data, the analysis focuses primarily on the region and the County.

The economic structure of New York's Capital Region is characterized by its diversity of employment, with services, government, wholesale and retail trade, and manufacturing accounting for the vast majority of jobs. Over the last several decades, however, there has been a gradual shifting in the region's economic structure which mirrors the national trend of becoming more service-based and less manufacturing-oriented. Regional manufacturing employment fell significantly during the 1970s, '80s, and '90s, reflecting contractions and closings of large establishments, foreign competition, and changing technology. Nevertheless, relative to the rest of the Capital Region, Saratoga County has a growing employment base, with opportunities in a variety of industry sectors.



According to the NYS Department of Labor, overall employment covered by unemployment insurance in Saratoga County increased nearly 30% over the ten-year period from 1990 to 2000. Average annual employment for all industries was 65,072 in 2000. Approximately four out of five jobs based in the County are in the private sector. The largest private employers include General Electric - Silicone Division, State Farm Insurance, Quad/Graphics, Target Distribution Center, Stewart's Shops, Ace Hardware, Sysco Food Services, Skidmore College, and Saratoga Hospital.



Wholesale and retail trade and services are the largest industries in Saratoga County with respect to employment. The service sector, however, has increased its share of total employment, led by growth in health, education, business services, social services, engineering and management services, and membership organizations. Finance, insurance, and real estate (FIRE), which accounts for a relatively small proportion of the County's employment base, also increased its share. In contrast, both government (the third largest employer in Saratoga County) and manufacturing accounted for a lesser share of the jobs in 2000 compared to 1990. The County's 7,000 manufacturing jobs are primarily concentrated in the production of chemicals and paper, and printing and publishing.

Between 1990 and 2000, Saratoga County experienced a net increase of 14,673 jobs. The majority of the increase is attributable to services (+8,918 jobs) and finance, insurance, and real estate (+1,557); these industries experienced job growth of 85.0% and 87.1%, respectively, during the ten-year period. Wholesale and retail trades also experienced rapid growth (20.6%). Only one industry, manufacturing, lost employment (-574 jobs, or 7.5%).

Ballston Spa's employment base is estimated at +/-2,700. The Village's three largest employers are the Ballston Spa School District (750), Saratoga County government (450), and Reserve USA (300-400, depending on season). Small retail, restaurant, professional, service, and other establishments employ roughly 718 full-time and 519 part-time workers. These figures were extrapolated from the responses to the business survey.

Economic Development Initiatives

As noted in the assessment of the commercial real estate market, development trends in the City of Saratoga Springs have had, and will likely continue to have, an impact on the Village of Ballston Spa. Both downtown Saratoga and the Route 50 corridor in the vicinity of Northway Exit 15 have experienced an increase in development activity, resulting in chronic problems with parking and traffic. In addition, the imbalance between the demand for commercial space and the available supply in downtown Saratoga has driven up real estate costs. If current trends continue, businesses may turn to neighboring communities like Ballston Spa for affordable space.

Two major high-technology projects proposed for the Capital Region could also impact Ballston Spa. The first of these is the development of a new 16,000 square foot research center for International SEMATECH, a consortium of nanoelectric manufacturers, on the campus of the University at Albany. Announced in summer 2002, the \$403 million SEMATECH center would be only the second such center ever created (the first is in Austin, Texas), employing up to 500 people.

Business leaders believe that SEMATECH will create a domino effect, leading other companies to come to the region, spurring job growth, business development and

neighborhood revitalization. There are signs that this has already begun; four months after the announcement, Tokyo Electron Ltd. said it would create a \$300-million, 220,000-square-foot facility adjacent to the SEMATECH center. Others are skeptical or resistant, concerned that the quality of life in the region will be forever changed by SEMATECH and the growth of the technology sector. It remains to be seen how much of a regional influence this research center will have.

Closer to home, the Saratoga Economic Development Corporation has proposed the construction and operation of the Luther Forest Technology Campus. This project would develop a nanotechnology manufacturing center on a 1,300-acre wooded site in the Towns of Malta and Stillwater, with the phased construction of as many as four computer chip fabrication plants over the next 15 to 25 years.

According to an economic impact analysis prepared for the SEDC by Lemery Greisler LLC in January 2003, the Luther Forest Technology Campus would generate 7,200 to 10,000 permanent new jobs with an associated annual payroll of \$524 million to \$732 million. It would also increase local employment opportunities, both directly and through spin-off activity. Opponents of the project, have expressed concerns about pollution and traffic. Some observers have called for the construction of a new exit between Exits 11 and 12 of the Northway, but funding for such a project is years away.

How will these two projects impact Ballston Spa? On one hand, there may be new opportunities for business development and employment in and around the Village. As currently proposed, the Luther Forest Technology Campus would serve as a major job generator. Those employees will want access to the types of retail and services available in Ballston Spa. Fiber optic lines could encourage related technology businesses to locate in the Village as well. On the other hand, the scale of these high-technology projects might result in a negative impact on the quality of life in the region, affecting everything from the cost of housing to traffic.

RETAIL AND CONSUMER TRENDS

This section examines retail trends in the Ballston Spa Trade Area, identifying potential market opportunities based on current and potential sales, consumer demand, and the "leakage" of consumer dollars outside the local economy.

Retail Sales in the Trade Area

The table below profiles the retail sector in Ballston Spa and the surrounding trade area based on estimated data from Claritas Data Services. According to Claritas, retailers in the Ballston Spa Trade Area generate an estimated \$172.2 million in total retail sales annually. Major components of retail sales in the trade area include building materials and garden supply stores (at \$70.0 million), grocery stores (\$24.6 million), and eating and drinking places (\$18.7 million).

| Retail Sales Profile, Ballston Spa Trade Area | | | |
|---|----------------------------------|-----------------------------|---|
| Store Type | Total Retail Sales (millions) | Number of Establishments | Average Sales Per Retailer (millions) |
| Building Materials & Garden Supply | \$70.0 | 18 | \$3.89 |
| General Merchandise | \$8.6 | 4 | \$2.15 |
| Grocery Stores | \$24.6 | 19 | \$1.29 |
| Food Stores (Other Than Grocery) | \$5.0 | 14 | \$0.36 |
| Automotive Dealers | \$11.2 | 5 | \$2.24 |
| Gasoline Service Stations & Auto Supply | \$9.1 | 12 | \$0.76 |
| Apparel & Accessory Stores | \$1.1 | 5 | \$0.22 |
| Furniture & Home Furnishings Stores | \$1.5 | 4 | \$0.38 |
| Household Appliance Stores | \$0.2 | 1 | \$0.20 |
| Radio, TV, Consumer Electronics, & Music Stores | \$10.8 | 12 | \$0.90 |
| Eating & Drinking Places | \$18.7 | 47 | \$0.40 |
| Drug Stores | \$3.2 | 2 | \$1.60 |
| Liquor Stores | \$0.4 | 2 | \$0.20 |
| Antique Stores | \$0.7 | 7 | \$0.10 |
| Sporting Goods & Bicycle Stores | \$0.6 | 6 | \$0.10 |
| Florists | \$1.0 | 6 | \$0.17 |
| Book Stores | \$0.2 | 2 | \$0.10 |
| All Other Retail Stores | \$5.3 | 21 | \$0.25 |
| Total Retail Sales | \$172.2 | 187 | \$0.92 |

On average, most retailers in the Ballston Spa Trade Area have annual sales of less than \$1 million. There are exceptions, however, including building materials and garden supply (with average annual sales of \$3.89 million), automotive dealers (\$2.24 million), general merchandise (\$2.15 million), drug stores (\$1.60 million), and grocery stores (\$1.29 million).

Trade Area Capture Analysis

Capture analysis is a technique used to estimate the number of customers served ('captured') by trade area retailers. It provides a general picture of the relationships between consumer demand and the existing supply of retail establishments. When the trade area capture is larger than the population, it suggests that either the retail trade area is attracting customers from outside its boundaries, or residents are spending more for items than the statewide average. Conversely, if the trade area capture is *less* than the population, then either retail establishments are not capturing the purchases of local residents, or those residents are spending relatively less than the statewide average.

As shown in the table below, the trade area capture analysis indicates that sales in local retail establishments equaled that of 20,842 people. Since the trade area population is an estimated 29,807, the data suggest that in general, area retailers are not sufficiently capturing the purchase of local residents. The trade area capture is significantly greater than the population, however, with respect to building materials and garden supply, and to a lesser extent, antique stores and florists.

To estimate the portion of customers that retailers in the Ballston Spa Trade Area draw from outside the primary market area, a pull factor was calculated for each of the retail store types. The *pull factor* is derived by dividing the trade area capture by the population. The larger the pull factor, the more that a particular retail category is drawing consumers from outside the resident market. The analysis indicates again that building materials and garden supply establishments, antique stores, and florists attract the most customers from outside the trade area.

| Retail Trade Analysis by Store Type, Ballston Spa Trade Area | | | | | |
|--|--------------------|-------------|--|-------------------------------------|--------------------------|
| Store Type | Trade Area Capture | Pull Factor | Potential Sales, Trade Area (millions) | Actual Sales, Trade Area (millions) | Sales Potential Captured |
| Building Materials & Garden Supply | 110,793 | 3.72 | \$18.8 | \$70.0 | 371.7% |
| Antique Stores | 40,091 | 1.35 | \$0.5 | \$0.7 | 134.5% |
| Florists | 30,528 | 1.02 | \$1.0 | \$1.0 | 102.4% |
| Gasoline Service Stations & Auto Supply | 28,344 | 0.95 | \$9.6 | \$9.1 | 95.1% |
| Grocery Stores | 19,879 | 0.67 | \$36.9 | \$24.6 | 66.7% |
| Eating & Drinking Places | 17,511 | 0.59 | \$31.8 | \$18.7 | 58.7% |
| Food Stores (Other Than Grocery) | 16,020 | 0.54 | \$9.3 | \$5.0 | 53.7% |
| General Merchandise | 15,925 | 0.53 | \$16.1 | \$8.6 | 53.4% |
| Sporting Goods & Bicycle Stores | 14,815 | 0.50 | \$1.2 | \$0.6 | 49.7% |
| Radio, TV, Consumer Electronics, & Music Stores | 13,892 | 0.47 | \$23.2 | \$10.8 | 46.6% |
| Liquor Stores | 13,575 | 0.46 | \$0.9 | \$0.4 | 45.5% |
| Drug Stores | 11,484 | 0.39 | \$8.3 | \$3.2 | 38.5% |
| Book Stores | 9,067 | 0.30 | \$0.7 | \$0.2 | 30.4% |
| Automotive Dealers | 9,026 | 0.30 | \$37.0 | \$11.2 | 30.3% |
| All Other Retail Stores | 5,618 | 0.19 | \$28.1 | \$5.3 | 18.8% |
| Furniture & Home Furnishings Stores | 4,764 | 0.16 | \$9.4 | \$1.5 | 16.0% |
| Household Appliance Stores | 2,870 | 0.10 | \$2.1 | \$0.2 | 9.6% |
| Apparel & Accessory Stores | 2,861 | 0.10 | \$11.5 | \$1.1 | 9.6% |
| Total Retail Sales | 20,842 | 0.70 | \$246.3 | \$172.2 | 69.9% |

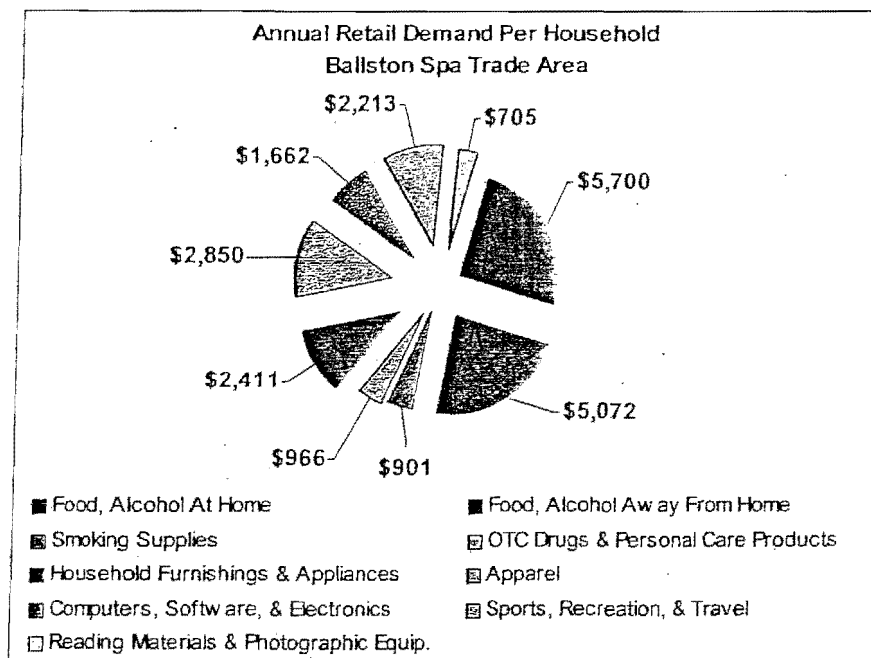
By comparing per capita retail sales in the trade area with those in New York State as a whole and adjusting for relative differences in income, it is possible to calculate *potential sales*, an estimate of the amount of money that trade area residents could spend on consumer goods if they spent at the same rate as statewide residents. As shown on the table above, potential sales in the Ballston Spa Trade Area total an estimated \$246.3 million. With actual sales of \$172.2 million at retail stores within the trade area, however, the data further confirm that (with the exception of building materials, antique stores, and florists) local retailers are insufficiently capturing the resident sales potential.

Retail Demand

To assess retail demand in and around Ballston Spa, current estimates of consumer spending by trade area residents for a variety of goods were obtained from Claritas Data

Services. The data are derived from the annual Consumer Expenditure Survey conducted by the Bureau of Labor Statistics and address expenditures by residents regardless of where the purchases are made.

In 2002, the total demand for selected consumer products by residents of the Ballston Spa Trade Area was approximately \$252 million. On an annual basis, this demand equates to an average of \$22,479 in spending potential per household in the trade area. Major components of retail demand in the trade area include food and drink at home (averaging \$5,700 per household), food and drink away from home (\$5,072), apparel (\$2,850), and household furnishings and appliances (\$2,411).



Sales Leakage Analysis

The demand for goods and services that is not being met locally is referred to as *sales leakage*. The leakage occurs because residents make purchases at establishments outside the trade area or even outside the state via catalog and Internet sales. Purchasing decisions are typically influenced by one or more factors:

- Convenience (e.g., stopping at a store located on the way to or from work)
- Opportunity
- Quality
- Price
- Service
- Selection
- Marketing

Despite efforts to encourage residents to "buy local," most communities experience some degree of sales leakage. The sales leakage in the Ballston Spa Retail Trade Area is estimated to be \$74.1 million for all retail establishments. Excluding the automotive category, the sales leakage is highest for eating and drinking places (\$13.1 million), consumer electronics and music stores (\$12.4 million), and grocery stores (\$12.3 million). A sales *surplus* exists with respect to building materials and garden supply stores (\$51.2 million), antique stores (\$0.2 million), and florists (\$0.02 million).

Recapturing a portion of the sales leakage represents a potential opportunity for additional sales in the Ballston Spa Trade Area. Even a minimal 10% recapture could generate more than \$7 million in sales revenue. Strategies for reducing the level of sales leakage might include strengthening current retail offerings, enhancing marketing efforts, introducing additional retail activity (new stores and products), and/or clustering underperforming retail categories with more successful types of establishments. For

| Sales Leakage in the Ballston Spa Trade Area | |
|---|--|
| Store Type | Value of Surplus or Leakage (millions) |
| Building Materials & Garden Supply | \$51.2 |
| Antique Stores | \$0.2 |
| Florists | \$0.0 |
| Book Stores | (\$0.5) |
| Gasoline Service Stations & Auto Supply | (\$0.5) |
| Liquor Stores | (\$0.5) |
| Sporting Goods & Bicycle Stores | (\$0.6) |
| Household Appliance Stores | (\$1.9) |
| Food Stores (Other Than Grocery) | (\$4.3) |
| Drug Stores | (\$5.1) |
| General Merchandise | (\$7.5) |
| Furniture & Home Furnishings Stores | (\$7.9) |
| Apparel & Accessory Stores | (\$10.4) |
| Grocery Stores | (\$12.3) |
| Radio, TV, Consumer Electronics, & Music Stores | (\$12.4) |
| Eating & Drinking Places | (\$13.1) |
| All Other Retail Stores | (\$22.8) |
| Automotive Dealers | (\$25.8) |
| Total Retail Sales | (\$74.1) |

example, clustering furniture and home furnishings stores with antiques shops could create a complementary relationship that stems the leakage of consumer dollars from Ballston Spa and builds on the demographic characteristics of the trade area, while providing a possible market niche for the Village.

Summary

The analysis of retail and consumer trends indicates that building materials and garden supply, antiques, and florists are the leading retail categories in the Ballston Spa Trade Area, accounting for approximately 42% of the total annual retail sales. These types of retail establishments have been most successful in drawing consumers from outside the defined market area, and represent potential assets for commercial area revitalization in Ballston Spa. There are, however, other types of retailers that have strong potential, given the characteristics of market area households. These include household furnishings/appliances and food stores.

RESULTS OF COMMUNITY VISIONING PROCESS

As part of the strategic planning process, Camoin Associates facilitated a series of public sessions designed to stimulate discussion, build consensus, and develop a vision for Ballston Spa's future. At the first two sessions, participants were invited to identify, categorize, and rank community strengths and challenges. The highest-ranked categories are listed below in order of priority, from highest to lowest, with a sample of individual responses.

| Rank | Strengths | Challenges |
|------|---|---|
| 1 | Location – County seat; en route to Saratoga; proximity to Northway and Thruway; geographic center of County; location to larger cities; close to everything in the Capital District | Deteriorating Properties – Visible deterioration of rental properties; absentee landlords; abandoned buildings and derelict properties, especially in business district Lack of Business Diversity – Destination businesses [needed]; no department store / supermarket / bakery / diner / book store; not a large variety of different businesses |
| 2 | Community Commitment & Leadership – Commitment of local government and individuals; political leadership; community pride; forward-looking business owners; sense of community; interested citizens; well-educated long-standing residents; proactive village government | Need for Cultural Events and Night Life – Music performances, art gallery, movie theater [needed]; lack of night life entertainment; need more restaurants; entertainment opportunities; business atmosphere after 5 pm |
| 3 | Historical Attractions – Great history; museums and attractions; historic points of interest and tourism; historical significance | Getting People to Shop in Ballston Spa – Continue to improve storefronts and facades to create a better [environment] for shoppers; getting Ballston Spa and other residents to shop here; not to be just a quaint run-of-the-mill village; getting through traffic to stop; get County employees to stay and spend money |
| 4 | Business Climate – Ballston Spa Business & Professional Association; strong business and professional association; Empire Zone; low cost business rentals; tourism; Main Street downtown | Zoning Enforcement |
| 5 | Small, Friendly, and Safe Community – Small, tight-knit community; community and family-oriented; "mom-and-pop" business owners; community-wide family events; safe environment, great place to raise a family | Traffic – Truck traffic (enforcement, weight, amount); traffic problems and trucks on West High Street; police enforcement of traffic laws; bottleneck of traffic needs to be controlled [to] move along |
| 6 | Volunteerism / Victorian Architecture (tie) | Negative Image of Downtown |
| 7 | Good School System | Parking Availability and Condition |
| 8 | Natural Areas and Parks | Condition of Sidewalks |
| 9 | Affordable Homes | Division Between North and South Areas |

In the third public session, meeting participants were asked to identify and prioritize opportunities for the Village of Ballston Spa. These are listed in rank order below.

| Rank | Opportunities |
|------------|---|
| 1 | Promote Ballston Spa as "the strolling village," a refreshing change from the malls – Opportunity for further cohesion in the downtown area, [offering] a variety of experiences, a sense of community; make the village pretty and tempting enough to lure people to stop and stroll; advertise village character |
| 2 | Capitalize on Saratoga Springs visitation and other outside markets – Market village as a tourist destination, as a home improvement center, as a destination for antiques; market historic architecture and museums; tap into convention market from Saratoga Springs; work with realtors to distribute information to buyers in the trade area about village retail; set up a trolley line between Ballston Spa and Saratoga Springs during summer to pull tourists from Saratoga |
| 3 | Establish a playhouse or art film theater |
| 4 (tie) | Availability of affordable commercial space – Capitalize on increasing demand for commercial space in Saratoga; revamp Tufflite building for flea market (complementary to antiques business); use of vacant buildings Expand business diversity – Additional businesses needed: optometrist, health related services, kitchen shop, ice cream shop, pottery shop; encourage legal services/lawyers in village; more lower-cost businesses for variety (e.g., inexpensive jewelry, consignment shop, books, cafe). |
| 5 | Capitalize on the village's history and architecture |
| 6 (tie) | Saratoga County Fairgrounds Antiques market – Draws are antiques, specialty shops, school events, village events, cultural events, and cafes; market antiques and specialty shops; attract businesses that would piggyback on antiques business - e.g., restoration hardware, high-quality linens, handmade quilts, stained glass/wall art |
| 7 | Capitalize on other attractions – Kayaderoseras Creek; Zim Smith Bike Trail; borrow tram from fairgrounds to take visitors to points of interest |
| 8 | Parent/student traffic in village – Get students to shop in village; parent traffic at schools, soccer fields, community center, Mary's Nursery School; get parents of students to shop in village General pass-through traffic – Get drive-through traffic to stop or return to shop (need better parking and signage); utilize the traffic to create and expand cultural, social, musical dining and lodging experiences |

At the conclusion of Session #3, participants were asked to complete a brief vision questionnaire. The survey asked: (1) What would you like the Village of Ballston Spa to be known for in five years? (2) As you visualize thriving Village commercial districts in the future, what qualities or characteristics will they possess? (3) What benefits do you anticipate as a result of achieving your vision?

Responses were entered into a spreadsheet and categorized. The words and phrases used most often by residents to describe their vision of Ballston Spa's future included:

- Cultural
- Safe community
- Great place to live, work, and play
- A "village of friends"
- Welcoming, inviting
- Well-maintained, attractive properties
- Diversity of local businesses and shops
- A place to stroll
- Specialty shops
- Cafes
- Unique shops
- Diversity (of residents)
- Charming
- Nice place to raise a family
- Vibrant downtown

Among the benefits anticipated in this depiction of the future, according to residents, are a healthy, thriving business district; prosperity; an even better place to live; and a renewed sense of community pride.

The vision questionnaire responses and comments on two draft vision statements presented in Session #4 were used to develop the following vision statement for the Village of Ballston Spa:

The Village of Ballston Spa is a charming historic village with a friendly, hometown atmosphere and a strong sense of community. At the heart of the Village is a thriving commercial district that attracts visitors and regional residents to its unique shops, restaurants, inns, and cultural venues. Its compact size and the patterns of development encourage pedestrian interaction and socializing. Recognized as the center of Saratoga County government, Ballston Spa has excellent public schools, attractive parks, historic architecture, and a diverse array of local businesses that provide places to work and shop as well as opportunities for entertainment within walking distance. Residents value Ballston Spa as a great place to live, work, and play, and will promote this vision of the community in the years to come.

THE PLAN

The revitalization goals listed below were established with input from the Strategic Planning Committee as well as the participants in the public sessions. These goals are designed to provide direction to the Village Board in establishing priorities and assist the community in achieving its desired vision of the future.

1. Improve the condition of commercial and multi-family residential properties, with a focus on downtown.

The issue of deteriorating properties ranks as one of Ballston Spa's greatest challenges. Residents are deeply concerned about the need to improve both commercial and residential properties and ensure that landlords comply with applicable codes that set standards for them to be clean, safe, and sanitary. Blighted buildings have a significant negative impact on the community's image, detracting from the Village's efforts to promote itself as a desirable place to live and work. Although rehabilitation activities are often driven by market forces, it is important for the Village to establish the condition of commercial and residential structures as a priority for revitalization. This goal is also important to preserving the supply of commercial space to accommodate new business activity in Ballston Spa.

Potential actions:

- Establish Main Street commercial and residential building rehabilitation programs that provide matching funds to building owners for renovations, façade improvements, and exterior signage.
- Promote the existing sidewalk rebate program for property owners. 178,321 *Rebated*
- Encourage commercial property owners to maintain and to the extent possible, improve their properties.
- Explore how other communities have successfully addressed this issue to develop innovative solutions.

2. Conduct target marketing efforts to increase awareness of the opportunities available to trade area households for shopping, social activities, and special events in Ballston Spa.

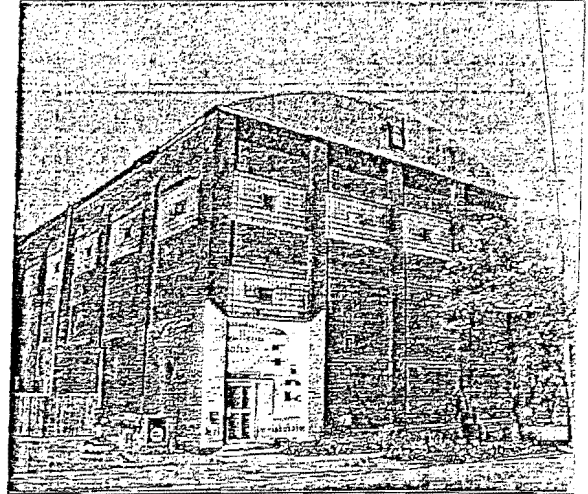
The opportunities for Ballston Spa's commercial revitalization exist, quite literally, at its doorstep. Although visitors to SPAC and the Saratoga Race Course increase the volume of traffic in the summer months, the communities surrounding the Village offer significant retail sales potential throughout the year. None of these municipalities has a downtown commercial district of their own. To capitalize on this affluent trade area market, efforts must be made to get these households to "connect" with the Village and bring them to Ballston Spa.

Potential actions:

- Develop and implement a marketing program that presents Ballston Spa as a friendly/walkable/historic/"hometown" shopping district and an alternative to the mall.
- Work with local newspapers and other media to establish joint advertising for Ballston Spa businesses.
- Resident Handbook* → • Develop and distribute high-quality promotional materials including a directory of local businesses; an attractive color map showing the locations of businesses, public parking lots, and services; an annual calendar of events; an antiques brochure listing Ballston Spa trade area antiques shops and their specialties.
- Enhance the visibility (and/or expand the hours) of the visitor center at the National Bottle Museum, especially during the summer months.
- ✓ • Continue to promote and encourage additional participation in annual events within the Village.
- Update the village and/or Business and Professional Association websites more consistently and establish links from the websites of area organizations and businesses.
- Contact local colleges about having marketing students develop promotional materials for Ballston Spa as part of a class project.
- ✓ • Promote Ballston Spa to the Capital Region as an affordable community and a desirable place to raise a family, with an excellent school system.

3. Continue redevelopment of vacant and underutilized buildings for retail, office, and/or upscale residential use to create additional employment and add to consumer spending potential.

Ballston Spa has some vacant and underutilized buildings which present opportunities for reuse. These range from large former manufacturing plants (Tufflite, Bischoff's Chocolate Factory, and the Ballston Knitting Mill complex) and retail establishments (Grand Union) to smaller downtown row structures on commercial corridors. With the exception of the Grand Union, these buildings have been purchased by investors and transformed into space for offices or art studios.



The redevelopment of vacant and underutilized buildings should be a continued priority for the Village. Although the extensive renovations required to retrofit these older buildings can be costly and challenging, they represent prime examples of the Village's historic architecture – and a potential source of tax revenue.—

4. Evaluate the feasibility of opening a theater for cultural events such as music, plays, second-run movies, etc.

Residents have indicated a strong interest in expanding cultural and entertainment opportunities in Ballston Spa. There are limited venues for such activities, however. Although there are a few privately-owned buildings that once had theaters, all have been closed for many years. It is not clear what steps would be needed to successfully develop and operate a theater, whether a sufficient market exists, or where the theater should be located. Further study is needed to determine the feasibility of the concept and research possible funding.

Other communities have been successful in establishing or reopening theaters in their downtowns. One possible model is the Acadia Cinema Cooperative, located in Wolfville, Nova Scotia⁵. This organization was formed by a group of area residents to purchase and renovate a historic theater that had been closed for three years. By selling shares to community residents, the Cooperative was able to purchase the Acadia Cinema in April 2003. Once renovations are complete, it is anticipated that the rental of ground-floor commercial space and second-story residential units will provide additional revenues to support theater operations.

5. Promote Ballston Spa as "the strolling village."

One of Ballston Spa's greatest assets is an intact historic downtown with opportunities for walking and browsing. Maintaining and enhancing the pedestrian-friendly environment is important to the Village's continued revitalization.

Downtown streets should be attractive and inviting, with amenities such as street trees, landscaping, benches, lighting, signage, and public artwork to encourage people to explore the Village on foot. Pathways and trails can be used to connect various activities and land uses. The commercial districts should also provide a feeling of pedestrian safety. This can be accomplished through improvements to create well-defined and protected spaces in which to walk.

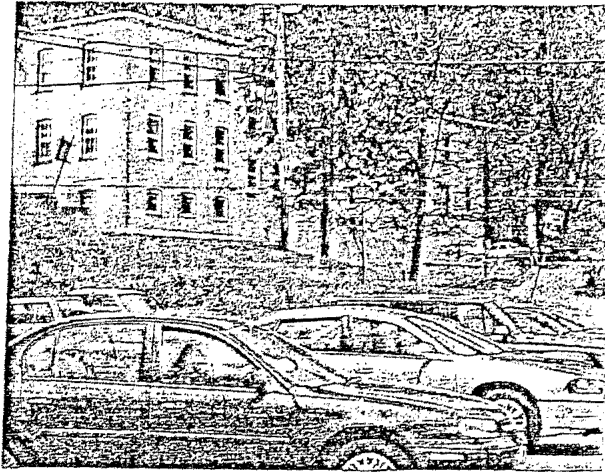
Potential actions:

- Identify and prioritize streetscape improvements, including landscaping, sidewalks, and additional and/or redesigned pedestrian crosswalks.
- Encourage pedestrian activity by developing interesting window displays, eye-level signage, kiosks with historical information, etc.
- Update and reprint the "Ballston Spa Victorian Village Strolling Tour" flyers as one brochure and distribute throughout the region.

⁵ For more information, see <http://homepage.mac.com/fundyfilm/acadiacinema/index.html>.

- Continue to work on developing a pedestrian walkway along the abandoned rail grade between Prospect and Front Streets.
- Consider developing additional trails connecting with adjoining communities.

6. Improve the visibility and condition of parking lots.



The Village of Ballston Spa owns and maintains a number of municipal parking lots to accommodate shoppers and visitors. These lots are generally well-marked, but need to be repaved with blacktop and restriped to make them more visible and maximize their capacity. The location of these lots should also be publicized to assist drivers in accessing off-street parking.

Potential actions:

- Incorporate trees and other landscaping into existing public parking lots to make them more inviting.
- Show public parking lots on maps of businesses and other promotional materials.
- Work with owners of private parking areas to determine the possibility of providing public parking in these lots during off-hours.

7. Expand the diversity of retail shops and restaurants.

The market analysis presented in this plan indicates several opportunities for Ballston Spa retailers to "recapture" some of the approximately \$74 million in annual consumer spending currently leaking from the area. Specific market opportunities compatible with existing businesses and the community vision include the following:

- A variety of *restaurant* choices, including diverse fine dining options, to develop Ballston Spa into a dining destination for the trade area

- Merchants selling *specialty foods*, including a high-quality bakery, to address the demand in the food store category while adding to the specialty shopping mix
- Merchants selling *specialty housewares/home furnishings* (e.g., restoration hardware) to build on the success of the antiques cluster and interest in historic architecture as well as the characteristics of trade area households
- The introduction of a *sporting goods* store to take advantage of higher-than-average spending among households in the trade area on sporting goods and recreation
- Further expansion and clustering of *specialty home improvement* and *garden supply* stores and *florists*

Expanding the diversity of the business mix with a combination of specialty retail, restaurants, and entertainment would create a more vibrant and dynamic downtown attractive to both visitors and residents.

Potential actions:

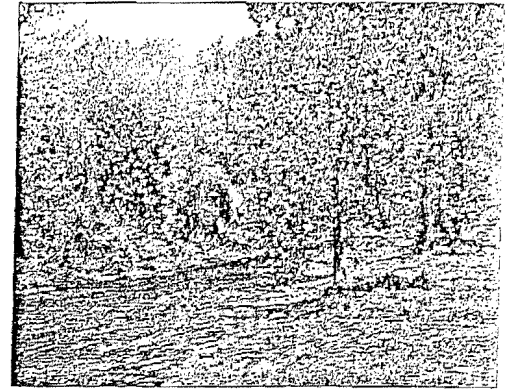
- Provide data on demographic and economic trends and the retail market analysis to prospective businesses as part of a business development and/or recruitment package.
- Continue to work with the Saratoga Economic Development Corporation, the Saratoga County Chamber of Commerce, Ballston Spa National Bank, and the Ballston Spa Business and Professional Association to attract retailers in the identified retail categories.
- Identify vacant commercial spaces suitable for retail occupancy.
- Seek to promote opportunities for entrepreneurship in the Village.

✓ 8. Enhance recreational resources to make Ballston Spa more attractive to young families.

The Village of Ballston Spa should continue to work with neighboring communities to develop recreational facilities in and around the Village.

Potential actions:

- Develop a canoe launch, handicap-accessible fishing dock, and volleyball courts at Kelley Park.
- Create a pedestrian walkway along the abandoned rail grade between Prospect and Front Streets.
- Establish linkages to other parts of the Saratoga County trail network.
- Develop recreational attractions for children in or near commercial area to draw trade area families into the Village.



The Implementation Process

The implementation of this plan will be the responsibility of the Village Board in conjunction with the Village Mayor, who will serve as the liaison between the Board and the Strategic Planning Committee and provide ongoing leadership. The Committee (whose members are listed in the Introduction) will review the plan, identify and prioritize specific actions, and make recommendations to the Village Board.

Over the next year, Camoin Associates will hold three quarterly progress meetings with the Committee to review progress. The purpose of these meetings will be to address any issues or problems and provide technical assistance (particularly with respect to potential sources of funding) during implementation.

It is important to understand that the revitalization process requires time, patience, and hard work; the goals and actions identified in this plan will not be accomplished overnight. With the

leadership commitment of the Strategic Planning Committee, the Village of Ballston Spa will be able to achieve its vision for the future.

**APPENDIX
COMMERCIAL AND INDUSTRIAL PROPERTIES - VILLAGE OF BALLSTON, SPA**

| Property # | Property Street | Owner Name | Property Classification | Number of Stories | Gross Floor Square Footage | Commercial Occupants | Comments |
|------------|-----------------|----------------------------|--|-------------------|----------------------------|--|----------------------------------|
| 31 | Bath St | Ballston Spa National Bank | Bank Complex with Office Building | 3 | 2,640 | Not available | |
| 35 | Bath St | Gino Bardi | Manufacturing and Processing | 2 | 12,320 | The Pressroom | Unable to locate address |
| 35 | Bath St | Gino Bardi | Manufacturing and Processing | 1 | 3,328 | None | Outbuilding on property |
| 39 | Bath St | Ballston Spa National Bank | Office Building | 3 | 10,044 | Ballston Spa National Bank - Operations Center | Old Hayner House hotel |
| 89 | Bath St | Stewart Abrams | Auto Equipment and Repair | 1 | 3,806 | Porters Auto Body | |
| 125 | Bath St | Linen Systems | Manufacturing and Processing | 2 | 77,699 | Angelica Textile Services | |
| 149 | Bath St | Brian W. Clune | Multiple Use or Multipurpose | 2 | 11,678 | Not available | |
| 6 | Charlton St | Saratoga County | Cultural Facilities | 2 | 8,088 | Brookside Museum (Saratoga County Historical Society) | |
| 2002 | Doubleday Ave | A. Vaccarielli | Area or Neighborhood Shopping Center | 1 | 4,228 | Chinese restaurant, pizzeria, hair salon, and arcade | Strip development |
| 2008 | Doubleday Ave | Aldi Inc. | Large Retail Outlet | 1 | 15,562 | Aldi | |
| 2026 | Doubleday Ave | Geral Properties | Auto Equipment and Repair | 1 | 13,566 | Spa Body Works | |
| 2035 | Doubleday Ave | The Guardian Life | Large Retail Food Stores | 1 | 40,020 | Vacant; former Grand Union | |
| 2103 | Doubleday Ave | Spa Associates | Restaurants | 1 | 2,100 | Pizza Hut | |
| 2007-2009 | Doubleday Ave | Miles Brown | One Story Small Structure | 1 | 3,058 | Dunkin' Donuts | |
| 2007-2009 | Doubleday Ave | Miles Brown | One Story Small Structure | 1 | 288 | Vacant ice cream stand | For sale |
| 2017-2019 | Doubleday Ave | Ricketts Inc. | One Story Small Structure - Multi occupant | 1 | 22,024 | Rickett's Dry Cleaning and Laundry | |
| 2017-2019 | Doubleday Ave | Ricketts Inc. | One Story Small Structure - Multi occupant | 1 | 2,250 | Rickett's Dry Cleaning and Laundry | |
| 2031-2033 | Doubleday Ave | Spawood Plaza | One Story Small Structure - Multi occupant | 1 | 9,500 | Aubuchon Hardware, State Farm Insurance | |
| 2031-2033 | Doubleday Ave | Spawood Plaza | One Story Small Structure - Multi occupant | 1 | 3,000 | Hudson River Bank | |
| 1 | East High St | Paul F. Brown | Converted Residence | 2 | 3,328 | Brown Peterson & Craig (law firm) | |
| 39 | East High St | Armer Funeral Home | Funeral Homes | 2 | 4,370 | Armer Funeral Home | |
| 85 | East High St | Mark Hodgkins | One Story Small Structure | 2 | 3,796 | Village Florist | Built c. 1880s |
| 71 | East North St | Dan Della Porta | One Story Small Structure | 1 | 676 | Not available | |
| 2 | Front St | James O'Brien | Downtown Row Type (with common wall) | 2 | 14,800 | O'Brien Pharmacy, Ballston Journal, Barry Scott Insurance Agency | |
| 18 | Front St | Monroe Title Insurance | Downtown Row Type (with common wall) | 2 | 3,502 | Monroe Title Insurance Corporation | |
| 19 | Front St | Paul Girard | Downtown Row Type (with common wall) | 3 | 6,237 | Home Improvement Gallery (proposed) | Soon to be occupied |
| 20 | Front St | James Dorey | Downtown Row Type (with common wall) | 3 | 5,670 | Not available | Possible office on first floor |
| 24 | Front St | Edward Rovetto | Downtown Row Type (with common wall) | 3 | 6,426 | None | Vacant |
| 28 | Front St | Andrew Jakubiak | Downtown Row Type (with common wall) | 3 | 6,048 | Weaver's Chocolates | Partially vacant |
| 39 | Front St | Michael Coffey | Downtown Row Type (with common wall) | 3 | 5,100 | Wiswall Market, Marlin's Hair Salon | |
| 40 | Front St | John Cavotta | Downtown Row Type (with common wall) | 3 | 5,040 | Birthingright | Underutilized - first floor used |
| 42 | Front St | Charles Kolnes | Downtown Row Type (with common wall) | 2 | 3,360 | Sunset Grill | |
| 53 | Front St | Kevin S. Roest | Downtown Row Type (with common wall) | 3 | 4,228 | None | Vacant |
| 55 | Front St | Anthony Filiberto | Downtown Row Type (with common wall) | 3 | 3,300 | Picketts and Twigs | |
| 78 | Front St | Louise Farnum | Downtown Row Type (with common wall) | 2 | 1,100 | George T. Farnum (architect) | |
| 82 | Front St | Cheryl A. Smith | Downtown Row Type (with common wall) | 2 | 2,400 | None | Appears to be residential |
| 87 | Front St | Ballston Spa National Bank | Standard Bank/Single Occupant | 2 | 7,586 | Ballston Spa National Bank | Circa 1820 building |
| 95 | Front St | Kirk Westbrook | Downtown Row Type (detached) | 2 | 3,234 | Westbrook Square: R-R Jones Insurance, Brookside Restorations | |
| 30-38 | Front St | Glenn Balmuth | Downtown Row Type (with common wall) | 3 | 14,880 | Arcade Building: C.J. Outfitter; Warehouse Clothing | |
| 48-50 | Front St | James R. Taisey | Downtown Row Type (detached) | 3 | 12,282 | Medbery Hotel | Being restored |
| 92-96 | Front St | John Romano | Downtown Row Type (with common wall) | 2 | 4,408 | Monaco's Village Inn | |
| 12 | Grove St | Sand Hill Industries | Manufacturing and Processing | 1 | 6,854 | T-Shirt Graphics | Reuse of railroad building |
| 25 | Hyde Blvd | Frank Townley | Funeral Homes | 2 | 3,144 | Wheeler Funeral Home | |
| 26 | Hyde Blvd | Peter J. Hansen | Converted Residence | 2 | 1,874 | Ballston Spa Vet Clinic | |
| 51 | Kent St | John D. Hearn | Other Storage, Warehouse, & Distribution | 2 | 2,800 | TLC Contracting, Spring City Realty | |

APPENDIX COMMERCIAL AND INDUSTRIAL PROPERTIES: VILLAGE OF BALLSTON SPA

| Property # | Property Street | Owner Name | Property Classification | Number of Stories | Gross Floor Square Footage | Commercial Occupants | Comments |
|------------|-----------------|------------------------|--|----------------------|-------------------------------------|--|--------------------------------|
| 14 | Low St | John E. King | Other Storage, Warehouse, & Distribution | 1 | 1,742 | Not available | |
| 17 | Low St | Jerry DeFilippo | Restaurants | 1 | 7,920 | JeRon's Restaurant and Banque | |
| 204 | Malta Ave | Steven Esposito | One Story Small Structure | 1 | 1,404 | Steven Esposito DDS | |
| 50 | Mechanic St | WAM Commercial | Manufacturing and Processing | 1 | 26,040 | Not available; may be vacan | |
| 50 | Mechanic St | WAM Commercial | Manufacturing and Processing | 2 | 13,800 | Not available; may be vacan | 24,600 sf of warehouse space |
| 17 | Milton Ave | Kathleen Kalwa | Converted Residence | 2 | 1,799 | Frank Preda DC; Kathleen Kalwa, attorne | Former Methodist parsonage |
| 48 | Milton Ave | Patrick Winderlin | Downtown Row Type (with common wall) | 2 | 1,512 | Castle & McLennan (insurance | |
| 58 | Milton Ave | Anna Hannah | Downtown Row Type (with common wall) | 3 | 4,592 | Anna's Flowers and Variet | |
| 62 | Milton Ave | Roger L. Reese | Downtown Row Type (with common wall) | 2 | 2,300 | Broadway Antiques | |
| 68 | Milton Ave | Ronald Faigin | Downtown Row Type (with common wall) | 2 | 3,400 | Spa Dental | |
| 72 | Milton Ave | Paul A. Carkner | Downtown Row Type (with common wall) | 2 | 3,380 | Paul's (restaurant) | |
| 75 | Milton Ave | V S H Realty Inc. | Minimart | 1 | 3,052 | Cumberland Farms | |
| 76 | Milton Ave | National Bottle Museum | Downtown Row Type (with common wall) | 3 | 6,732 | National Bottle Museum and visitor cente | Built 1901 for hardware store |
| 77 | Milton Ave | James Dorey | Downtown Row Type (with common wall) | 3 | 3,240 | Midtown Wine and Spirits | Built 1867 |
| 84 | Milton Ave | Streever Agency | Downtown Row Type (with common wall) | 3 | 2,295 | Streever Agency (insurance | |
| 85 | Milton Ave | Schmidt Management | Downtown Row Type (with common wall) | 3 | 3,240 | Blue Caboose Framery | |
| 106 | Milton Ave | Calvey Morris LLC | Downtown Row Type (with common wall) | 3 | 19,938 | The Lincoln Building: Coffee Planet, et al (100-106 Milton | Built c. 1892 as the Lincoln H |
| 128 | Milton Ave | Thomas J. Pray | Downtown Row Type (with common wall) | 3 | 8,235 | Thomas Pray DDS | |
| 130 | Milton Ave | Debra Cottrell | Downtown Row Type (detached) | 2 | 4,800 | Village Mobile Home Brokerage; Finishing Touch Salo | |
| 144 | Milton Ave | Fran Thompson | One Story Small Structure | 1 | 2,819 | Gordon Creek Antiques, Doubleday Avenue Barber Sho | |
| 154 | Milton Ave | Barrett Enterprises | Downtown Row Type (detached) | 3 | 3,720 | Creative Management, Hair Fai | |
| 223 | Milton Ave | Brian Helwig | Downtown Row Type (detached) | 2 | 2,552 | Domino's Pizza | |
| 240 | Milton Ave | Michael Polsinelli | Small Parking Garage | 1 | 1,775 | Michael's Automotive | Old gas station |
| 241 | Milton Ave | Mary Funicello | One Story Small Structure - Multi occupant | 1 | 1,600 | Pickle Barrel Deli, Mary's Beauty Salon | |
| 255 | Milton Ave | Leemilt's Petroleum | Service & Gas Stations | 1 | 1,296 | Getty | |
| 284 | Milton Ave | Lawrence Morse | Downtown Row Type (detached) | 2 | 3,637 | Not available | |
| 288 | Milton Ave | Rodger Reese | Multiple Use or Multipurpose | 1 | 11,000 | Ballston Furniture | |
| 303 | Milton Ave | Ronald French | One Story Small Structure | 1 | 1,780 | Doubleday Discount Wine & Liquor | |
| 329 | Milton Ave | Jeremiah Burke | One Story Small Structure | 1 | 1,325 | Not available | |
| 338 | Milton Ave | Elvira Martin | Restaurants | 1 | 1,040 | Vacant (formerly Creation's Family Restaurant | Building for sale |
| 348 | Milton Ave | Tamara Dunlap | Converted Residence | 2 | 1,768 | Not available | |
| 357 | Milton Ave | Peter C. Coutos | Converted Residence | 2 | 9,200 | Vacant | Former motel; for lease |
| 110-116 | Milton Ave | Kim Cooke | Downtown Row Type (with common wall) | 3 | 4,182 | Healthy Nation, Excellent Adventures (collectibles), Spa Window and Remodeling | |
| 124-126 | Milton Ave | Jerry DeFilippo | Downtown Row Type (with common wall) | 2 | 6,776 | Hearth & Home Antiques, Saratoga Sweet | Building for sale |
| 217-221 | Milton Ave | Ballston Spa Antique | Downtown Row Type (with common wall) | 2 | 4,650 | Ballston Spa Antique Center | Old Steiner's Department Sto |
| 217-221 | Milton Ave | Ballston Spa Antique | Downtown Row Type (with common wall) | 3 | 7,041 | Ballston Spa Antique Center | Old Steiner's Department Sto |
| 224-228 | Milton Ave | William Mevec | Funeral Homes | 2 | 6,865 | Mevec Funeral Home | |
| 252-254 | Milton Ave | 254 Milton Avenue | Downtown Row Type (with common wall) | 2 | 6,348 | Bell's Upholstery, Tinman Sheet Meta | |
| 256-258 | Milton Ave | Ronald Belor | Downtown Row Type (detached) | 3 | 11,497 | Artistic Creations Tattoo Studio, Krislyn's Caf | |
| 268-270 | Milton Ave | John Couse | Manufacturing and Processing | 2 | 5,124 | Couse and Sons/J&R Welding Supply | |
| 268-270 | Milton Ave | John Couse | Manufacturing and Processing | 1 | 5,800 | Couse and Sons/J&R Welding Supply | |
| 54-56 | Milton Ave | Richard Cody | Downtown Row Type (with common wall) | 3 | 9,744 | A.A. Agency (insurance); Pizza Works; Eagle Travel Services | |
| 80-82 | Milton Ave | Lrd, Partnership | Downtown Row Type (with common wall) | 2 | 4,692 | Maggie's Touch | One vacant storefront |
| 81-83 | Milton Ave | George Hannah | Downtown Row Type (with common wall) | 3 | 5,832 | Ms. Carol's Salon | |
| 88-92 | Milton Ave | M. Cornthwaite | One Story Small Structure - Multi occupant | 1 | 3,690 | Spa Cleaners | |

**APPENDIX
COMMERCIAL AND INDUSTRIAL PROPERTIES, VILLAGE OF BALLSTON SPA**

| Property # | Property Street | Owner Name | Property Classification | Number of Stories | Gross Floor Square Footage | Commercial Occupants | Comments |
|------------|-----------------|----------------------------|--|-------------------|----------------------------|---|---------------------------------|
| 89-91 | Milton Ave | George Hannah | Downtown Row Type (with common wall) | 3 | 4,027 | Jackson Hewitt, Phidias Ballston Spa Art Gallery, Rockwell's Jewelers | |
| 93-97 | Milton Ave | The Restaurant | Downtown Row Type (with common wall) | 2 | 4,320 | White House Restaurant | |
| 93-97 | Milton Ave | The Restaurant | Downtown Row Type (with common wall) | 2 | 1,260 | White House Restaurant | |
| 18 | Pleasant St | Gary Guilfoyle | One Story Small Structure | 1 | 1,428 | Gary Guilfoyle, audiologist | |
| 104 | Pleasant St | Robert Fitzgerald | Other Storage, Warehouse, & Distribution | 1 | 3,936 | Not available | |
| | Pleasant St | George Wheeler | Small Parking Garage | 1 | 2,080 | Not available | |
| 15 | Prospect St | Donald Trivison | Bar | 2 | 2,096 | Bar | |
| | | | | | | Old Bischoff's Chocolate Factory: Gazette Newspapers | |
| 20 | Prospect St | WBMD Group | Other Storage, Warehouse, & Distribution | 4 | 51,744 | Boylan Chiropractic, Capital Care Family Practice, numerous others | Partially vacant |
| 20 | Prospect St | WBMD Group | Other Storage, Warehouse, & Distribution | 2 | 17,284 | None | Vacant |
| 27 | Ralph | WAM Commercial | Multiple Use or Multipurpose | 2 | 44,191 | Gates Enterprises; Digital Imaging Technologies | |
| 2 | Saratoga Ave | Jerry DeFilippo | Snack Bars, Drive-Ins, Ice Cream Bars | 1 | 1,089 | J.J.'s Snack Bar | |
| 7 | Saratoga Ave | Quality Foreign Car Care | Small Parking Garage | 2 | 3,328 | Quality Foreign Car Care | |
| 31 | Saratoga Ave | Peter C. Coutos | Converted Residence | 2 | 2,900 | Messenger Press | |
| 73 | Saratoga Ave | Rose Marie Rossi | Manufacturing and Processing | 1 | 1,496 | Blacktopping business | |
| 33 | Science St | Gino Bardi | Manufacturing and Processing | 1 | 8,800 | The Pressroom | |
| 2 | South St | Paul F. Brown | Minimart | 1 | 3,000 | Bonfare | |
| 3 | South St | Robert Richter | One Story Small Structure - Multi occupant | 1 | 3,220 | Union Foreign Auto Parts Inc. | |
| 19 | South St | Dennis Albright | One Story Small Structure | 2 | 2,177 | None | Appears vacant |
| 40 | South St | Saratoga County | Office Building | 2 | 45,900 | Reserve America | Former South Street School |
| 81 | South St | Franklin Laskey | One Story Small Structure | 2 | 3,600 | Capital Construction | restored barn |
| 105 | South St | Jesse Merrill | Converted Residence | 2 | 3,888 | None | Appears residential |
| 7 | Union Street | Frederick Dreher | One Story Small Structure | 1 | 864 | Not available | |
| 10 | Washington St | The National Bottle Museum | One Story Small Structure | 1 | 2,232 | Garage or storage | |
| 17 | Washington St | Dale Nelson | Auto Equipment and Repair | 1 | 2,048 | A-Plus Transmission Center, Jim's Garage | |
| 24 | Washington St | Bowling Partners | Bowling Centers | 1 | 12,020 | Ballston Spa Lanet | |
| 24 | Washington St | John Cromie | Converted Residence | 1 | 1,372 | Not available | |
| 11-13 | Washington St | George Hannah | Other Storage, Warehouse, & Distribution | 2 | 6,208 | None | Vacant, in need for restoration |
| 72 | West High St | Kate Grose | Converted Residence | 2 | 3,884 | Law offices | Building for sale |

ent Records, December 2002 (excluding last two columns). List does not include properties classified as Apartments.