



COEYMANS ECONOMIC DEVELOPMENT STRATEGY

MARCH 2007



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Introduction

An Economic Development Strategic Plan is a written document that identifies and establishes community's goals, objectives, and recommendations in order to achieve and sustain economic viability in a competitive regional market. The mission of this Plan is to help stabilize and expand the community's economy and meet the future needs of its residents and businesses.

The Economic Development Strategic Plan, focusing on the local economic climate, will act as a guide or "blueprint" for the future; summarize the history of the community; analyze the current marketing conditions; identify issues, objectives, actions for forthcoming economic changes, outline an implementation strategy for the successful accomplishment of each; and provide a design for the revitalization of the community. In summary, the plan tells us where we have been, where we are now, where we want to be, and how we are going to get there.

Viable small businesses are the core of sustainable rural communities, and today, rural small businesses face special challenges, such as limited access to capital and technological infrastructure, an eroding employment base, and the need for agriculture to compete globally. The Economic Development Strategic Plan will provide the direction to improve the Town's economic climate.

A successful economic climate is the core of a community and is achieved through the planning, nurturing, and promotion of each unique resource. The Town of Coeymans has created the image of an assertive proactive community, fueled by its dedication to do what is right for its residents, preserve its heritage and protect its environment. A revitalized economy can be achieved as a direct result of recognizing changes in the community, identifying new opportunities, crafting a plan of action, and mobilizing stakeholders to implement recommendations.







Small Cities Technical Assistance Grant

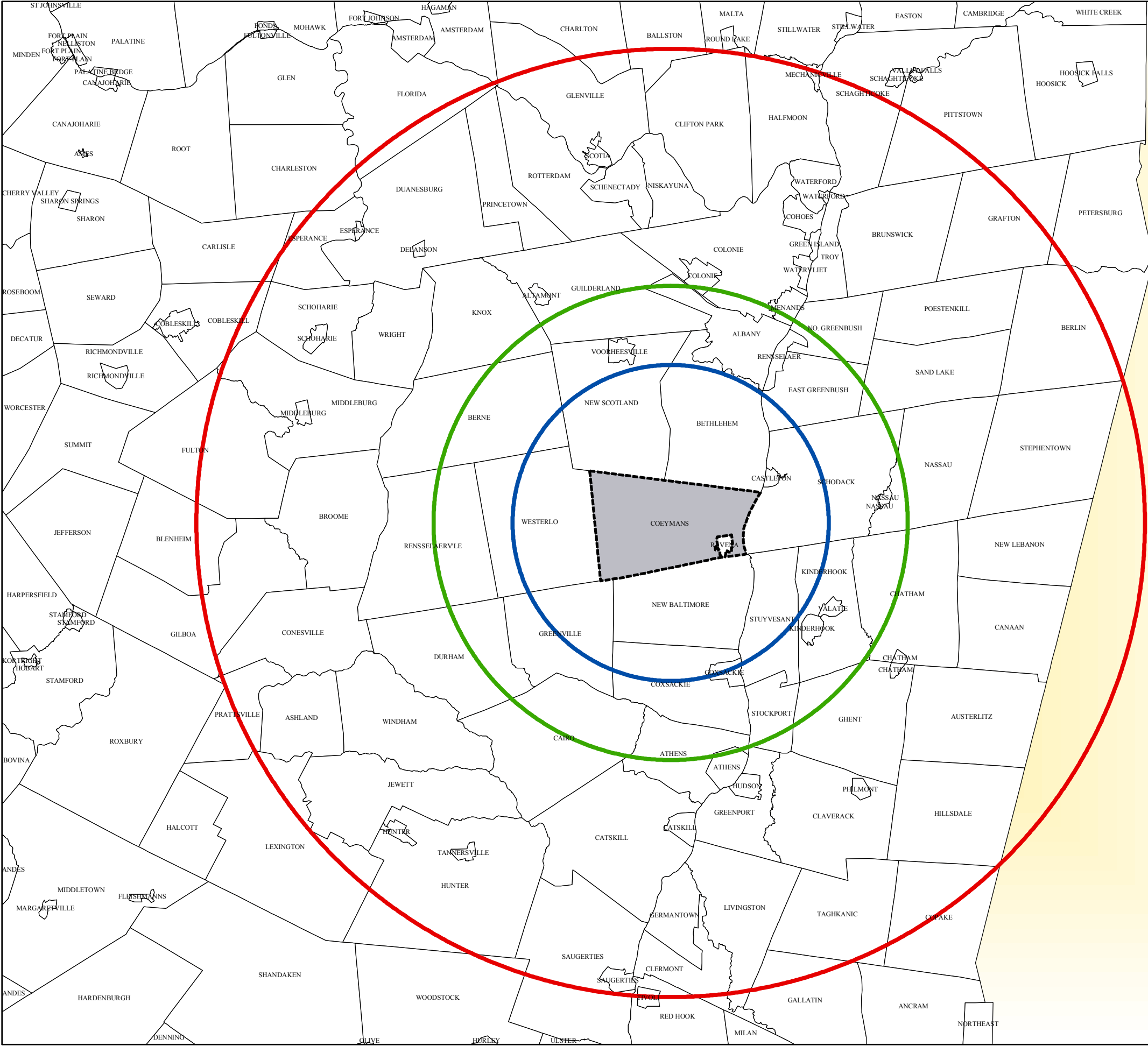
In the summer of 2005, the Town of Coeymans applied to the Governor's Office for Small Cities for a Technical Assistance grant. The Town requested assistance with an economic market analysis and visioning strategy to identify an economic direction that would serve as a catalyst for community-wide revitalization. The Governor's Office for Small Cities recognized the Town's need and in January 2006, awarded funding for this project.

Town of Coeymans
Albany County, New York
Target Area Map



Legend

-  Town of Coeymans
-  10 Miles Buffer
-  15 Miles Buffer
-  30 Miles Buffer



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Local & Regional Setting

The Town of Coeymans is situated along the Hudson River's western shoreline in the southeast corner of Albany County approximately 15 miles south of the City of Albany. The Village of Ravena is located in the southeast corner of the Town of Coeymans.

Adjacent municipalities include the Town of Westerlo to the west, the Towns of Bethlehem and New Scotland to the north, and the Town of New Baltimore in Green County to the south. The Hudson River serves as the natural eastern boundary for the Town of Coeymans, as well as the eastern boundary for Albany County. The Town of Coeymans has approximately 3.75 miles of shoreline along the Hudson River. See Figure 1: Regional Location Map.

Description of Target Area

For the purpose of this strategic plan, four target areas within the Town were identified to focus the Town's economic development efforts. These target areas include the Route 9W Corridor, Route 101, portions of Route 144 and the Riverfront Area. The boundaries of each of these areas are described below and illustrated in Figure 2: Target Area Map.

Route 9W is located west of and parallel to the Thruway (I-90). It serves as a north/south corridor through the Town and provides direct access to the Village of Ravena. As a major non-interstate transportation corridor, Route 9W carries a significant amount of commercial, commuter and local traffic for the Town. Route 9W generally facilitates the economical movement of people, goods and services throughout the region. Therefore, a well-planned and designed Corridor is important to the economic integrity of the Town of Coeymans.

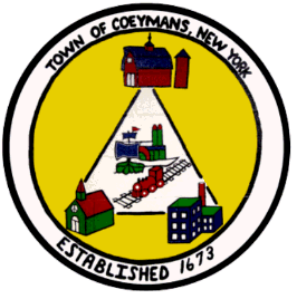
Route 101 provides access to and from Route 9W into the Town of Bethlehem. Currently, this route is primarily undeveloped. The route provides truck traffic access to and from Route 9W and the Town of Bethlehem. Much of the land along Route 101 is currently zoned as industrial property but its location affords unique opportunities for the development of a business or light industrial park.

Route 144 also serves as a north/south corridor through the Town and is located east of the Thruway. Route 144 has direct access to Thruway Exit 22 just north of the Town of Coeymans in the Town of Bethlehem. Access to Route 144 is the main access route to the Hamlet of Coeymans Landing. The Target Area includes a section of Route 144 starting from its intersection with Bronk Road to its intersection with Main Street at the crossing of Coeymans Creek.

The "Riverfront" Target Area is a unique focus area because it is more than a transportation corridor. The Riverfront Target Area abuts the Route 144 Corridor at its intersection with Coeymans Creek and includes all the properties in the Town along Main Street/South Main Street ending at Sewer Plant Road. The Riverfront Target Area includes all the properties east of Main

Street/South Main Street to the Town's shoreline boundary with the Hudson River. In addition, the Riverfront Target Area extends north to include the Brickyard property. A goal of the recently adopted Comprehensive Plan was to promote the Town of Coeymans' identity as a Hudson River riverfront community. The Riverfront Target Area is a reflection of this goal.

Town of Coeymans
Albany County, New York
Economic Development
Target Area Map



Legend

- Town Boundary
- Village Boundary
- Interstate 87
- Route 9W
- State Roads
- County Roads
- Creeks
- Railroads
- Water Bodies
- Tax Parcels

Target Area

- Route 144 Corridor
- Route 9W Corridor
- Riverfront Area
- Route 101 Corridor



0 1,450 2,900 5,800 8,700 11,600 Miles

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Previous Planning Efforts

Town of Coeymans Comprehensive Plan, 2006

The Town of Coeymans updated and adopted its Comprehensive Plan in 2006, in response to changing economic conditions, outdated regulatory policies, as well as the need to create a balanced plan to reflect a diverse population. The Comprehensive Plan presented a detailed inventory and analysis of the Town's history, existing land use, population distribution, neighborhood housing characteristics, labor force and employment characteristics, parking and transportation elements, infrastructure, public facilities, educational facilities, and recreational resources.

The Comprehensive Plan gathered and incorporated input and feedback from the public and key stakeholders throughout the planning process. Included in the Comprehensive Plan is an Action Matrix or Implementation Plan identifying specific goals and strategies for the Town, as well as responsible parties and a suggested timeline for implementation. The economic development goals and strategies developed as part of the Comprehensive Plan are presented below:

Economic Development Goals

- Goal #1:** Foster the development of a vital business-friendly environment, both for existing businesses and new business enterprises.
- Goal #2:** Promote economic development that will expand and stabilize the Town's tax base while providing for a range of employment opportunities.
- Goal #3:** Retain and improve the Town's commercial and industrial base to expand the availability of goods and services to residents and tourists alike.
- Goal #4:** Foster the development of tourism resources in the Town to strengthen the local economy and establish stewardship and preservation of the Town's unique resources.

Economic Development Strategies

1. Promote the Town of Coeymans' identity as a Hudson River riverfront community. Improve the signage directing users to the riverfront park and boat launch. Direct tourists from the river to local restaurants, lodging and shopping areas. Expand Coeymans Landing Park; encourage businesses that sell and rent fishing tackle and other water dependent equipment.
2. Improve and coordinate local and regional marketing efforts, including, but not limited to, the I Love New York campaign and the Hudson River Valley National Heritage Area. By being involved in the development of promotional materials, the Town can better ensure that marketing materials accurately reflect and identify the Town and its resources.
3. Develop a tourism brochure for the Town of Coeymans. This brochure should identify the Town's tourism resources (including the Little Red Schoolhouse and the Chimney), as well as strengthen the Town's identity as a Hudson River riverfront community. A calendar of events can be listed within the brochure and be available online at the Town's website. The Town should coordinate distribution of the brochure with the County, regional tourism agencies, and the State tourism office.

4. Attract local residents and tourists to the Town via a variety of outdoor community events such as the heritage days, food festivals, parades, concerts, boat shows on the Hudson River, river festivals, theater, fireworks displays, markets (crafts, arts, antiques, flea markets, farmers markets, etc.).
5. Encourage the Town's local tourism industry by fostering the development of tourism-supportive establishments. Appropriate establishments may include Bed and Breakfasts, hotels, restaurants, cafes, taverns, drive-through establishments, and retail specialty and gift shops, and antique centers.
6. Encourage the Town's local tourism industry by fostering the development of tourist destinations. Some suggestions include heritage tourism sites and activities, a water park, and supportive establishments.
7. Develop a pro-active business attraction program. The Town should focus on (1) identifying how it wants to be perceived; (2) preparing appropriate marketing and promotion materials; and (3) pursuing businesses that correlate with its future vision.
8. Encourage the development of recreational facilities for the enjoyment of Town residents and visitors. Desirable resources identified by Town residents included a movie theater, miniature golf park, batting cage, game arcade, and a skating rink.
9. Create a Commercial Development Grant/Loan Program. Such a program may include but is not limited to: a 50/50 grant/loan façade improvement program and/or a micro-enterprise low-interest loan pool. Funds can be awarded or given as incentives to businesses that improve the aesthetic appearance of the community. This can be used to encourage new acquisition of currently vacant structures. In addition to façade improvements, monies can be used for rehabilitation activities such as upgrades to a building's heating, electrical or structural systems. Develop additional methods by which the Town can assist small business owners.
10. Consider local tax incentives to encourage redevelopment and reinvestment. Section 485b of the New York State Real Property Tax Law establishes a schedule for property tax abatements for new commercial, business, or industrial projects. This exemption is a local option.
11. Secure funds to acquire any prominent properties in tax default. The Town, through a Local Development Corporation, may want to acquire tax default properties that have commercial potential. The LDC can then decide how it would like to see the property developed and issue a request for proposals for redevelopment of the property. The Town can also use eminent domain to take abandoned and condemned structures.
12. Develop a visible tourism information kiosk/welcome center. This location can be used to post flyers about events and activities as well as information about local resources.
13. Develop a marketing logo for use on promotional materials. A logo is a promotional tool used to establish an image. A marketing logo for Coeymans could be used to promote local tourism. This logo could be used on brochures, banners and signs within the Town to create connectivity for visitors between the Town's resources.
14. Create a comprehensive and coordinated tourist attraction Way-finding Signage Program. This program should include coordinated signage for local tourist attractions, restaurants and retailers, visitor services, municipal buildings, public parking, waterfront resources, parks, trails, historic resources, etc.
15. Create an inventory of developable resources. The inventory should provide detailed information on vacant buildings and vacant lands, including the gross floor area of the building or size of the parcel, selling price, contact information, and development constraints (zoning or other).

16. Use the Town's web site as a marketing and business tool. A local website could be used to market local businesses, special events, seasonal activities and programs. Businesses that have their own websites could link to the Town's website, while businesses that do not maintain a website could provide information, photographs, events schedules, etc. to be included on the Town website. The website can also be used to promote local and State economic development programs to attract and retain business.
17. Support and encourage the continuing efforts of the Business Association of Ravena and Coeymans (BARC). Originally created in the late 1990s, BARC was dormant since 2003 but has recently become active again. As a local business association, this group should work together on identifying the types of business establishments the Town should court; on defining the community design and aesthetics guidelines; and developing joint planning and promotional activities.
18. Promote the development of light industrial, commercial, and warehousing as well as computer and high tech businesses in appropriately identified locations. In addition to providing quality employment opportunities, these businesses also benefit local taxpayers by supporting the local economy.
19. Retain and improve existing businesses in the Town. Identify local business needs to create local growth opportunities and provide businesses the ability to continue to serve the Town. Unique businesses, such as the historic limestone rock quarries, should continue to be encouraged.
20. Develop proactive measures by which the Town can foster improved communication between the Town and local businesses. A Town staff person could be appointed to act as a Town-business liaison. Responsibilities could include advising small businesses and local entrepreneurs on local programs and services, as well as assisting with state and county agencies.
21. Develop an entrepreneur assistance program that assists existing and new business ventures in developing effective marketing programs. Assist existing businesses in identifying and pursuing appropriate funding and grant opportunities, as well as advising businesses on local regulations, and providing other types of assistance.

Town of Coeymans Draft Local Waterfront Revitalization Program, 1997

The Town began development of a joint Local Waterfront Revitalization Program (LWRP) in the early 1980s with the Town of New Baltimore. Although the document was completed in 1987 and was reviewed by the public, it was never adopted. In February 1993, the Coeymans Town Board decided to pursue the effort without the cooperation of New Baltimore. A new committee was appointed to work with the Department of State and update and expand upon the previous draft LWRP. By late 1994, a preliminary LWRP was drafted for the Town.

The draft LWRP provided technical recommendations, including zoning and regulatory amendments. The document was made available for public comment in 1995; ultimately however, the draft LWRP was not adopted.

The County of Albany Hudson River Waterfront Strategy

In 1999, Albany County developed the *Albany County Hudson River Waterfront Strategy*. The Strategy identified various natural and man-made resources, as well as opportunities to build upon

these resources. The Strategy recommended actions to address a variety of vital issues facing the County's waterfront communities.

The Strategy emphasized the "3 R's: Reconnect, Revitalize, and Restore." The Vision aims to build public and private investments in the County and highlight the importance of economic, cultural, and ecological attributes of the Hudson River waterfront to the County's waterfront communities. The following five goals were developed to implement the strategy:

1. Reconnect people to the waterfront.
2. Revitalize and maximize waterfront land use regulations.
3. Maintain, restore and enhance the water quality and shoreline ecosystems of the Hudson River.
4. Establish the regional context of the waterfront while recognizing and supporting local municipal interests.
5. Support waterfront communities interested in reconnecting to their waterfront.

Albany County Economic Development Strategy

In 2002, the *Albany County Economic Development Strategy* was developed by the Albany County Department of Economic Development to identify new opportunities for job creation and business growth in the County. The Strategy recognized various economic development services and resources available in the County. The Strategy is organized around three main goals:

1. Enhance job creation through business attraction and retention efforts.
2. Develop business-ready sites with appropriate infrastructure.
3. Pursue development policies that will ensure a healthy economy for the future of Albany County.

The main objective of the *Albany County Economic Development Strategy* is to foster development of a strong, diverse business sector to provide good jobs for the residents of Albany County. The Strategy aims to promote growth and retention of Albany County businesses, develop a healthy local economy, provide ample employment opportunities, and create a strong tax base.

Albany County's economic development efforts are focused on various areas such as business attraction, business retention and expansion, small business development, workforce development, financial assistance, site development, brownfield re-use, communications, and marketing and outreach.

Demographic Profile

An integral part of an Economic Development Strategy is the examination of the area's population. Identifying a community's customer base and their retail needs impacts the sale of goods and services within the community. For instance, individuals with differing family dynamics, income levels, and age groups have different spending patterns. Retailers depend on these factors to determine their market. The examination of the Town's socio-economic data and the surrounding retail trade area will aid in the formulation of the Town's strategies and actions.

This section summarizes a number of trends, including population, housing composition, and age distribution. For comparative purposes, data for the neighboring communities, including the Village of Ravena, Town of Bethlehem, Town of New Scotland, Town of New Baltimore, Albany County and the State of New York have been made where appropriate. This information is culled primarily from the 2000 U.S. Census of Population and Housing and ESRI Business Information Solutions (ESRI BIS).¹

Population

Local population growth or decline is often dependent upon several factors, including economic expansion, environmental capacity, housing suitability, varying generational needs, and overall regional desirability.

According to the US Census Bureau, the population of the Town of Coeymans decreased slightly (seven persons or 0.09%), while the Village of Ravena experienced a population loss of 3.83%. During the same decade, the Town of New Scotland's population also decreased (5.61%), while the Town of Bethlehem, located north of Coeymans, experienced an increase in population (13.28%).

According to ESRI Business Information Solutions, the Town of Coeymans 2005-2010 population is forecasted to increase by 2.06%. See Table 1: Population Trends.

¹ ESRI Business Information Solutions is a leading source for demographic, business, and retail market data in the United States. Their information is often purchased by retail and industrial sector entities to determine primary market types within a specific area.

Table 1: Population Trends

Location	1990	2000	2005	2010	% Change	% Change	% Change
					1990-2000	2005-2010	1990-2010
Town of Coeymans	8,158	8,151	8,167	8,335	-0.09%	2.06%	2.17%
Village of Ravena	3,503	3,369	3,367	3,424	-3.83%	1.69%	-2.26%
Town of Bethehem	27,633	31,304	33,003	34,363	13.28%	4.12%	24.35%
New Scotland	9,139	8,626	8,806	9,070	-5.61%	3.00%	-0.76%
New Baltimore	3,371	3,417	3,341	3,338	1.36%	-0.09%	-0.98%
Albany County	292,588	294,565	301,087	309,420	0.68%	2.77%	5.75%
New York State	17,990,455	18,976,457	19,411,913	19,871,975	5.48%	2.37%	10.46%

Source: U.S. Census of Population and Housing, 1990, 2000, 2005 and 2010 Estimates.

Household Composition

Table 2 compares the Town's household composition to Albany County and New York State. In reviewing Census 2000 data, it becomes apparent that the Town of Coeymans differs from the County and the State in several respects. The Town has a very traditional household breakdown. Approximately 73% of the Town's households were reported as family households as compared to 58.9% in Albany County and 65.7% in NYS. A larger portion of the Town's households (59.3%) is comprised of married couples as compared to the County (43.2%) and the State (46.6%). Additionally, the Town has a high percentage of households with children under the age of 18 (29.9%) as compared to 19.4 % in the County and 21.6 % in the State.

The average household size of the Town of Coeymans, at 2.59 in 2000, was larger than the County (2.32) but slightly lower than NYS (2.61). A similar pattern is observed in the average family size. In 2000, the average family size in the Town of Coeymans (3.09 persons) was larger than the County's (2.99 persons), but lower than State's average family size (3.22 persons).

Table 2: Comparison of Household Composition, 2000

Total Population	Town of Coeymans		Albany County		New York State	
	Total	%	Total	%	Total	%
Total households	3,078	100.0%	120,512	100.0%	7,056,860	100.0%
Family households	2,265	73.6%	70,973	58.9%	4,639,387	65.7%
Married-couple family	1,826	59.3%	52,050	43.2%	3,289,514	46.6%
With children < 18 years	920	29.9%	23,368	19.4%	1,527,187	21.6%
Other Family (No Spouse Present)	439	14.3%	18,923	15.7%	1,349,873	19.1%
With children < 18 years	262	8.5%	12,184	10.1%	704,194	10.0%
Nonfamily households	813	26.4%	49,539	41.1%	2,417,473	34.3%
Householder living alone	698	22.7%	39,776	33.0%	1,982,742	28.1%
Households With children < 18 years	1,182	38.4%	35,552	29.5%	2,466,483	35.0%
Households below Poverty Level	219	7.1%	12,933	10.7%	982,266	13.9%
Average household size	2.59		2.32		2.61	
Average family size	3.09		2.99		3.22	

Source: U.S. Census of Population and Housing, 2000.

Age Distribution

When reviewing community population trends, it is often helpful to look at the age breakdown of the population to identify recent population shifts. Table 3 depicts the general age demographics from the 2000 Census for the Town of Coeymans as compared to neighboring municipalities, Albany County, and New York State.

According to the 2000 Census, 30.2% of the Town of Coeymans' total population was 19 years of age or younger, while 28.1% of the Village of Ravena's total population was 19 years of age or younger. Similarities exist between Coeymans and the Town of Bethlehem where approximately thirty percent (29.6%) of the total population was 19 years of age or younger, while the Town of New Baltimore had 26.2% within this age range. Albany County and New York State had slightly lower percentages of the population within this age range. See Table 3 and Figure 3.

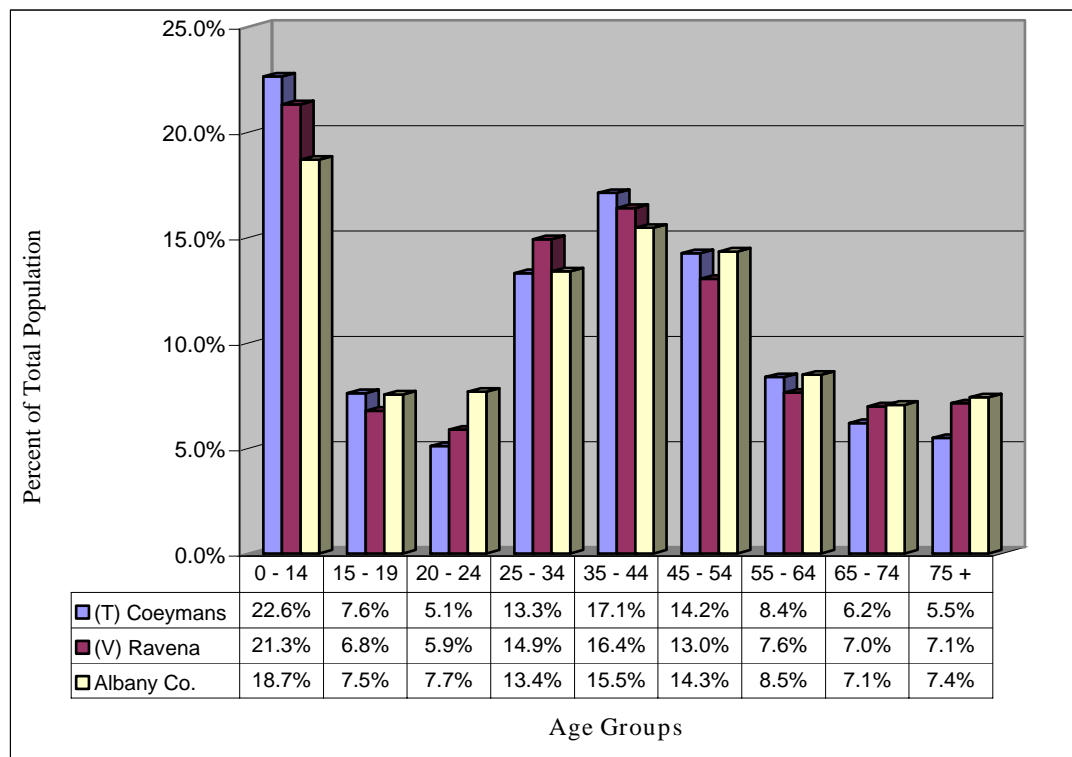
Table 3: Comparison of Population by Age, 2000

Age	Town of Coeymans	Village of Ravena	Town of Bethlehem	New Scotland	New Baltimore	Albany County	New York State
	%	%	%	%	%	%	%
0 - 4	6.9%	6.4%	6.5%	5.5%	5.1%	5.7%	6.5%
5 - 14	15.7%	15.0%	15.8%	14.9%	14.8%	13.0%	14.1%
15 - 19	7.6%	6.8%	7.3%	6.5%	6.4%	7.5%	6.8%
20 - 24	5.1%	5.9%	3.1%	3.6%	3.6%	7.7%	6.6%
25 - 34	13.3%	14.9%	10.0%	9.6%	9.5%	13.4%	14.5%
35 - 44	17.1%	16.4%	17.1%	17.0%	17.6%	15.5%	16.2%
45 - 54	14.2%	13.0%	17.1%	17.8%	17.3%	14.3%	13.5%
55 - 64	8.4%	7.6%	8.7%	11.8%	12.3%	8.5%	8.9%
65 - 74	6.2%	7.0%	6.8%	7.7%	6.5%	7.1%	6.7%
75 - 84	4.4%	5.8%	5.4%	4.4%	4.6%	5.4%	4.5%
85+	1.1%	1.3%	2.2%	1.1%	2.3%	2.0%	1.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Median Age	35.8	35.7	39.6	41.1	41.1	36.8	35.9

Source: U.S. Census of Population and Housing, 2000.

As depicted in Table 3, residents between the ages of 20 and 34 comprised a smaller percentage of the population in both the Village of Ravena (20.8%) and the Town of Coeymans (18.4%). Albany County and New York State had the same percentage of population within this range of ages (21.1%).

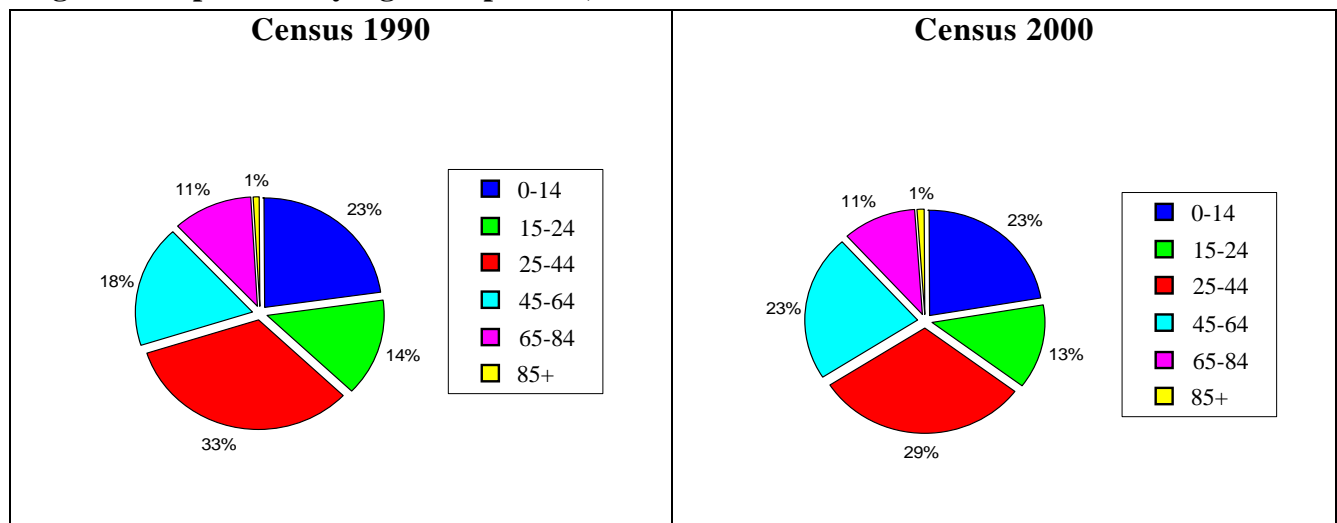
Figure 3: Population by Age Comparison



Residents between the ages of 35 and 54 contributed a large portion to the Town of Coeymans' total population (31.3%) in 2000. Similar trends were seen in the neighboring municipalities like the Towns of Bethlehem (34.2%), New Scotland (34.8%), and New Baltimore (34.9%).

Census 2000 reported that the Town had a relatively small percentage of the population made up of individuals aged 65 and over. Coeymans residents 65 and older made up 11.7% of the total population, with slightly more senior citizens living in the Village of Ravena (14.4%). Senior citizens comprised 14.5% of the County population and 12.9% of the State population.

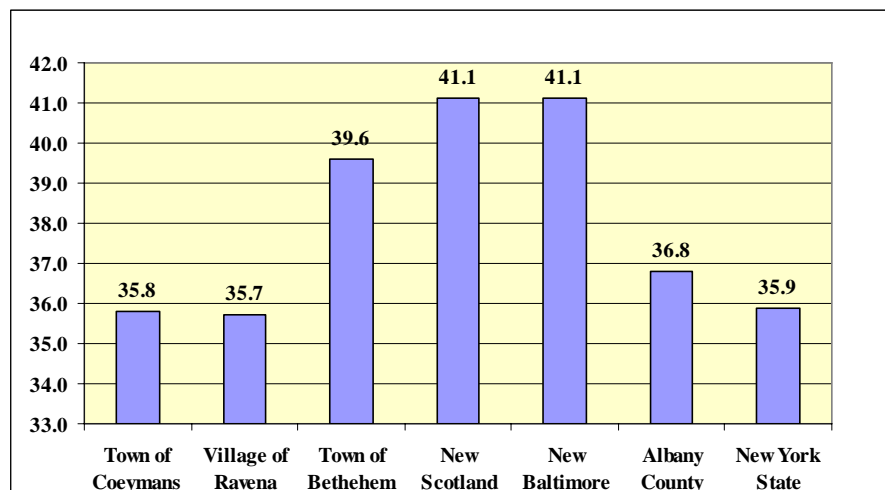
Figure 4: Population by Age Comparison, 1990 and 2000



As depicted in Figure 4 above, in 1990 and 2000, about 23.0% of the Town of Coeymans' total population was 14 years of age or younger. In 1990, residents between the ages of 15 and 24 comprised about 14.0%. This percentage witnessed a slight decline in 2000 (13.0%). Residents between the ages of 25 and 44 contributed a large portion to the Town of Coeymans' total population in year 1990 (33.0%) as well as in year 2000 (29.0%). Coeymans residents between the ages of 45 and 64 increased from 1990 to 2000. This figure was 18.0% in 1990 and 23.0% in 2000. Individual's aged 65 and over showed similar trends in 1990 and 2000.

Figure 5 illustrates the median age in the Town of Coeymans compared to the Village of Ravena, and the Towns of Bethlehem, New Scotland, Baltimore, Albany County and New York State. The median age in 2000 for the Village of Ravena, the Town of Coeymans, and NYS were comparable, ranging from 35.7 to 35.9 years. New Scotland and New Baltimore shared the same median age of 41.1 years, slightly older than the Town and the Village. The Town of Bethlehem and Albany County fell between these groups, having a median age of 39.6 and 36.8 respectively.

Figure 5: Median Age Comparison, 2000



Income

Household income is one of the most important indicators of the condition of the local economy. By examining this basic characteristic, it is possible to obtain a perspective on the micro-level (an individual's ability to contribute to the local economy and in so doing enhance community wealth) and the macro-level (a household's ability to contribute to the local economy and in so doing, enhance community wealth).

Table 4 and Figure 6 illustrates the Census 2000 household income statistics of the Town of Coeymans as compared to Albany County and New York State. Coeymans' households, with a median household income of \$47,127, earn more on average than both County and State households. The median household income of Albany County and NYS was \$43,160 and \$43,582, respectively.

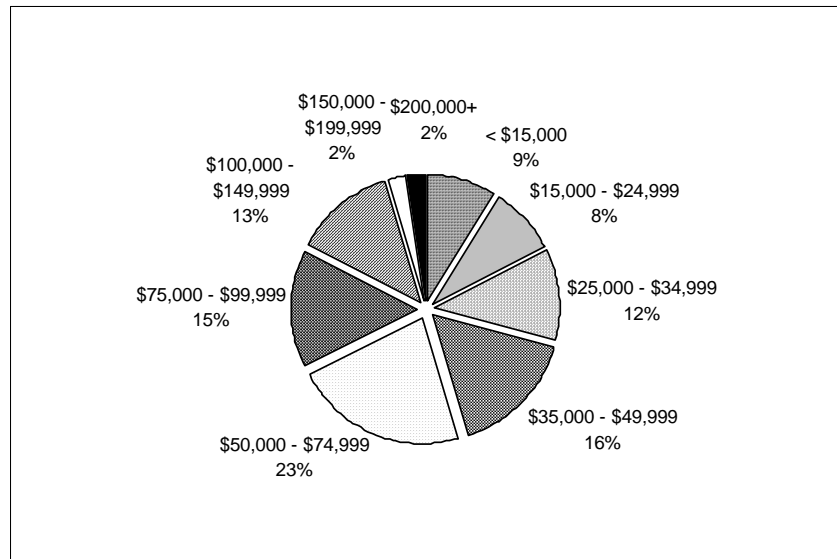
The median household income witnessed an overall increase from 1990 to 2000. The Town of Coeymans' median household income increased from \$34,357 in 1990 to \$47,127 in 2000. In Albany County median household income increased from \$33,358 in 1990 to \$43,160 in 2000 and in New York State from \$32,965 in 1990 to \$43,582 in 2000. Nearly half of the Town's households earn \$50,000 or more (1,483 households, or 47.6%) as compared to 43.5% in the County and 44.3% in New York State.

Table 4: Household Income, 2000

INCOME IN 1999	Town of Coeymans	% of Total	Albany County	% of Total	New York State	% of Total
Less than \$15,000	358	11.5%	18,870	15.6%	1,262,827	17.9%
\$15,000 to \$24,999	332	10.7%	14,632	12.1%	822,611	11.7%
\$25,000 to \$34,999	395	12.7%	15,632	13.0%	807,043	11.4%
\$35,000 to \$49,999	550	17.7%	19,033	15.8%	1,047,001	14.8%
\$50,000 to \$74,999	736	23.6%	24,146	20.0%	1,297,712	18.4%
\$75,000 to \$99,999	415	13.3%	13,105	10.9%	746,384	10.6%
\$100,000 to \$149,999	239	7.7%	10,054	8.3%	639,525	9.1%
\$150,000 or more	91	2.9%	5,173	4.3%	437,492	6.2%
Households	3,116	100.0%	120,645	100.0%	7,060,595	100.0%
Median HH -1990	\$34,357		\$33,358		\$32,965	
Median HH -2000	\$47,127		\$43,160		\$43,582	
Median Fam -1990	\$39,004		\$41,670		\$39,741	
Median Fam -2000	\$56,593		\$56,453		\$51,783	

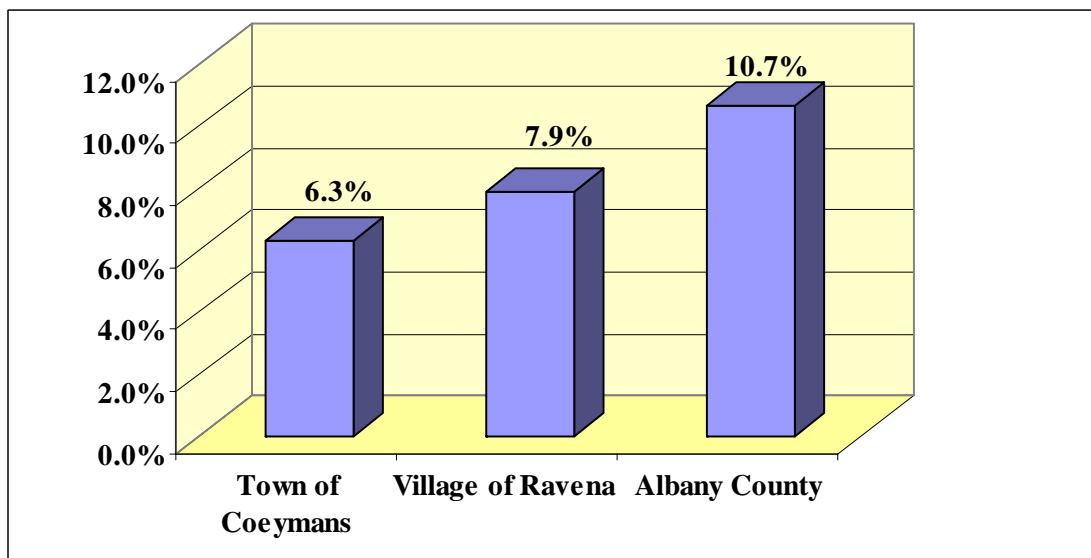
Source: U.S. Census of Population and Housing, 2000.

Figure 6: Town of Coeymans 2005 Household Income



Another indicator of a community's income status is the percent of its population living in poverty. The percentages below poverty level for the Town of Coeymans, Village of Ravena, and Albany County are shown in Figure 7. According to the 2000 Census, the Town of Coeymans had only a 6.30 % poverty rate. In 2000, Albany County had 10.70 % of its population living below poverty level. The Village of Ravena had a slightly higher poverty rate (7.90%) than the Town.

Figure 7: Percent Below Poverty Level



Economic Profile

The assessment of existing socio-economic conditions of the Target Areas strives to answer the following questions:

- What are the demographic, soci-economic and lifestyle characteristics of existing and potential consumers?
 - What trends are likely to influence consumer-spending patterns in and around the Target Areas?
 - What are the spending habits of local and regional area residents?
 - What are current retail sales in and around the Target Areas?
 - What are the strengths and weaknesses of the economy?
 - What is the market potential for various types of businesses in and around the Target Areas?
-

Employment Trends

Analyses of employment trends will help identify segments of the economy that have potential for growth or for decline. The following analysis uses data from the 2000 Census Profile of Selected Economic Characteristics, which profiles those individuals that live within the Town of Coeymans, but do not necessarily work at industries located within the Town.

Table 5 illustrates the sectors of employment industry of the residents of the Town of Coeymans as compared to the Village of Ravena and Albany County. Most Town residents have jobs within the education/health/social services sectors (18.8%), public administration (14.7%), and retail trade (11.0%). These three are also the top three sectors of employment in the Village of Ravena and Albany County.

The Town of Coeymans had the lowest share (0.8%) of its employment in the agriculture/forestry/fishing/hunting/mining sector, followed by wholesale trade (2.5%). However, the Town had a larger share of its employment in the agriculture/forestry sector (0.8%) than both the Village of Ravena (0.4%) and Albany County (0.3%).

The other sectors of industry in which the Town exceeds the County are construction, manufacturing, retail trade, transportation/warehousing/utilities and other services. The large number of construction and manufacturing workers are likely represented by those employed by Lafarge North America and Callanans Inc.

Table 5: Town of Coeymans Residents Employment by Industry, 2000

CLASSIFICATION	Town of Coeymans		Village of Ravena		Albany County		% Share (Town/ County)
	Number	%	Number	%	Number	%	
Agriculture/Forestry/Fishing/Hunting/Mining	33	0.8%	7	0.4%	415	0.3%	8.0%
Construction	313	7.6%	119	6.8%	6,413	4.4%	4.9%
Manufacturing	398	9.7%	181	10.3%	8,229	5.7%	4.8%
Wholesale trade	103	2.5%	52	3.0%	3,719	2.6%	2.8%
Retail trade	451	11.0%	242	13.7%	15,069	10.4%	3.0%
Transportation/Warehousing/Utilities	332	8.1%	94	5.3%	6,252	4.3%	5.3%
Information	111	2.7%	54	3.1%	4,356	3.0%	2.5%
FIRE, rental and leasing	255	6.2%	120	6.8%	11,565	8.0%	2.2%
Professional/Scient/Mgmt/Admin/Waste	252	6.1%	83	4.7%	12,808	8.9%	2.0%
Education/Health/Social Services	773	18.8%	317	18.0%	35,963	24.9%	2.1%
Arts/Entertainment/Recreation/Accomm	246	6.0%	140	7.9%	10,330	7.1%	2.4%
Other Services	239	5.8%	101	5.7%	7,219	5.0%	3.3%
Public Administration	604	14.7%	252	14.3%	22,142	15.3%	2.7%
Total	4,110	100.0%	1,762	100.0%	144,480	100.0%	2.8%

Source: U.S. Census of Population and Housing, 2000.

As evidenced in Table 6, in 2000, the majority of the Town's employed residents (31.2%) held management or professional positions. This was higher than the Village of Ravena (29.3%) but considerably lower than the County (42.3%) and the State (36.7%). Another 28.6% of the Town's labor force held positions as sales/office and administrative support employees. This is comparable to both the County (28.9%) and the State (27.1%). Coeymans residents have a higher number of employed residents in the fields of production/transportation, and material moving. The employers are likely represented in the sand and gravel and quarrying operations in the Town.

In 2000, the Town had a higher number (66.5%) of employed civilians than both the County (61.2%) and the State (56.6%). Only 2.6% of the Town's residents are unemployed compared to the Village of Ravena (3.1%), Albany County (4.4%), and NYS (4.3%). According to the Capital District Regional Planning Commission, Albany County unemployment rate dropped to 3.8% in March 2005.

Table 6: Resident Occupation, 2000

Occupation Type	Town of Coeymans		Village of Ravena		Albany County	New York State
	Total	%	Total	%	%	%
Management/Professional	1,283	31.2%	516	29.3%	42.3%	36.7%
Service industry	608	14.8%	302	17.1%	13.9%	16.6%
Sales/Office and Admin Support	1,177	28.6%	548	31.1%	28.9%	27.1%
Farming/Fishing/Forestry	8	0.2%	0	0.0%	0.1%	0.3%
Construction/Extraction/Maintenance	342	8.3%	164	9.3%	6.2%	7.6%
Production/Transportation/Material	692	16.8%	232	13.2%	8.6%	11.7%
Total	4,110	100.0%	1,762	100.0%	100.0%	100.0%
Employed civilian population 16+	4,110	66.5%	1,762	67.6%	61.2%	56.6%
Unemployed civilian population 16+	163	2.6%	80	3.1%	4.4%	4.3%
Armed Forces	0	0.0%	0	0.0%	0.1%	0.2%
Not in Labor Force	1,904	30.8%	764	29.3%	34.2%	38.9%
Total Population 16 years +	6,177	100.0%	2,606	100.0%	100.0%	100.0%

Source: U.S. Census of Population and Housing, 2000.

Retail Sales & Consumer Spending

Many communities across the country have researched consumer-spending behaviors to understand local trends. In general, consumers prefer to shop for everyday items close to home. These items include goods and services such as groceries, home cleaning supplies, personal care items, alcohol, cigarettes, automobile repair, beauty salon services, and restaurants. In contrast, consumers are willing to travel farther from home for larger ticket items such as furniture, furnishings, appliances, electronics, clothing, entertainment, automobiles, recreational vehicles and medical services. Finally, consumers are willing to take longer day trips from home in search of specialty shopping experiences that may include dining, entertainment, and recreation.

In order to learn about the spending patterns of Coeymans residents, a Retail Goods and Services Expenditure report was obtained from ESRI BIS. ESRI BIS uses data from the U.S. Bureau of Labor Statistics' (BLS) Consumer Expenditure Surveys to identify a baseline-spending pattern. Data from additional surveys, including a Daily Survey for daily purchases and an Interview Survey for general purchases, are used to refine the spending estimates. ESRI BIS integrates data from both surveys to provide a comprehensive database on all consumer expenditures.

The Spending Potential Index (SPI) is household-based, and represents the amount of money spent for a product or service relative to a National average of 100. While local spending habits are compared to a National average, the expenditure outlays are not corrected for regional inflation. Therefore, that a given community spends less on specific goods or services may reflect one of several things: (1) local residents are able to obtain the desired goods or services at a

cheaper cost; (2) local residents' interests in such goods and services falls short of the National average or the goods and services are not easily available, or (3) local residents have less disposable income to spend on such items.

Town of Coeymans

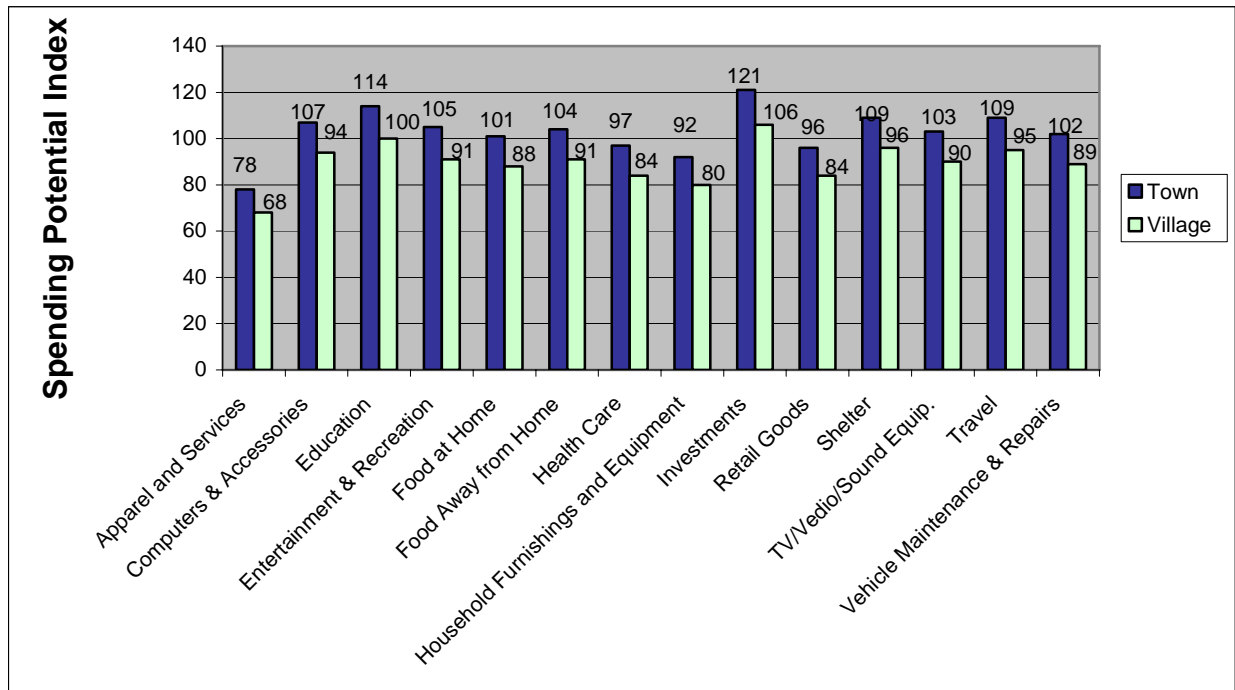
Figure 8: Coeymans Average Spending Potential Index, 2006 represents the averages of all of the spending potential index values for each category in the Town of Coeymans. Table 7 shows the 2006 Consumer Spending Patterns for Coeymans' residents. The table shows the amount spent on a variety of goods and services. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

As depicted in Table 7, the average household spends over \$25,000 on Retail Goods, and over \$15,000 on Shelter, which includes things like mortgage payments, maintenance and remodeling services, utilities and fuel. The average household also spends an average of over \$5,000 on Investments, and over \$4,000 on Food at Home annually. Residents also spend over \$3,000 per year on Health Care, Entertainment and Recreation, and Food away from Home. Residents spend over \$1,000 on Vehicle Maintenance & Repair and TV/Video/Sound Equipment.

According to the SPI, for every \$1 spent nationally on retail goods and services, town residents spend between \$0.78 and \$1.21. Figure 8: Average Spending Potential Index represents the averages of all of the spending potential index values for each category in the Town. Of all the categories listed in the Town's expenditure ranking, the areas where Town residents spend less than the national averages (100 SPI) include Apparel & Services (at 78), Health Care (at 97), Household Furnishing & Equipment (at 92) and Retail Goods (at 96).

As seen in Figure 8, the top retail goods and services category by expenditures for the Town of Coeymans is Investments (at 121). The category with the lowest average expenditure ranking is Apparel and Services (at 78). Please refer to Table 7: Consumer Spending Patterns, 2006 for a more detailed analysis. As a whole, the residents of Coeymans spend more than the national average on most goods and services.

Figure 8: Average Spending Potential Index, 2006



Source: Expenditure data are derived from the 2001, 2002 and 2003 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2006 and 2011.

Data Note: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.2006 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

Table 7: Consumer Spending Patterns, 2006

Consumer Spending Patterns for the Town of Coeymans and Village of Ravena		
	Town	Village
Apparel & Services: Total \$	\$6,554,506	\$2,519,737
Average Spent	\$2,115.72	\$1,847.31
Spending Potential Index	78	68
Computers & Accessories: Total \$	\$855,840	\$330,146
Average Spent	\$276.26	\$242.04
Spending Potential Index	107	94
Education: Total \$	\$3,979,121	\$1,536,667
Average Spent	\$1,284.42	\$1,126.59
Spending Potential Index	114	100
Entertainment/Recreation: Total \$	\$10,723,278	\$4,101,303
Average Spent	\$3,461.36	\$3,006.82
Spending Potential Index	105	91
Food at Home: Total \$	\$15,417,632	\$5,932,759
Average Spent	\$4,976.64	\$4,349.53
Spending Potential Index	101	88
Food Away from Home: Total \$	\$10,725,204	\$4,123,841
Average Spent	\$3,461.98	\$3,023.34
Spending Potential Index	104	91
Health Care: Total \$	\$11,096,161	\$4,211,295
Average Spent	\$3,581.72	\$3,087.46
Spending Potential Index	97	84
HH Furnishings & Equipment: Total \$	\$6,289,706	\$2,406,283
Average Spent	\$2,030.25	\$1,764.14
Spending Potential Index	92	80
Investments: Total \$	\$17,481,050	\$6,744,731
Average Spent	\$5,642.69	\$4,944.82
Spending Potential Index	121	106
Retail Goods: Total \$	\$77,597,136	\$29,696,025
Average Spent	\$25,047.49	\$21,771.28
Spending Potential Index	96	84
Shelter: Total \$	\$48,318,641	\$18,614,920
Average Spent	\$15,596.72	\$13,647.30
Spending Potential Index	109	96
TV/Video/Sound Equipment: Total \$	\$3,474,330	\$1,335,319
Average Spent	\$1,121.48	\$978.97
Spending Potential Index	103	90
Travel: Total \$	\$6,066,674	\$2,314,494
Average Spent	\$1,958.26	\$1,696.84
Spending Potential Index	109	95
Vehicle Maintenance & Repairs: Total \$	\$3,394,084	\$1,307,152
Average Spent	\$1,095.57	\$958.32
Spending Potential Index	102	89

Village of Ravena

Figure 8: Average Spending Potential Index, 2006 also represents the averages of all of the spending potential index values for each category in the Village of Ravena. Table 7 also shows the 2006 Consumer Spending Patterns for Village residents. The table shows the amount spent on a variety of goods and services. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

As depicted in Table 7, the average household spends over \$21,000 on Retail Goods, and over \$13,000 on Shelter, which includes things like mortgage payments, maintenance and remodeling services, utilities and fuel. The average household also spends an average of over \$4,000 on Investments, and over \$4,000 on Food at Home annually. Residents also spend over \$3,000 per year on Health Care, Entertainment and Recreation, and Food away from Home. Residents spend less than \$ 1,000 on Vehicle Maintenance & Repair, TV/Video/Sound Equipment and Computer & Accessories.

According to the SPI, for every \$1 spent nationally on retail goods and services, Ravena residents spend between \$0.68 and \$1.06. Figure 8: Average Spending Potential Index represents the averages of all of the spending potential index values for each category in the Village. Of all the categories listed in the Village's expenditure ranking, there is only one area i.e. Education (at 100) where Village residents spend equivalent to the national averages (100 SPI).

As seen in Figure 8, the top retail goods and services category by expenditures for the Village of Ravena is Investments (at 106). The category with the lowest average expenditure ranking is Apparel and Services (at 68). Areas where Village residents spend closer to the national averages are Shelter (at 96) and Travel (at 95) (see Table 7: Consumer Spending Patterns, 2006). As a whole, the residents of Ravena spend less than the national average on most goods and services except education and investments.

Life Style Segmentation Analysis

Premised on the belief that the spending habits of the lifestyle segments will remain consistent over time, Lifestyle Segmentation reports are used to predict future consumer behavior, preferences, and expenditure patterns. Developing a "geo-demographic cluster system," an area-specific segmentation analysis, is one method communities can use to identify current customer trends and behaviors.² Conducting such an analysis can allow a community to more effectively target economic development and community revitalization efforts, whether the intent is to attract local shoppers or, potentially, tourists.

Geo-demographic cluster systems are based on the premise that "birds of a feather tend to flock together." In other words, households living in socially and economically similar areas share a

² Mitchell, Susan. "Birds of a Feather," American Demographics, February 1995.

number of similar views, attitudes, values, and, consequently, buying behaviors. Through identifying these clusters, a clearer understanding of an area's common lifestyle preferences (and prevailing market tendencies) can be gained. For businesses, potential new customers and markets can be identified; for communities, potential retail market needs (and viable commercial development opportunities) can be revealed.

Introduction

A Life Style Segmentation Analysis was conducted to gain a better understanding of local Coeymans Area consumers and determine the potential demand for particular products and activities within the community. The geo-demographic cluster system used for this study was the Community Tapestry Segmentation, developed by ESRI Business Information Solutions, Inc. This system uses more than 60 attributes, including income, source of income, employment, home value, housing type, occupation, education, household composition, age, and other key determinants of consumer behavior to create 65 lifestyle segments.

According to the Community Tapestry Segmentation, Town of Coeymans residents fall into two segments: Main Street, USA (84.6%) and Cozy and Comfortable (15.4%).

Main Street, USA (84.6%)

This is a predominately family oriented market group with a growing mix of single households. The average household size is 2.51. About 64 percent of homeowners live in older single-family homes with a market value of \$165,000. They are the suburban incumbents of smaller metropolitan cities across the U.S. This market consists of a slightly younger population with a median age of 35.8 years. Generally, families have a comfortable middle income with a median of \$50,000.

Cozy and Comfortable (15.4%)

Cozy and Comfortable families are located mainly in suburban areas in the Midwest and Northeast. This community mainly consists of older, working, and settled married couples. Cozy and Comfortable families are closer to retirement today. Many of the couples are still living in the homes in which they raised their children – single-family homes built before 1970. The current market value of homes is \$151,000. This market consists of mostly older population with a median age of 40.4 years.

Retail Sales Leakage and Market Capture

A Retail Market Place Profile for both the Town of Coeymans and the Village of Ravena and is represented on the following pages. Using data from ESRI Business Information Solutions, this table compares the supply of retail sales available in the Town and the Village to the demand. Data for ESRI BIS' estimates of sales (supply) originated with the 1997 Census of Retail Trade

from the U.S. Census Bureau. The database is updated via additional information from a variety of demographic and business databases, including InfoUSA business database, the Bureau of Economic Analysis, Current Population Survey, and NPA Data Services. Supply estimates also incorporate data from the Census Bureau's Nonemployer Statistics (NES) division. Consumer spending (demand) is estimated from the Bureau of Labor Statistic's annual Consumer Expenditure Surveys, which provides consumer-spending information on households.

In comparing the supply with demand, a "Leakage/Surplus Factor" is identified. This is the difference between what a local area's residents buy and what local area retailers sell. A "Leakage" is when residents are buying more than what is sold in the area, therefore, the residents must be traveling outside the area to shop. A "Surplus" is when residents are purchasing less than the amount actually being sold in the area. This indicates local retailers are attracting shoppers from outside the area to their stores.

Town of Coeymans

According to Table 8, Town of Coeymans retailers in the following business sectors are attracting shoppers from outside the Town, and are thus experiencing a "Surplus". These retail sectors are indicated by a positive percentage in the Leakage/Surplus column and are highlighted yellow.

- Motor Vehicle & Parts Dealers;
- Automobile Dealers
- Home Furnishings Stores;
- Beer, Wine, and Liquor Stores;
- Health and Personal Care Stores;
- Food Service & Drinking Places;
- Full Service Restaurants; and
- Other Miscellaneous Store Retailers.

There are several business retailers not represented at all within the Town of Coeymans. These businesses represent a 100 leakage of local dollars outside the area, and are indicated by a negative 100 in the Leakage/Surplus column. These retail sectors include:

- Other Motor Vehicle Dealers;
- Gasoline Stations;
- Special Food Services;
- Shoe Stores;
- Jewelry, Luggage, Leather Goods Stores;
- Office Supplies, Stationary, Gift Stores;
- Vending Machine Operators;
- Other Miscellaneous Store Retailers;
- Nonstore Retailers;

- Electronic Shopping and Mail-Order;
- Direct Selling Establishments; and
- Special Food Stores.

Retailers that are located within the Town but fail to meet all of Town residents retail needs are indicated by a negative percentage less than 100 in the Leakage/Surplus column. Business sectors that fall under this category include:

- Auto Parts, Accessories, and Tire Stores;
- Furniture & Home Furnishings Stores;
- Furniture Stores;
- Electronics & Appliance Stores;
- Building Materials, Garden Equip. & Supply Stores;
- Building Material and Supplies Dealers;
- Lawn & Garden Equipment & Supplies Stores;
- Food and Beverage Stores;
- Grocery Stores;
- Clothing and Clothing Accessories Stores;
- Clothing Stores;
- Department Stores (Exclusive Leased Depts.);
- Other General Merchandise Stores;
- Miscellaneous Store Retailers;
- Florists;
- Limited-Service Eating Places;
- Sporting Goods/Hobby/Book & Music Store;
- Sporting Goods/Hobby/Musical Instrument Store;
- Books, Periodical, and Music Stores;
- General Merchandise Stores; and
- Drinking Places (Alcoholic Beverages).

It should be noted that ESRI Business Information Solutions uses data from InfoUSA, a data compiler for creation of this table. As InfoUSA uses a variety of data sources, including phonebooks, business directories, and other databases of public record, it may not include every establishment located within a community and it may not reflect recent changes in a business. In addition, reliance upon mailing addresses to identify business location may result in location misidentification.

Table 8: Retail Sales Leakage and Market Capture for the Town of Coeymans

Retail Marketplace Profile	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus	Leakage/ Surplus
Motor Vehicle & Parts Dealers	\$35,542,856	\$19,697,889	\$15,844,967	28.7
Automobile Dealers	\$34,304,986	\$17,007,259	\$17,297,727	33.7
Other Motor Vehicle Dealers	\$0	\$1,104,352	-\$1,104,352	-100.0
Auto Parts, Accessories, and Tire Stores	\$1,237,870	\$1,586,278	-\$348,408	-12.3
Furniture & Home Furnishings Stores	\$1,115,944	\$2,324,056	-\$1,208,112	-35.1
Furniture Stores	\$405,176	\$1,658,937	-\$1,253,761	-60.7
Home Furnishings Stores	\$710,768	\$665,119	\$45,649	3.3
Electronics & Appliance Stores	\$1,395,425	\$2,329,166	-\$933,741	-25.1
Bldg Materials, Garden Equip. & Supply Stores	\$962,296	\$3,613,798	-\$2,651,502	-57.9
Building Material and Supplies Dealers	\$793,828	\$3,141,144	-\$2,347,316	-59.7
Lawn and Garden Equipment and Supplies Stores	\$168,468	\$472,654	-\$304,186	-47.4
Food & Beverage Stores	\$4,407,650	\$11,836,760	-\$7,429,110	-45.7
Grocery Stores	\$1,744,861	\$10,719,173	-\$8,974,312	-72.0
Specialty Food Stores	\$0	\$293,887	-\$293,887	-100.0
Beer, Wine, and Liquor Stores	\$2,662,789	\$823,700	\$1,839,089	52.7
Health & Personal Care Stores	\$9,945,880	\$4,050,011	\$5,895,869	42.1
Gasoline Stations	\$0	\$7,559,943	-\$7,559,943	-100.0
Clothing and Clothing Accessories Stores	\$778,452	\$3,371,010	-\$2,592,558	-62.5
Clothing Stores	\$778,452	\$2,612,100	-\$1,833,648	-54.1
Shoe Stores	\$0	\$384,514	-\$384,514	-100.0
Jewelry, Luggage, and Leather Goods Stores	\$0	\$374,396	-\$374,396	-100.0
Sporting Goods, Hobby, Book, and Music Stores	\$895,402	\$1,872,453	-\$977,051	-35.3
Sporting Goods/Hobby/Musical Instrument Stores	\$441,730	\$988,152	-\$546,422	-38.2
Books, Periodical, and Music Stores	\$453,672	\$884,301	-\$430,629	-32.2
General Merchandise Stores	\$3,158,386	\$10,074,896	-\$6,916,510	-52.3
Department Stores (Excluding Leased Depts.)	\$524,686	\$4,411,573	-\$3,886,887	-78.7
Other General Merchandise Stores	\$2,633,700	\$5,663,323	-\$3,029,623	-36.5
Miscellaneous Store Retailers	\$493,333	\$2,690,948	-\$2,197,615	-69.0
Florists	\$113,606	\$115,046	-\$1,440	-0.6
Office Supplies, Stationery, and Gift Stores	\$0	\$1,683,559	-\$1,683,559	-100.0
Used Merchandise Store Retailers	\$379,727	\$346,140	\$33,587	4.6
Other Miscellaneous Store Retailers	\$0	\$546,203	-\$546,203	-100.0
Nonstore Retailers	\$0	\$1,858,234	-\$1,858,234	-100.0
Electronic Shopping and Mail-Order Houses	\$0	\$178,461	-\$178,461	-100.0
Vending Machine Operators	\$0	\$541,013	-\$541,013	-100.0
Direct Selling Establishments	\$0	\$1,138,760	-\$1,138,760	-100.0
Food Service & Dining Places	\$13,412,936	\$13,006,651	\$406,285	1.5
Full-Service Restaurants	\$11,485,864	\$6,743,006	\$4,742,858	26.0
Limited-Service Eating Places	\$1,851,622	\$3,287,725	-\$1,436,103	-27.9
Special Food Services	\$0	\$874,563	-\$874,563	-100.0
Dining Places (Alcoholic Beverages)	\$75,450	\$2,101,357	-\$2,025,907	-93.1

Data Note: Supply (retail sales) estimates to consumers by establishments. Sales to businesses are excluded. Demand (retail Potential) represents the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor is a measure of consumer demand relative to supply, economic activity. Retail

establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments sub sector. Source: Business data provide by InfoUSA, Omaha, NE Copyright 2004. All rights reserved. 2005, ESRI Forecasts

Village of Ravena

According to Table 9, Village of Ravena retailers in the following business sectors are attracting shoppers from outside the Village, and are thus experiencing a “Surplus”. These retail sectors and sub-sectors are indicated by a positive percentage in the Leakage/Surplus column and are highlighted yellow:

- Motor Vehicle & Parts Dealers
- Automobile Dealers
- Auto Parts, Accessories, and Tire Stores
- Electronics & Appliance Stores
- Beer, Wine, and Liquor Stores
- Health and Personal Care Stores
- Books, Periodical, and Music Stores
- Other General Merchandise Stores
- Florists
- Limited Service Eating Places

There are a number of retail sectors not represented at all in the Village, forcing local residents to drive outside the Village to make all these purchases. These retailers have a leakage of 100 in the Leakage/Surplus column and are indicated by a negative 100 in the Leakage/Surplus column. These retail sectors and sub-sectors include:

- Other Motor Vehicle Dealers
- Furniture & Home Furnishings Stores
- Furniture Stores
- Home Furnishing Stores;
- Lawn & Garden Equipment & Supplies
- Specialty Food Stores
- Shoe Stores
- Jewelry, Luggage, Leather Goods Stores
- Gasoline Stations
- Used Merchandise Store Retailers
- Office Supplies, Stationary, Gift Stores
- Other Miscellaneous Store Retailers
- Nonstore Retailers
- Electronic Shopping and Mail-Order
- Vending Machine Operators
- Direct Selling Establishments
- Full-Service Restaurants
- Special Food Services

There are a number of Village retailers that, while they do meet some local demand, they fail to meet all local demand. A negative number less than 100 in the Leakage/Surplus column indicates this:

- Building Materials, Garden Equip. & Supply Stores
- Building Material and Supplies Dealers
- Food and Beverage Stores
- Grocery Stores
- Clothing and Clothing Accessories Stores
- Clothing Stores
- Sporting Goods, Hobby, Book, and Music Stores
- Sporting Goods/Hobby/Musical Instrument Stores
- General Merchandise Stores;
- Department Stores (Exclusive Leased Depts.)
- Miscellaneous Store Retailers
- Food Service and Drinking Places
- Drinking Places (Alcoholic Beverages)

Table 9: Retail Sales Leakage and Market Capture for the Village of Ravena

Retail Marketplace Profile	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus	Leakage/ Surplus
Motor Vehicle & Parts Dealers	\$35,134,463	\$7,694,803	\$27,439,660	64.1
Automobile Dealers	\$33,896,593	\$6,640,411	\$27,256,182	67.2
Other Motor Vehicle Dealers	\$0	\$429,108	-\$429,108	-100
Auto Parts, Accessories, and Tire Stores	\$1,237,870	\$625,284	\$612,586	32.9
Furniture & Home Furnishings Stores	\$0	\$906,586	-\$906,586	-100
Furniture Stores	\$0	\$647,970	-\$647,970	-100
Home Furnishings Stores	\$0	\$258,616	-\$258,616	-100
Electronics & Appliance Stores	\$1,069,327	\$915,398	\$153,929	7.8
Bldg Materials, Garden Equip. & Supply Stores	\$597,813	\$1,388,701	-\$790,888	-39.8
Building Material and Supplies Dealers	\$597,813	\$1,207,687	-\$609,874	-33.8
Lawn and Garden Equipment and Supplies Stores	\$0	\$181,014	-\$181,014	-100
Food & Beverage Stores	\$3,199,491	\$4,657,198	-\$1,457,707	-18.6
Grocery Stores	\$1,163,241	\$4,216,370	-\$3,053,129	-56.8
Specialty Food Stores	\$0	\$115,641	-\$115,641	-100
Beer, Wine, and Liquor Stores	\$2,036,250	\$325,187	\$1,711,063	72.5
Health & Personal Care Stores	\$9,809,567	\$1,578,986	\$8,230,581	72.3
Gasoline Stations	\$0	\$2,966,430	-\$2,966,430	-100
Clothing and Clothing Accessories Stores	\$778,452	\$1,322,220	-\$543,768	-25.9
Clothing Stores	\$778,452	\$1,024,511	-\$246,059	-13.6
Shoe Stores	\$0	\$151,705	-\$151,705	-100
Jewelry, Luggage, and Leather Goods Stores	\$0	\$146,004	-\$146,004	-100
Sporting Goods, Hobby, Book, and Music Stores	\$676,527	\$736,610	-\$60,083	-4.3
Sporting Goods/Hobby/Musical Instrument Stores	\$222,855	\$386,453	-\$163,598	-26.8
Books, Periodical, and Music Stores	\$453,672	\$350,157	\$103,515	12.9
General Merchandise Stores	\$3,158,386	\$3,949,180	-\$790,794	-11.1

Retail Marketplace Profile	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus	Leakage/ Surplus
Department Stores (Excluding Leased Depts.)	\$524,686	\$1,726,916	-\$1,202,230	-53.4
Other General Merchandise Stores	\$2,633,700	\$2,222,264	\$411,436	8.5
Miscellaneous Store Retailers	\$113,606	\$1,046,258	-\$932,652	-80.4
Florists	\$113,606	\$44,078	\$69,528	44.1
Office Supplies, Stationery, and Gift Stores	\$0	\$653,868	-\$653,868	-100
Used Merchandise Store Retailers	\$0	\$135,746	-\$135,746	-100
Other Miscellaneous Store Retailers	\$0	\$212,566	-\$212,566	-100
Nonstore Retailers	\$0	\$725,938	-\$725,938	-100
Electronic Shopping and Mail-Order Houses	\$0	\$69,507	-\$69,507	-100
Vending Machine Operators	\$0	\$212,870	-\$212,870	-100
Direct Selling Establishments	\$0	\$443,561	-\$443,561	-100
Food Service & Dining Places	\$1,491,903	\$5,100,543	-\$3,608,640	-54.7
Full-Service Restaurants	\$0	\$2,651,488	-\$2,651,488	-100
Limited-Service Eating Places	\$1,454,178	\$1,291,688	\$162,490	5.9
Special Food Services	\$0	\$343,613	-\$343,613	-100
Dining Places (Alcoholic Beverages)	\$37,725	\$813,754	-\$776,029	-91.1

Data Note: Supply (retail sales) estimates to consumers by establishments. Sales to businesses are excluded. Demand (retail Potential) represents the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor is a measure of consumer demand relative to supply, economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments sub sector. Source: Business data provided by InfoUSA, Omaha, NE Copyright 2004. All rights reserved. 2005, ESRI Forecasts

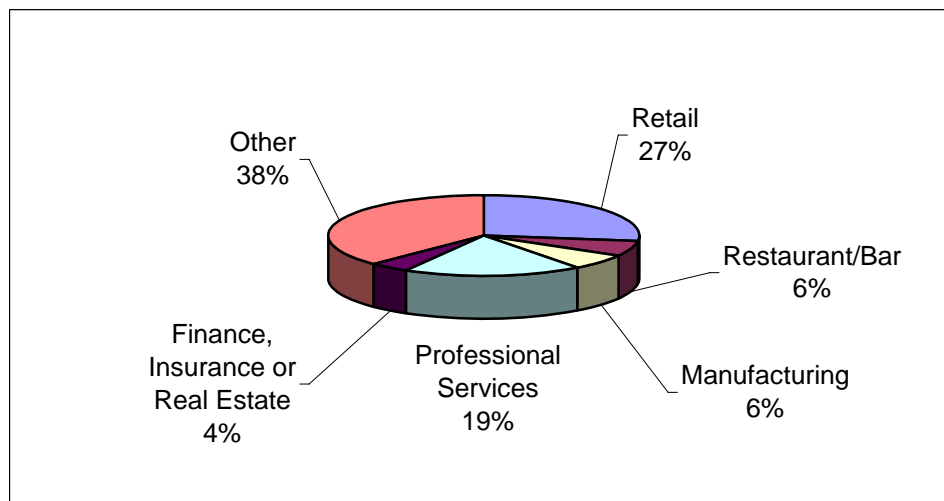
Business Survey

The Town of Coeymans conducted a Business Owner Survey in November 2006, using a business list provided by the Business Association of Ravena Coeymans (BARC). This list included 1,330 businesses, including enterprises located in the Town of Coeymans, the Village of Ravena, and the adjacent communities. The survey was available online at the Town's website and paper copies were mailed to business owners upon request.

The response rate for the businesses located in the Town of Coeymans and the Village of Ravena was 11.7% and 8.3% respectively. In particular, several businesses from each of the five delineated target areas responded to the survey. The following summary of the business survey results primarily reflects the responses provided by business owners within the Town and Village. The information obtained from adjacent communities was utilized to understand the perception of the business climate from an outside perspective.

As illustrated in Figure 9, business owners surveyed reflected a variety of business sectors, including professional services (i.e. lawyers, doctors, architects, etc.), FIRE (finance, insurance, or real estate, retail, and manufacturing. Businesses in the "other" category included agricultural, automotive, lodging, as well as specialty or niche market businesses.

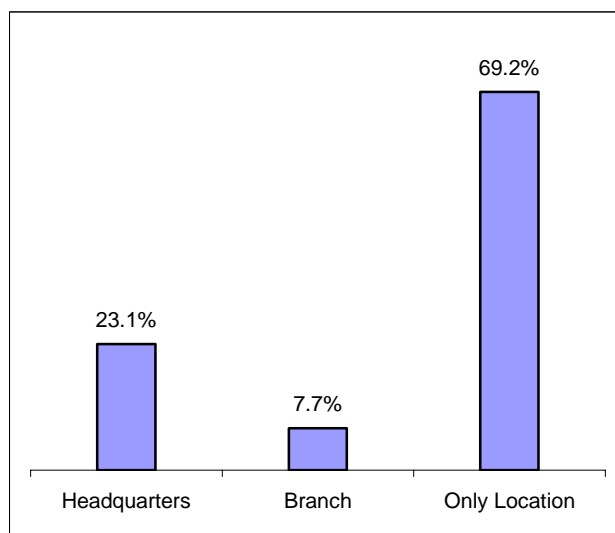
Figure 9: Business Sectors of Survey Respondents



Source: Town of Coeymans Business Survey, 2006

Generally, business sizes in the Town of Coeymans and the Village of Ravena varied, with the largest percentage of respondents (69.2%) indicating that their business was an only location (Figure 10). The number of headquarters (23.1%) and branches (7.7%) located in the Town and Village may reflect the quality of life afforded by Coeymans.

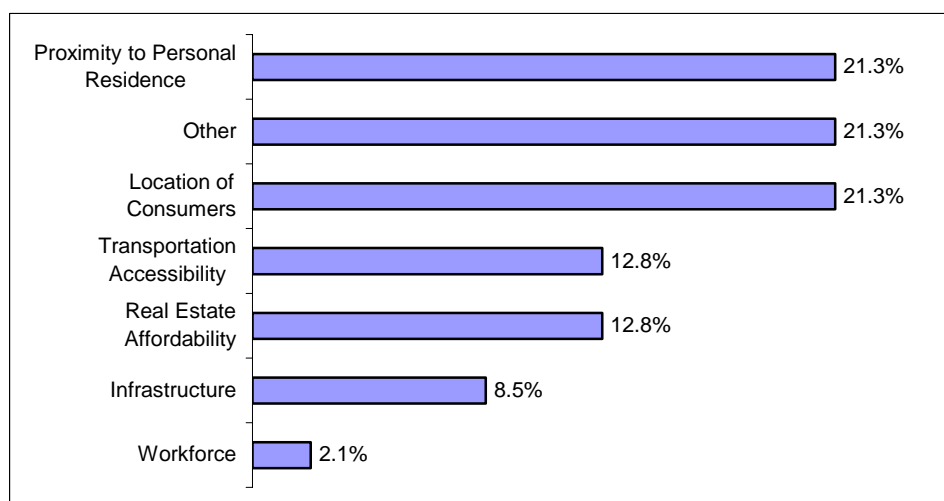
Figure 10: Business Size of Respondents



Source: Town of Coeymans Business Survey, 2006

Proximity to business owners' personal residence, location to consumers, and "other" was noted as the primary reasons (21.3%) for locating their business in the Town of Coeymans or the Village of Ravena (Figure 11). Responses in the "other" category indicated that the business was home-based, consumers were local, or the business was pre-existing. Business owners specified additional attributes, such as the quality of life and abundance of natural resources, as additional reasons for locating their business in Coeymans.

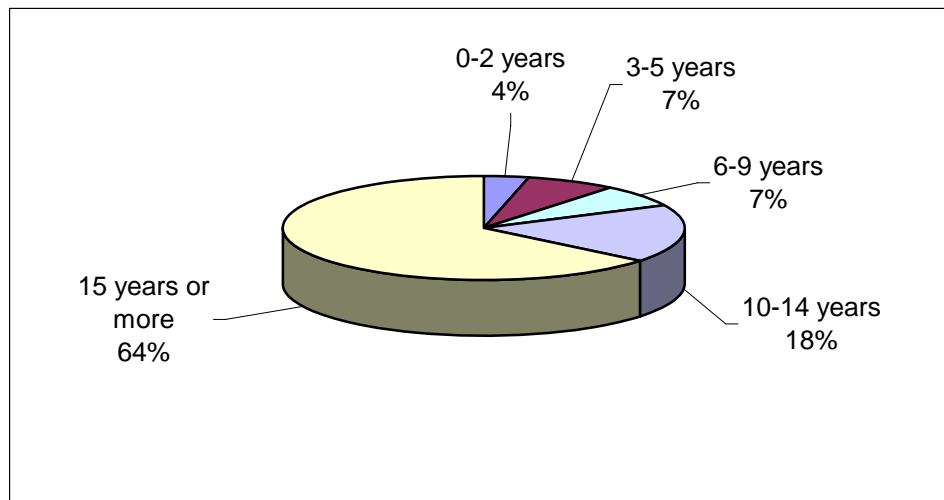
Figure 11: Reason for Locating in Coeymans



Source: Town of Coeymans Business Survey, 2006

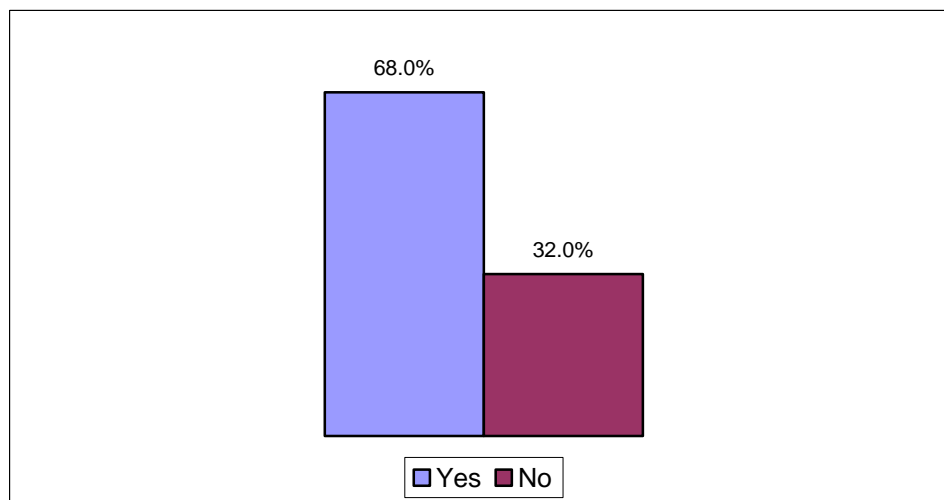
As illustrated in Figure 12, the majority of owners have operated their business for greater than ten years (82.0%)³. The majority of business owners (68.0%) indicated that Coeymans' labor force is suitable for their business needs. However, the majority that found the labor force unsuitable to their needs also indicated that they had not contacted a workforce development organization for assistance.

Figure 12: Length of Time Operating Business in Coeymans



Source: Town of Coeymans Business Survey, 2006

Figure 13: Coeymans' Labor Force Suitability



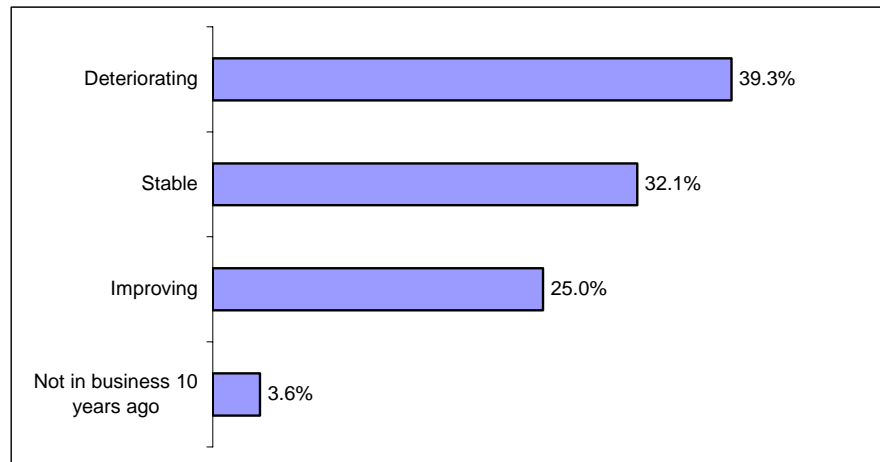
Source: Town of Coeymans Business Survey, 2006

Business owners were surveyed to determine their perception of the business climate today in Coeymans as compared to ten years ago. The majority (39.3%) of respondents indicated that the business climate is deteriorating, while another 32.1% indicated that the business climate is stable. The deteriorating business climate was associated with the Town's inability to attract

³ Numbers do not total 100% due to rounding.

tourists or regional consumers, lack of high-speed internet infrastructure, and lack of incentives to locate a business in Coeymans. Those that reported an improving business climate associated this with the growing regional trends including opportunities to capitalize on the influx of new residents and tourists from downstate.

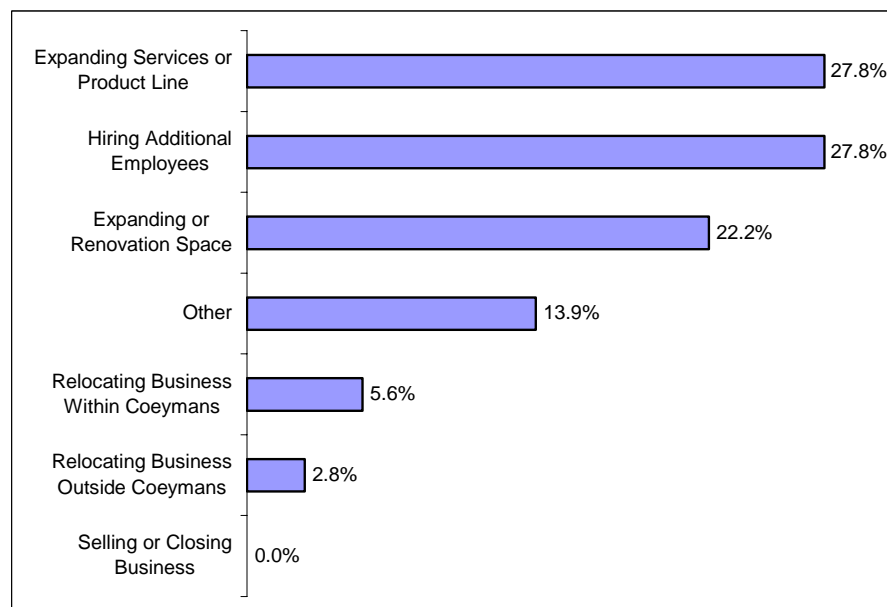
Figure 14: Local Business Climate Today Versus Ten Years Ago



Source: Town of Coeymans Business Survey, 2006

In order to stay on top of the business climate, the majority of business owners in Coeymans (27.2%) are currently considering expanding services and product lines, and/or hiring additional employees (Figure 15). Consideration of expanding or renovation of the business space was the second highest response (22.2%). No businesses reported considering to sell or close their business.

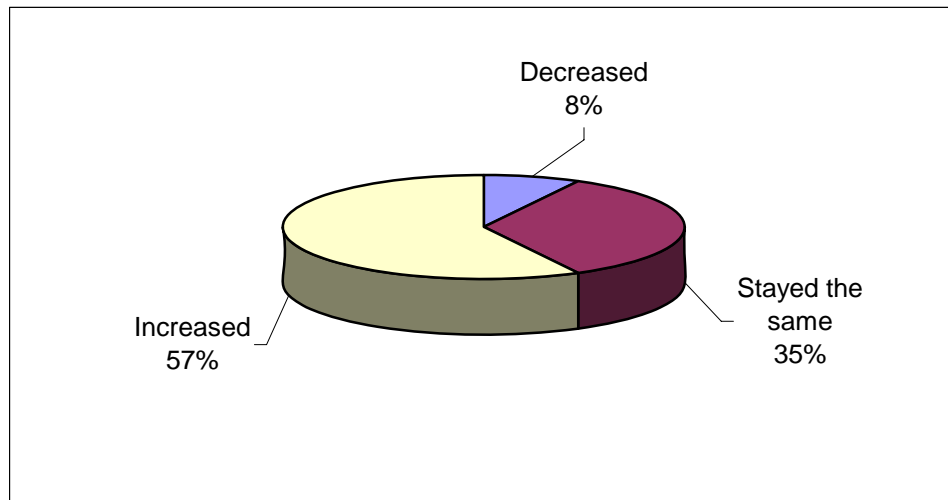
Figure 15: Business Changes Over Next 12 Months



Source: Town of Coeymans Business Survey, 2006

The majority of business owners (57.0%) reported increased revenues during the past 5-years. Interestingly, it is important to note that many of the business owners that reported a deteriorating business climate also reported that business revenues either increased or stayed the same during the past 5-years.

Figure 16: Changes in Business Revenues During Past 5 Years

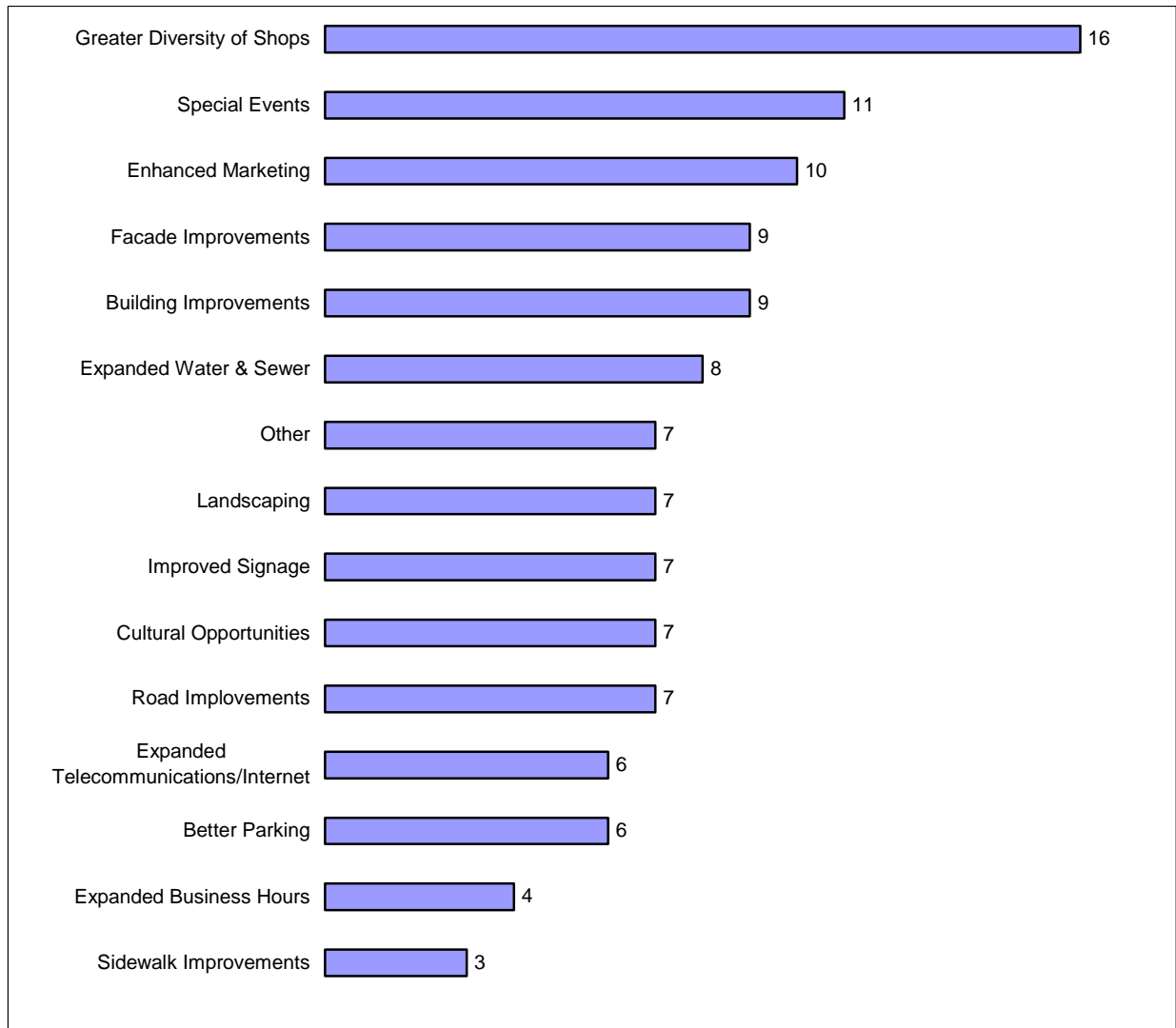


Source: Town of Coeymans Business Survey, 2006

Figure 17, identifies the improvements recommended by business owners to encourage shopping, tourism, and business in Coeymans. Greater diversity of shops within Coeymans was the highest ranked improvement to thwart the Town's business economy, seconded by special events to attract potential consumers. Among the "other" responses were: creating incentives to attract and retain businesses; improving aesthetics; and creating destinations within Coeymans to attract tourists and consumers.

In addition, business owners were asked to identify the factors or amenities that were adversely affecting their business today. Responses generally included the rising cost of taxes, lack of parking, poor sidewalk conditions, and lack of awareness of the opportunities in Coeymans.

Figure 17: Recommended Improvements to Encourage Shopping, Visiting & Business



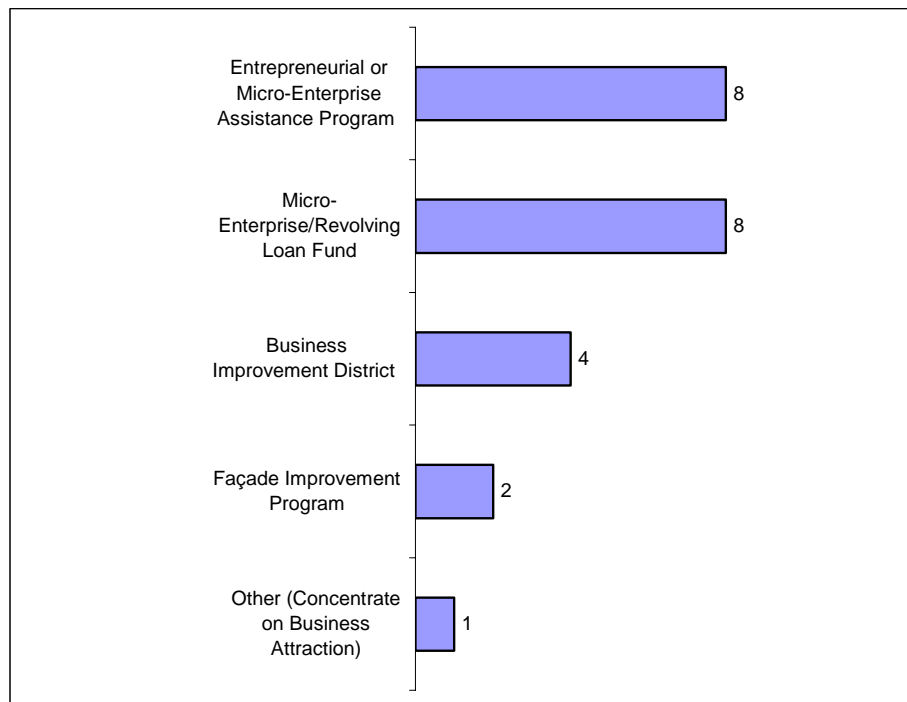
Source: Town of Coeymans Business Survey, 2006

Business owners were surveyed to determine their personal interest in participating in economic development programs in the Town. The majority of respondents indicated an interest in the Entrepreneurial or Micro-Enterprise Assistance Program and the Micro-Enterprise/Revolving Loan Fund. The Entrepreneurial or Micro-Enterprise Assistance Program is a program to assist in the development of business skills. The Micro-Enterprise/Revolving Loan Fund is a loan program to assist small business owners with capital improvements, façade enhancements, machinery and equipment purchase, working capital, or other types of business expansion activities.

Some business owners expressed an interest in establishing a Business Improvement District (BID). Through a BID, property and business owners within a defined area would elect to make a contribution to the maintenance, development and marketing/promotion of their commercial district.

Business owners expressed some interest about participating in a façade improvement program (e.g. matching grants for façade improvements). Specifically, improving commercial and vacant building aesthetics was recognized as a priority for enhancing the local business climate.

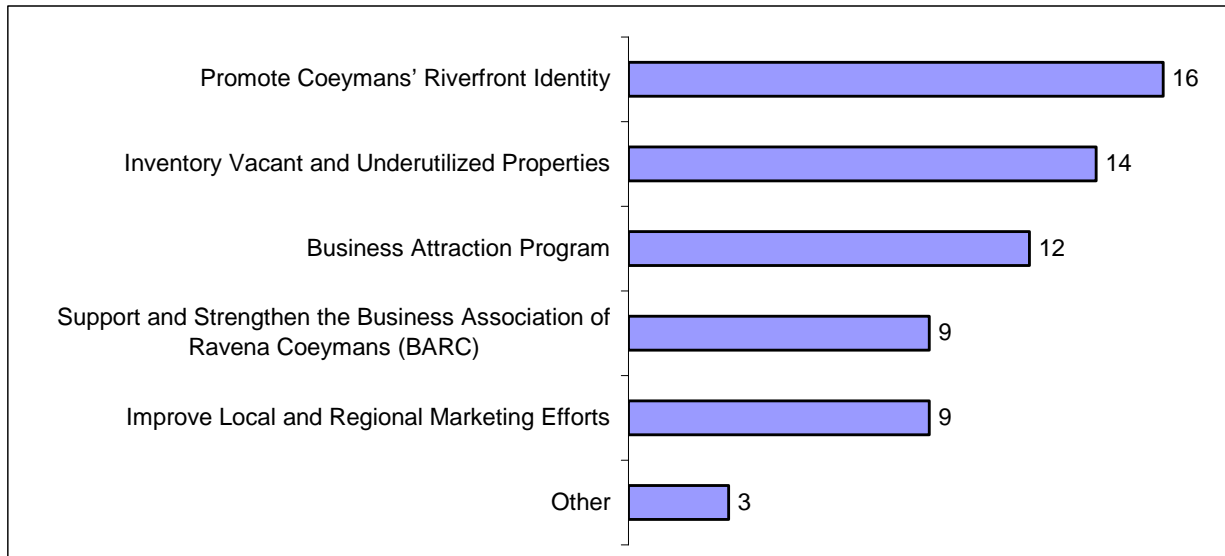
Figure 18: Recommended Economic Development Programs



Source: Town of Coeymans Business Survey, 2006

Business owners prioritized various market opportunities for enhancing the viability and success of the economy in the Town of Coeymans. Promoting Coeymans’ “Riverfront” identity was the highest ranked opportunity to thwart the Town’s business economy, seconded by inventorying vacant and underutilized properties. See Figure 19.

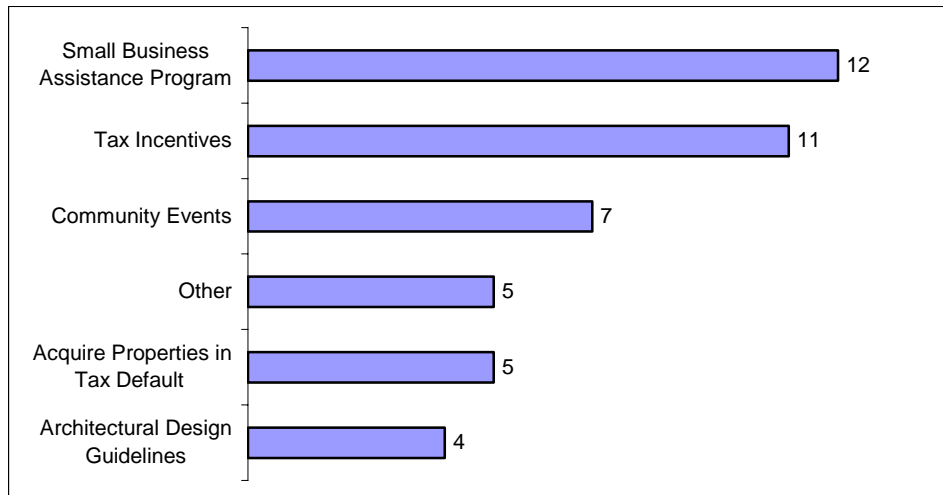
Figure 19: Recommended Marketing Opportunities



Source: Town of Coeymans Business Survey, 2006

After determining various marketing opportunities that exist for Coeymans and Ravena, business owners identified programs to capitalize on these opportunities. Business owners ranked small business assistance programs the highest, seconded by tax incentives. Community events was ranked third; a strategy that can easily and immediately be implemented by the Town or Village to begin creating change for the business climate. (See Figure 20).

Figure 20: Recommended Economic Changes



Source: Town of Coeymans Business Survey, 2006

Strategic Goals

A goal is a general statement about a future condition, which is considered desirable for the community; it is an end towards which recommendations are aimed. Strategies and actions are activities to be accomplished in pursuit of the goal; it refers to some specific aspiration, which is reasonably attainable.

Goals, strategies, and actions were developed to identify specific ways the Town, as well as its businesses and entrepreneurs, should approach future development decisions. In order to achieve the vision set forth in the recently adopted Comprehensive Plan, future growth and development also needs to take into consideration the protection and enhancement of the Town's rural persona and historical character that make Coeymans an exceptional place to live, work, and play.

The following goals, strategies and actions were established with input from the Economic Development Advisory Committee, as well as business owners and residents. With the feedback received, the goals were finalized and further tailored to better reflect the Town's desired vision of the future.

These goals provide direction to the Town of Coeymans in establishing priorities and include the following:

Goal 1. Encourage Business Development.

Goal 2. Foster Revitalization and Reinvestment.

Goal 3. Investigate Opportunities to Broaden and Strengthen All Industrial Sectors

Goal 4. Build Tourism.

Goal 5. Provide Efficient and Cost Effective Infrastructure and Energy.

Goal 6. Grow Agricultural Industries.

Goal 7. Promote, Communicate and Collaborate.



COEYMANS RIVERFRONT TARGET AREA

EXISTING CONDITIONS AND RECOMMENDATIONS



Explore, with the existing property owners of the brickyard site, innovative design techniques to create a mixed-use riverfront district.



Create pedestrian spaces and street amenities (i.e. landscaping, benches, kiosks, tables & chairs for eating areas, etc.) to stimulate economic development.



Provide effective & safe street lighting that compliments the Town. Replace existing highway style lighting with Victorian Style luminaries that are of a pedestrian scale. Encourage business owners to install supplemental lighting for pedestrian areas.



Promote Coeymans as a "Riverfront" Destination. Improve signage directing users to the park and boat launch.



Encourage mixed-used. Rehabilitate existing spaces above 1st floor commercial and/or retail spaces to create attractive housing opportunities.



Improve pedestrian and parking access. Explore creative parking solutions to accommodate the future business needs of the Riverfront Target Area, while still encouraging pedestrian activity.



Create a Sidewalk Improvement District to replace poor sidewalks, as well as to enhance pedestrian safety and mobility. Incorporate landscaping to improve the aesthetics and safety of sidewalks areas.



Encourage complimentary riverfront businesses & events to attract boaters to stop in Coeymans. Develop services such as docking, restaurants, lodging, & retail supplies to accommodate & encourage day-trippers & overnight guests.

Goal 1. Encourage Business Development

The Town's Comprehensive Plan has identified a strong need to not only attract new businesses but retain its existing businesses. The goals and strategies that follow provide opportunities for improvement for business and workforce development in the Town of Coeymans.

Strategy 1.1: Support economic development in the Town of Coeymans by fostering a vital business environment and promoting the development and growth of new and established businesses.

Action 1.1.1: Enhance business retention programs for businesses and industries. Identify the needs of local businesses to maximize retention.

Action 1.1.2: Encourage minority-owned and women-owned businesses to locate in the Town. Provide technical assistance to minority business owners, including awareness and assistance to grant funding, to advocate investment in the Town.

Action 1.1.3: Create a business outreach network to establish a working relationship with business owners and identify key information about business needs to better serve the business community. Introduce and promote the new network through the Business Association of Ravena Coeymans (BARC). Designate the BARC to take the lead in developing a marketing program to encourage local business owners to promote their business via the local organization. The local business network would guide marketing efforts and help organize the business community.

Action 1.1.4: Develop a Business Mentoring or Apprenticeship program, through the Business Association of Ravena Coeymans (BARC), by which local small business owners may network with one another and provide assistance and advice on development business programs, employee training, marketing, and aesthetics.

Action 1.1.5: Utilize Business Association of Ravena Coeymans (BARC) to provide and maintain a business directory to be linked to the Town's website. The website could include links to individual business services and/or websites. BARC should recruit local businesses to sponsor the business directory.



Route 9W Corridor Businesses.

- Action 1.1.6: Utilize and market the Town's existing business tax incentives, as provided in Subdivision 7 of §485-b of the Real Property Tax Law.
- Strategy 1.2: Provide and market a business friendly environment to recruit and attract new businesses.
- Action 1.2.1: Promote redevelopment of vacant and underutilized parcels throughout the Town's Target Areas for viable business uses. Prominent parcels should be marketed for uses catered towards Town residents, as well as regional residents and tourists. Work with local media to market these business opportunities.
- Action 1.2.2: Promote community resources to enhance quality of life and attract business site selectors. While business costs and available workforce are still top priorities for businesses making relocation decisions, quality of life concerns are increasingly being calculated into the equation. Community resources, such as outdoor recreation and parks, arts and culture, historic resources, local shopping opportunities, aesthetics and accessibility are being discussed more and more as desirable resources valued by workers and by business site selectors.
- Action 1.2.3: Improve and expand the Town's website to promote existing and forthcoming business attraction and retention resources. The Town's existing website can be used to inform business owners of opportunities available locally, as well as provide links to regulations and/or developable resources.
- Action 1.2.4: Create an incentive plan to attract businesses to fill the abandoned and underutilized buildings in the Town.
- Action 1.2.5: Support County and regional efforts to promote workforce and labor force training. The Town can provide information to residents or businesses through the Town's website and/or through the Business Association of Ravena Coeymans (BARC).
- Action 1.2.6: Develop a marketing and recruitment package to attract new businesses. This package could be used to attract regional commercial and industrial businesses, including national chains where appropriate, and facilitate priority site development and redevelopment opportunities.
- Action 1.2.7: Work with training organizations throughout the region to allow for training, vocational development, mentoring, and workforce development to prepare the current workforce and current students for jobs.
- Action 1.2.8: Create business incubators to nurture new businesses with administrative services, onsite technical assistance or training in product development, business planning, and marketing. Small business loans or peer lending groups may be a part of an incubator program.
- Action 1.2.9: Celebrate the achievements of local businesses by co-hosting a press event or banner cutting celebration with the Town of Coeymans and the Business Association of Ravena Coeymans (BARC).

Goal 2. Foster Revitalization and Reinvestment

In addition to creating a friendlier business climate, downtown revitalization and rehabilitation are two methods that can be used to improve areas in need. The Town of Coeymans is abundant with historic buildings and small, owner-operated establishments. The Town should encourage and help facilitate reinvestment to improve the quality of their physical environment as well as the diversity of their retail and service opportunities.

Strategy 2.1: Design and implement programs and strategies to improve the aesthetics of the Town.

Action 2.1.1: Continue to encourage property and business owners to invest and improve the aesthetic appeal of their properties. There are good examples of building design, signage, and quality housing throughout the Town. Enhancing the physical appearance of the public and private buildings, streetlights, window displays, storefronts, parking areas, signs, sidewalks, and public open spaces will help convey a positive visual message. An orderly, progression of building and landscaping presents a pleasant shopping environment for consumers and a pleasant view for motorists. Tourists are more likely to travel to, and stop in, communities known for their street appeal. Communities such as these become destination places for visitors who wish to stroll along the downtown streets and look at the shops. It only takes a few empty buildings, windows and storefronts to change the visual appeal of the community. Address issues such as vacant or dilapidated buildings, broken or boarded up windows, unscreened dumpsters, uninviting fencing and building facades, cluttered sidewalks, and unattractive signs.

Action 2.1.2: Create an entrepreneur assistance program to specifically target businesses within the Town's Target Areas. Utilize the program to further assist existing and new business ventures with marketing programs, funding and grant opportunities, machinery and equipment purchase, working capital, as well as advising businesses on local regulations.

Action 2.1.3: Create pedestrian spaces and street amenities within the Riverfront Target Area (i.e. landscaping, benches, kiosks, tables and chairs for eating areas, etc.) to simulate economic development.

Action 2.1.4: Create a capital improvement grant/loan program. Develop a micro-enterprise revolving loan program to assist small business owners with capital improvements, and façade enhancements. Another program may include but is not limited to: a "50% grant – 50% loan" façade improvement program and/or a micro-enterprise



Example - Street Benches for Downtown

low-interest loan pool. Funds can be awarded or given as incentives to businesses that improve the aesthetic appearance of the community.

Action 2.1.5: Encourage preservation of historic sites and buildings that are crucial to the promotion of a unique shopping experience. Unique landmarks, historic buildings, and natural areas in each of the Target Areas is what make the shopping experience different from the Mall. Although a structure may be dilapidated, or a natural area or scenic view may currently be inaccessible, communities should make every effort to preserve and enhance these unique resources.

Action 2.1.6: Create “Community Gateways” to promote the Town’s unique identity. Landscaped areas with “Welcome” signs could be used to inform visitors that they are in the Town of Coeymans. Such gateways can be tied to an established theme, such as agriculture or water recreation, and can include kiosks, sculptures, or ornamental historic objects, such as colorful antique farm equipment. Some signage currently exists and should be enhanced to give the effect of entering a unique place.



Existing signage along Route 9W.

Action 2.1.7: Encourage participation from local schools and organizations to beautify the Town’s Target Areas by creating a “storefront” contest. The storefront contest will utilize empty storefronts and decorate them for festivals or events or holidays. Creativity and beautification of the storefront decoration contest will increase foot traffic and participation within the community.



Gateway signage along Route 144.

Action 2.1.8: Secure funds to acquire any prominent properties in tax default. The Town, through a Local Development Corporation, may want to acquire tax default properties that have commercial potential. The LDC can then decide how it would like to see the property developed and issue a request for proposals for redevelopment of the property. The Town can also use eminent domain to take abandoned and condemned structures. With grant assistance, the Town, the LDC or a non-profit organization could refurbish a structure(s) as a mixed-use opportunity to serve as the catalyst for reinvestment and redevelopment in the Target Areas.

Action 2.1.9: Create a Community Beautification Committee consisting of members from the Town, school, businesses, and local organizations to promote the quality of life in the Town of Coeymans. The Community Beautification Committee would be tasked with creating, participating in, and supporting activities and programs that improve the physical and aesthetic environment of the Town.

Action 2.1.10: Provide effective and safe street lighting that compliments the aesthetics of the Town. In the Riverfront Target Area, replace the existing highway-style lighting with Victorian style luminaries that are of a pedestrian scale. Encourage business owners to install supplemental lighting, such as

gooseneck lighting to illuminate a business sign, under-awning lighting, and/or building mounted lighting for the pedestrian areas.

Action 2.1.11: Update existing signage regulations to improve the aesthetics of the streetscape in each of the Target Areas. New signage should be pedestrian friendly but at an appropriate scale for drivers as well.

Action 2.1.12: Adopt design guidelines for each of the Target Areas to accentuate the unique architecture and/or attributes of these areas of Town.

Strategy 2.2: Design and implement programs and strategies to generate economic development within the Town's Target Areas.

Action 2.2.1: Encourage mixed-uses in the Riverfront Target Area. Rehabilitate existing spaces above first floor commercial and/or retail spaces to create attractive housing opportunities. Permanent residents are instrumental in the creation of street life, pedestrian traffic and a sense of vitality.

Action 2.2.2: Recruit businesses to locate in the Target Areas, especially the Riverfront Target Area, that will attract visitors after 5:00 PM, including but not limited to fine dining establishments and entertainment opportunities. Encourage existing business owners to stay open past 5:00 PM to cater to tourists and residents alike.

Strategy 2.3: Establish the Town as "Riverfront Destination".

Action 2.3.1: Promote the Town of Coeymans' identity as a Hudson River riverfront community. Improve the signage directing users to the riverfront park and boat launch. Improve and direct tourists from the river to local restaurants, lodging and shopping areas. Expand Coeymans Landing Park; encourage businesses that sell and rent fishing tackle and other water dependent equipment.

Action 2.3.2: Explore the possibility of a water taxi to and from nearby river destinations to bring tourists to the existing and future restaurants, bed and breakfasts, and niche stores offered within Coeymans' Riverfront Target Area.



Explore mixed-use opportunities within the Riverfront Target Area.

Action 2.3.3: Create a Sidewalk Improvement District to replace sidewalks in areas where existing sidewalks are in poor condition, as well as to enhance pedestrian safety and mobility. The poor condition of sidewalks within the Riverfront Target Area, in particular South Main Street and Westerlo Street have been determined the highest priority area of town for sidewalk replacement due to its connectivity to the riverfront, its necessity to create a pedestrian oriented riverfront destination, and the highly deteriorated condition of the existing sidewalk.

Action 2.3.4: Assist developers with the creation of new affordable housing opportunities in mixed-use buildings, particularly in the Riverfront Target Area. This will increase the likelihood of responsible property owners. Mixed-use structures

will provide a return to property owners and will encourage reinvestment back into the community. It is very hard for property owners to reinvest into a community where two-thirds of a structure is vacant. Buildings not fully occupied often do not generate sufficient revenue for owners to warrant reinvestment, thus contributing to decline and deterioration.

Action 2.3.5: Improve parking and pedestrian access to the Riverfront Target Area. The Town should explore creative parking solutions to accommodate the future business needs of the Riverfront Target Area, while still encouraging pedestrian accessibility. Future public parking areas should include signage directing vehicles and pedestrians to the Riverfront.



Improve parking and pedestrian amenities along South Main Street and throughout the Riverfront Target Area.

Action 2.3.6: Host a variety of festivals and events to generate activity within the Riverfront Target Area. Market events to the Capital region to encourage local boaters to day trip for the events (e.g. 4th of July, jazz festivals, fireworks, etc).

Action 2.3.7: Update and finalize the Town's Local Waterfront Revitalization Plan (LWRP). Through the LWRP, the Town can address critical issues and strategies for maintaining and enhancing the riverfront.

Action 2.3.8: Encourage complimentary riverfront businesses and events to attract boaters to stop in Coeymans. The Riverfront Target Area should provide complimentary services and uses such as docking, restaurants, lodging establishments, and retail supplies to accommodate and encourage day-trippers and overnight guests.

Action 2.3.9: Explore with the existing property owners of the Brickyard Site, one of the Town's critical riverfront properties, innovative design techniques to create a mixed-use riverfront destination.

Action 2.3.10: Develop a visible tourism information kiosk/welcome center in the Riverfront Target Area. This location can be used to post flyers about events and activities as well as information about local resources.



The "Brickyard" Site offers unique access and views of the Hudson River.

Goal 3. Investigate Opportunities to Broaden & Strengthen All Business Sectors

Economic restructuring will strengthen the existing economic base of the Town while diversifying it. Activities include: helping existing businesses expand, recruiting new businesses to provide a balanced mix, converting unused space into productive property, and sharpening the competitiveness of the business sectors.

Strategy 3.1: Identify and implement programs and strategies that improve competitiveness.

Action 3.1.1: Recruit business and services to compliment the industrial and business sectors growing in the Town and region, or those that utilize local materials (e.g. materials from quarries).

Action 3.1.2: Retain existing manufacturing and other blue-collar jobs. Manufacturing jobs often pay the highest wages. However, the U.S., and the Northeast in particular, is experiencing a decline in blue-collar and unskilled jobs. The Town should work with existing manufacturing companies to create a retention program tailored to each manufacturer's needs.

Action 3.1.3: Continue to actively market the developable sites and recruit businesses to relocate within the Target Areas of the Town.

Action 3.1.4: Understand environmental and market constraints to leverage and accommodate economic opportunities.



Lafarge entrance on Route 9W.



View of Lafarge's sand and gravel operation.

Strategy 3.2: Encourage and promote diversified economic opportunities.

Action 3.2.1: Industrial diversity has been shown not only to spur productivity and innovation, but also result in local businesses having easy access to resources and services needed for production. Having a diverse economy also protects against the shocks that can occur when a locality is too heavily dependent on one industry and that industry experiences a downturn, such as Rochester's dependency on Kodak and photo-imaging.⁴

Action 3.2.2: Establish procedures to simplify review and permitting processes for business development and/or expansion. Procedures that streamline development will encourage new businesses to locate in Coeymans. Such procedures may include special meetings for commercial development and/or supplemental information to assist developers through the planning process.

⁴ "Economic Diversity and New York State." FRBNY, Winter 2002.

- Action 3.2.3: Establish and market “shovel-ready” sites by identifying appropriate properties to streamline through the development process. “Shovel-ready” sites are complete with all required permits achieved through the completion of a Generic Environmental Impact Statement (GEIS). The GIES evaluates the potential environmental impacts associated with the future development of the site, the potential impacts of a water and/or sewer expansion, and identifies any necessary improvements to mitigate the associated impacts. The completion of a GEIS helps to alleviate the obstacles associated with developing land. “Shovel-ready” sites eliminate unknowns associated with developing property and allow the Town to market to future businesses.
- Action 3.2.4: Create an inventory of developable resources to assist in attracting and recruiting future businesses, as well as accommodating existing businesses that may need to relocate. The inventory should provide detailed information on vacant buildings and vacant lands, including the gross floor area of the building or size of the parcel, selling price, contact information, and development constraints (zoning or other).
- Action 3.2.5: Ensure that development will occur in areas where the land is physically adequate to support it; where it will be compatible to the land uses surrounding it; and where logistical concerns, such as adequacy of infrastructure, are amenable to development.
- Action 3.2.6: Work with a local college or university to establish a satellite campus in the Town of Coeymans. For example, business college students may be able to obtain real experience through a local business incubator program tailored to nurture new businesses and provide administrative services, onsite technical assistance or training in product development, business planning, and marketing. Alternatively, college students may utilize the Town’s environmental resources to explore innovative techniques for resource protection.
- Action 3.2.7: Explore and recruit a mix of businesses targeted towards the needs of senior citizens and the local youth. These businesses should be encouraged to locate in areas with appropriate infrastructure, as well as adequate pedestrian accessibility and visibility.
- Action 3.2.8: Promote the development of light industrial, commercial, and warehousing as well as computer and high tech businesses within the Route 101 and Route 9W Target Areas. Revise zoning and land use regulations to facilitate such development in these two areas of the Town. In addition to providing quality employment opportunities, these businesses also benefit local taxpayers by supporting the local economy.

Goal 4. Build Tourism

While the Town should continue to support its existing tourism resources, particularly those currently experiencing success, efforts should be made to expand the Town's tourism resources. The Town of Coeymans should explore ideas to broaden the Town's tourism season, in terms of both traditional tourist activities and new areas of tourism. Building indigenous economic activity through local arts and heritage business development creates jobs and restores life to rural communities and small towns such as the Town of Coeymans. Creative entrepreneurship preserve local heritage, strengthen local community pride, provide local economic opportunities, and attract visitors.

Strategy 4.1: Focus on tourism as an economic development engine.

- Action 4.1.1: Promote tourism. In today's post-industrial economy, many communities are focusing on tourism as an economic development engine. While industrial development generally calls for communities to compete on terms of a standardized set of criteria (such as workforce skills, transportation networks, and cost-of-living), establishing a tourism center challenges a community to "produce evidence of its own market potential."⁵ By enhancing their community's attractions and highlighting unique qualities, tourism developers market their areas to attract guests; create products to encourage lingering; and develop leisure activities to keep guests busy,⁶ all the while infusing dollars into the local economy. In order to be successful, the tourism "product" must appeal to travelers and to people seeking leisure time activities.⁷
- Action 4.1.2: Enhance marketing operations through tourism brochures and other information to educate and guide visitors to community attractions.
- Action 4.1.3: Develop a database of vacant buildings that are suitable for rehabilitation as a bed and breakfast, motel, and/or hotel for visitors of the Town of Coeymans. Use the database as a tool to market the sites to developers.
- Action 4.1.4: Tap into the regional tourism and market to "day-trippers" (including boaters) by creating packaged tours with links to multiple resources and amenities.
- Action 4.1.5: Promote an eco-tourism theme focusing on the community's many ecological resources. Eco-tourism focuses on exploring the natural environment or learning more about local natural history through bird and other wildlife observation or visits to State Parks, nature centers, and riverfronts. The Town should consider creating an eco-tourism center within the Riverfront Target

⁵ Glover, Robert E. "Tourism as Economic Development: A Brief Guide for Communities and Entrepreneurs." Economic Development Net. 1998. www.economicdevelopment.net/tourism/glover_tpd_98.htm

⁶ Glover, Robert E. "Tourism as Economic Development: A Brief Guide for Communities and Entrepreneurs." Economic Development Net. 1998. www.economicdevelopment.net/tourism/glover_tpd_98.htm

⁷ Glover, Robert E. "Tourism as Economic Development: A Brief Guide for Communities and Entrepreneurs." Economic Development Net. 1998. www.economicdevelopment.net/tourism/glover_tpd_98.htm

Area. With abundant wetlands near the river's edge, a boardwalk system could be created to incorporate and highlight unique natural and environmental features and resources. The Town should collaborate with the New Baltimore Conservancy and the Open Space Institute to create a contiguous trail system between the Towns of New Baltimore and Coeymans. A new trail could potentially link the Coeymans Landing Park with the established trail system of the Hannacroix Creek Preserve in New Baltimore. Several other publicly owned waterfront parcels could eventually be incorporated into the trail system. Additional on-road bicycle facilities could be developed on appropriate roads. Greenways could be established along power lines and utility easements. Trail maps should be developed so that residents and visitors to the Town may enjoy Town trails.

Action 4.1.6: Utilize existing promotional tools such as the "I Love New York Travel and Vacation Guide," and www.iloveny.com to advertise tourism opportunities in the Town and publicize Town events and attractions.



Action 4.1.7: Work with the Ravena-Coeymans Historical Society to promote existing resources and generate regional interest. Market and expand the Historical Society's open house to focus on one or more aspects of the area's history. Continue to host the event at the Museum or at the Little Red School House in Coeymans Hollow. Expand the event to attract a larger regional audience.



Promote tourism.

Strategy 4.2: Promote recreational activities to create year-round tourism resources.

Action 4.2.1: Promote Coeymans' unique year-round recreational opportunities to build tourism. The Town's abundant natural features - including its agricultural lands, forests, rolling hillsides and water resources, are underutilized recreational resources. Outdoor recreation and trails are increasingly viewed as necessary contributors to residential quality of life, as well as supporting public health, tourism, and economic development. With such an abundance of resources, Coeymans should promote itself as a recreational destination.

Action 4.2.2: Promote resources to enhance quality of life. While business costs and available workforce are still top priorities for businesses making relocation decisions, quality of life concerns are increasingly being calculated into the equation. Community resources, such as outdoor recreation and parks, arts and culture, historic resources, local shopping opportunities, aesthetics and accessibility are being discussed more and more as desirable resources valued by workers, and, consequently, by business site selectors.



Gazebo in the Riverfront Target Area.

Action 4.2.3: Improve connectivity and access between water resources and land attractions. Encourage more public uses along the Hudson River. The community can promote development of the community's water frontage with publicly accessible paths and a boat launch. Mixed use developments, with hotel/motel uses, dining establishments, and retail uses within close proximity to the river can be instrumental in promoting tourism activities.

Strategy 4.3: Promote Coeymans' cultural, natural, and historical resources as important contributing elements to the Town's quality of life.

Action 4.3.1: Promote tourism in Coeymans by packaging services and opportunities together. By combining interesting and complimentary types of services, tourism businesses can benefit from the "synergy" created by offering tourist packages.

Action 4.3.2: Create a comprehensive and coordinated tourist attraction way-finding signage program. Develop coordinated signage for local tourist attractions, tourist establishments, visitor center, parking, waterfront resources, campgrounds, parks, etc.

Action 4.3.3: Develop partnerships with business groups and other interested organizations to restore, beautify or preserve historic properties and sites.

Action 4.3.4: Promote heritage tourism and agri-tourism theme focusing on the Town's existing agriculture and agricultural history. Many farm businesses, including farm stands, wineries, maple syrup and honey producers, greenhouses, plant nurseries, and Christmas tree farms, are opening their doors to visitors. The Town could work to support its existing resources, as well as encourage the development of new resources, through marketing network opportunities.

Action 4.3.5: Utilize the Town's website to maintain a calendar of events schedule to promote year-round visitation to the Town. Promote more street and river festivals, outdoor concerts, historical reenactments, and special events, including fireworks displays. The community is located in a serene setting with a picture-perfect backdrop along the Hudson River. This aspect of the community should be highlighted more through special outdoor events.

Strategy 4.4: Stimulate and market cultural heritage tourism as part of the Town's creative class and tourism economy.

Action 4.4.1: Build upon local strengths that include communities' creativity, heritage, and culture to strengthen the arts in Coeymans while creating jobs and helping to preserve quality of life.

Action 4.4.2: Integrate the arts as part of broader community initiatives and to build tourism. Establish project partners with organizations involved with transportation, agriculture, parks and recreation, forestry, historic preservation, youth development, and education.



Promote Coeymans' history.

- Action 4.4.3: Engage artists, craftspeople, and musicians in planning and community building to strengthen and build the Town's economy.
- Action 4.4.4: Encourage participation from the creative class, this includes college students, entrepreneurs, and technology-based employees. Create an inventory of talent in the Town to develop and expand businesses and opportunities in the community.
- Action 4.4.5: Market the creative class in the Town to local educational institutions and develop opportunities for young adults.
- Strategy 4.5: Develop a multi-faceted marketing program to promote Coeymans' resources.
 - Action 4.5.1: Form a tourism committee and develop a tourism program. The program can consist of both drivable and walking tours of the many historic and natural resources prominent within the community. Other responsibilities for the tourism committee include the expansion of the current tourism brochures and an increased presence of the Coeymans' attractions on tourism websites.
 - Action 4.5.2: Strengthen the Town's sign ordinance to promote and enhance the visual cues of an inviting vibrant downtown. Assist business owners to modify their existing signage to meet the new design standards. Offer funding opportunities for existing businesses to replace existing, non-conforming signage. This program should include cooperation with both the Town and the NYS Department of Transportation to develop coordinated signage for local tourist attractions, the businesses that cater to tourists, visitor centers, parking, waterfront resources, parks, etc.

Goal 5. Provide Efficient, Cost Effective Infrastructure & Energy

A primary interest for the Town of Coeymans is the creation or expansion of the community's infrastructure. Infrastructure concerns include the lack of "shovel ready" sites, as well as the need for telecommunication capabilities, energy alternatives, continued highway improvements, and water and sewer infrastructure.

Strategy 5.1: Focus infrastructure needs to areas with economic growth potential.

Action 5.1.1: Invest in appropriate infrastructure to ensure competitiveness in a rapidly globalizing economy. Infrastructure investments, such as the provision of cheap, high capacity fiber-optic networks and broadband access should be regarded as a top priority. Such investments will serve to attract new businesses, including home occupations, and support residential growth. Infrastructure investment will also facilitate the development of tourism, resulting in both revenue and visibility for the Town of Coeymans.

Action 5.1.2: Develop a database of potentially developable property within the Target Areas that are not yet developable because of lack of infrastructure. Use the database as a tool to promote available sites. In addition, use the database to determine appropriate locations to expand water and sewer infrastructure while protecting agricultural and open space resources.

Action 5.1.3: Work cooperatively with Village of Ravena to implement a long-term program for expanding water and/or sewer infrastructure. Any future expansions of the water and/or sewer should be limited to "commercial nodes" within the Target Areas to avoid the creation of continuous commercial strips.

Action 5.1.4: Encourage related businesses to develop or cluster in areas with similar infrastructure requirements.

Strategy 5.2: Continue to improve the transportation and infrastructure in the Town.

Action 5.2.1: Continue to establish highway improvement priorities and lobby capital improvements on State Routes throughout the Town.

Action 5.2.2: Work with NYSDOT to examine existing traffic capacity and any improvements necessary to accommodate future development, as well as minimize impacts of such development, along the State routes within each of the Target Areas.

Action 5.2.3: Coordinate the replacement of any aging infrastructure with the NYSDOT to coincide with future reconstruction or improvements planned for State routes throughout the Town.



*Intersection on Route 144
necessitating improvements.*

- Action 5.2.4: Investigate options to construct new sidewalks or improve existing sidewalks in densely developed areas of Town, such as the Route 144 and Riverfront Target Areas.
- Action 5.2.5: Conduct a Pedestrian Mobility Study to understand the needs of existing and future pedestrians as a result of the reinvestment and redevelopment of the corridors as commercial target areas.
- Action 5.2.6: Evaluate the transportation needs of each corridor to understand necessary road improvements (e.g. crosswalks, travel and turning lanes, transition speeds, etc). Work with NYSDOT to widen Route 9W in appropriate areas to incorporate a center turn lane.
- Action 5.2.7: Create transportation design guidelines that encourage and/or require the use of shared access drives to reduce the number of curb cuts along Route 9W and Route 144.
- Strategy 5.3: Explore cost effective solutions for advancing the infrastructure and energy needs of the Town.
 - Action 5.3.1: Require developers to place empty conduit underground whenever the ground is opened (i.e. as part of development, construction, improvements, etc.) for the future lighting and fiber optic cable.
 - Action 5.3.2: Explore other energy alternatives as a potential infrastructure opportunity. Work with local utilities, local businesses, and NYS to lower the cost of energy and promote ongoing programs such as energy audits and energy saving retrofits.
 - Action 5.3.3: Provide wireless technology in the Riverfront Target Area to encourage more businesses to locate in this area of the Town.

Goal 6. Grow Agricultural Industries

Preservation of the Town's agricultural lands is a critical part of any economic development effort. An effective way to preserve agriculture land is by making agriculture profitable to the farmer. This produces two benefits – preservation of the land in agriculture, and preservation of the agricultural way of life. Farmland retention works best where there is a strong agricultural economy. Coeymans has a strong agricultural history with a local economy based on agriculture and farm protection and promotion efforts. The following goals and strategies promote the use of the Town's available agriculture resources to foster value-added economic opportunities for local property owners and businesses.

- Strategy 6.1: Proactively pursue agriculture development as a form of economic development by developing new markets and products.
 - Action 6.1.1: Promote agriculture and rural lifestyle as important to the economic health and viability of Coeymans.
 - Action 6.1.2: Improve and enhance agricultural marketing and agritourism marketing. Work with farmers to develop agritourism tours, such as visits to maple syrup farms, dairy farms, tree farms, etc. Promote agri-tourism as a viable means to preserving the community's productive agricultural lands. Develop agritourism tours, with visits to apple farms, horse farms, and other tourist activities.
 - Action 6.1.3: Create a marketing brochure promoting the local agricultural industry. Such a brochure could include a map of local roadside stands, farmers' markets, pick-your-own operations, nurseries and other agricultural items of interests such as fruit wineries, maple syrup, dairy, and herbs.
 - Action 6.1.4: Encourage the development of agribusinesses within the Town. In agriculture, agribusiness is a generic term that refers to the various businesses involved in food production, including farming, seed supply, agrichemicals, farm machinery, wholesale and distribution, processing, marketing, and retail sales. Agribusiness refers to the range of activities and disciplines encompassed by modern food production.
- Strategy 6.2: Support, sustain, and market the Town's existing agriculture and agroforestry businesses.
 - Action 6.2.1: Provide information to local farmers on the different mechanisms available to assist farmers in maintaining their properties. These include agricultural assessments, partial reduction in real property taxes for eligible NYS farmland, American Farmland Trust estate planning, and Farm Building Exemptions through NYS Office of Real Property Services (ORPS). Work with farmers to identify ways to reduce taxes.
 - Action 6.2.2: Use available economic development tools to foster a viable agricultural economy. The agricultural industry can be supported through purchase of development rights from farms and open space properties, Agricultural

Districts, agricultural tax exemptions, and any other appropriate tax exemptions. The Town can apply for and facilitate the dissemination of loans and grants from State government agencies, as well as from quasi-government agencies, to local farmers. The Town should apply for Grow-NY funding to assist business development whenever possible.

- Action 6.2.3: Facilitate relationship building between local educational institutions and the local agricultural community to introduce students to the agricultural industry and provide farmers with a new perspective on target markets and marketing.
- Action 6.2.4: Take proactive steps to promote agriculture and agroforestry industries. Create natural partnerships between the agriculture and agroforestry industries with parks, historic sites, festivals, fee hunting areas, and bed and breakfast operations for business start-ups and enterprise development.
- Action 6.2.5: Work with existing organizations, such as the Cornell Cooperative Extension, on existing programs and resources.
- Action 6.2.6: Assist and coordinate with local farmers to develop value-added agricultural projects. The Town can assist local farmers in site identification, land assemblage, and funding research.
- Action 6.2.7: Develop an Open Space Plan to promote appropriate stewardship and maintenance of the community's public and privately owned agriculture and forest lands.
- Action 6.2.8: Create and promote a “Buy Local” campaign through the Business Association of Ravena Coeymans (BARC). Offer a contest to the Ravena-Coeymans High School students to design the “Buy Local” logo. BARC or a local business could sponsor a prize for the winning logo.



Agricultural lands along Route 143.

Goal 7. Promote, Communicate & Collaborate

Many existing organizations such as the Business Association of Ravena Coeymans (BARC) have a stake in the economic viability of the Coeymans, as do many other stakeholders, including: individual bankers, property owners, government officials, merchants, downtown residents, professionals, local industries, civic groups, historical societies, schools, consumers, real estate agents, and the local media. In order to achieve economic success, the Town recognizes that promotion, communication, and collaboration are essential. The goals and strategies that follow call for the continuance of these efforts.

- Strategy 7.1: Foster an environment aimed to provide benefits to the local economy through promotion, cooperation, and communication.
 - Action 7.1.1: Coordinate marketing, promotion, and outreach efforts of the Business Association of Ravena Coeymans (BARC), Albany Chamber of Commerce, and other development organizations to strengthen and expand the business community.
 - Action 7.1.2: Cooperate with local and regional governments to financially support local economic development organizations.
 - Action 7.1.3: Encourage linkages between businesses and educational institutions to create networking opportunities.
 - Action 7.1.4: Appoint an economic development liaison to communicate with property owners and developers to foster economic development in the area. The economic development liaison should be appointed to attend local, county and regional meetings and events, and communicate the Town's position on key issues.
 - Action 7.1.5: Develop relationships with the Town's schools and local organizations. The Town's high school and college students can be instrumental in offsetting the costs of many marketing efforts identified in this Plan. In return, students gain invaluable experience in their areas of study. For instance, students can assist in website development and maintenance as well as the development of marketing and promotional materials, such as logos, maps, and brochures.
 - Action 7.1.6: Seek input from business owners to determine individual needs to improve performance and create retention throughout the Town. Identifying these needs early will strengthen the Town's relationship with the industrial and business community and potentially avoid unnecessary impediments.
 - Action 7.1.7: Examine the feasibility and potential impacts associated with sharing municipal services with the Village of Ravena.
 - Action 7.1.8: Collaborate with the Town's many stakeholders, including: individual bankers, property owners, government officials, merchants, residents, professionals, local industries, civic groups, historical societies, consumers, real estate agents, local media, and schools to build broad-based support of economic development initiatives.

Strategy 7.2: Develop marketing materials and promotion efforts to foster development and tourism in Coeymans.

Action 7.2.1: Develop a marketing logo for use on promotional materials. A logo is a promotional tool used to establish an image. A marketing logo for Coeymans could be used to promote local tourism. This logo could be used on brochures, banners and signs within the Town to create connectivity for visitors between the Town's resources.

Action 7.2.2: Use the Town's web site as a marketing and business tool. A local website could be used to market local businesses, special events, seasonal activities and programs. Businesses that have their own websites could link to the Town's website, while businesses that do not maintain a website could provide information, photographs, events schedules, etc. to be included on the Town website. The website can also be used to promote local and State economic development programs to attract and retain business.

Implementation & Action Matrix

The adoption of the Economic Development Strategic Plan is only the beginning. The mere statements of goals and strategies of this Plan will not produce the desired results unless the Town implements the concepts through land use regulations, public investment and cooperation, and/or the formation of public – private partnerships.

Once the Strategic Plan is adopted, the Town Board should appoint an Economic Development Steering Committee. The Steering Committee should be composed of at least 10 individuals, and representation could include the following groups: business and property owners, historic preservation groups, local civic associations, financial institutions, professionals (accountants and attorneys), community residents, representatives of the Chamber of Commerce, the Planning Board and Zoning Board of Appeals. The Steering Committee should develop by-laws, which shall be approved by the Town Board governing its operation, organizational structure, terms of office, committee activities, and overall mission. A Town staff member or member of the Town Board should serve as a liaison for the Steering Committee and the Committee will report to the Town Board on a regular basis.

The proposed Steering Committee should utilize the Implementation Matrix as the “road map” for the revitalization program. The Committee should work on each strategy in the order of importance established by the “time frames” given within the matrix, however, it is likely that priorities may change with the availability of funding sources for particular projects.

A time frame has been designated to each Strategy, projecting when the action should be accomplished. The time frame covers the next five years and is indicated by the following code:

S – Short-term: 0 – 1 Year - By the end of year 2008.

I – Intermediate-term: 1 – 3 Years - By the end of year 2010.

L – Long-term: 3 – 5 Years - By the end of year 2012.

O – On-going: 0 – 5 - To be addressed continuously or at any time over the next five years.

The following acronyms are used in the Implementation Matrix:

Table 10: Implementation Matrix Acronym List

Acronym	Full Name
A&BC-CTIG	Arts & Business Council – Cultural Tourism Initiative Grant
ACHP	Advisory Council on Historic Preservation
AFGP	Assistance to Firefighters Grant Program
AFT	American Farmland Trust
BARC	Building Advocacy, Resources & Community
BOCES	Board of Cooperative Educational Services
CCE	Cornell Cooperative Extension
CDBG	Community Development Block Grant
CF	Conservation Fund
CHAMBER	County Chamber of Commerce
CLG	Certified Local Government
CW/CA	Clean Water/Clean Air Bond Act
DHCR-SMSI	Division of Housing & Community Renewal
EFC-CWSRF	Environmental Facilities Corp. Clean Water State Revolving Fund
EFC-DWSRG	Environmental Facilities Corp. Drinking Water State Revolving Fund
ESDC	Empire State Development Corp
ESDC-WCG	Empire State Development Corp – Wireless Communities Grant
EZ	Empire Zone
GOSC	Governor’s Office for Small Cities
GROW-NY	Grow NY through NYS Agriculture and Markets
HHS CSBG	Health & Human Services – Community Service Block Grant
HRVG	Hudson River Valley Greenway
IDA	County Industrial Development Agency
IMLS	Institute of Museum & Library Services
LDC	Local Development Corporation
LOCAL	Local Municipality
MANY	Museum Association of New York
NG	National Grid Resource Center for Economic Development
NPS – LWCF	National Park Service – Land & Water Conservation Fund
NYSDA	NYS Dept. of Aging
NYSAG	NYS Dept of Agriculture and Markets
NYSAG –FP	NYS Agricultural & Farmland Protection Program
NYSBD	NYS Banking Dept.
NYSBDC	NYS Business Development Corporation
NYSCA	NYS Council on the Arts
NYSCC	NYS Conservation Council
NYSCS	NYS Canal System

Table 10: Implementation Matrix Acronym List

Acronym	Full Name
NYSED	NYS Dept of Education
NYSEDC	NYS Economic Development Council
NYSERDA	New York State Energy Research and Development Authority
NYSDEC	NYS Dept of Environment Conservation
NYS DHCR	NYS Div. Of Housing & Community Renewal
NYSHFA	New York State Housing Finance Agency
NYSDOL	NYS Dept. of Labor
NYMS	New York Main Street Program
NYRWA	NYS Rural Water Association
NYSOSC	NYS Office of the State Comptroller
NYSOPRHP	NYS Office of Parks, Recreation & Historic Preservation
NYSOPRHP-CLG	NYSOPRHP-Certified Local Government
NYSOPRHP-EPF	NYSOPRHP-Environmental Protection Fund
NYPF	NY Planning Federation
NYSDOS-LWRP	NYS Dept. of State, Local Waterfront Redevelopment Plan
NYSDOS – QC	NYS Dept. of State, Quality Communities Program
NYSDOT	NYS Dept. of Transportation
NYSDOT IAP	NYSDOT Industrial Access Program
NYSDOT TEP	NYSDOT Transportation Enhancement Program
NYSDOT TIP	NYSDOT Transportation Improvement Program
OBPA	
OPRHP-Parks Program	Office of Parks, Recreation & Historic Preservation-Parks Program
PF	Private Funding Sources, i.e., Private Foundation
RCAP	Rural Community Assistance Program
Restore NY	Empire State Development Corp. Restore NY Communities Initiative
RUS	Rural Utility Service
SAFTEA-LU	Safe, Accountable, Flexible, Efficient, Transportation Equity Act
SARA	State Archives and Records Administration
SBA	Small Business Administration
SBF	Scenic Byways Foundation
SMSI	NYSDOS Shared Municipal Services Incentive Program
SNYM	State of New York Mortgage (Home of Your Own Program)
TEA-21	Transportation Equity Act for the 21 st Century
USDA	US Dept of Agriculture
USDOI- RICA	US Dept. of the Interior, Rivers Trails, & Conservation Assistance
USDOJ	US Department of Justice

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
Goal 1. Encourage Business Development				
Strategy 1.1: Support economic development in the Town of Coeymans by fostering a vital business environment and promoting the development and growth of new and established businesses.				
1.1.1	Enhance business retention programs for businesses and industries. Identify the needs of local businesses to maximize retention.	I	Town Board LDC	ESDC, NYSBDC, SBA, Chamber, PF
1.1.2	Encourage minority-owned and women-owned businesses to locate in the Town through technical assistance and grant funding opportunities.	S	Town Board BARC LDC	Local, NYSDOL
1.1.3	Create a business outreach network to establish a working relationship with business owners and identify key information about business needs to better serve the business community.	L	Town Board, BARC	ESDC, NYSBDC, SBA, Chamber, PF
1.1.4	Develop a Business Mentoring or Apprenticeship program through the BARC.	L	Town Board, BARC	Local
1.1.5	Utilize BARC to provide and maintain a business directory to be linked to the Town's website to link individual business services and/or websites.	S	Town Board, BARC Local Business	Local, ESDC-WCG
1.1.6	Utilize and market the Town's existing business tax incentives, as provided in Subdivision 7 of §485-b of the Real Property Tax Law.	O	Town Board	Local

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
Strategy 1.2: Provide and market a business friendly environment to recruit and attract new businesses.				
1.2.1	Promote redevelopment of vacant and underutilized parcels throughout the Town's Target Areas for viable business uses.	S	Town Board, BARC Local Media	Local, CDBG, ESDC, NYMS, SBA, NYSBDC, IDA, OBPA, NG
1.2.2	Promote community resources to enhance quality of life and attract business site selectors.	O	Town Board BARC	Local, IDA, CDBG, SBA, NYSBDC, ESDC, NYSOSC
1.2.3	Improve and expand the Town's website to promote existing and forthcoming business attraction and retention resources.	S	Town Board BARC	Local, ESDC-WCG
1.2.4	Create an incentive plan to attract businesses to fill the abandoned and underutilized buildings in the Town	I	Town Board BARC	Local, CDBG, ESDC, NYMS, SBA, NYSBDC, IDA, OBPA, NG
1.2.5	Support County and regional efforts to promote workforce and labor force training.	O	Town Board, BARC	Local, SMSI, ESDC
1.2.6	Develop a marketing and recruitment package to attract new regional commercial and industrial businesses, including national chains where appropriate, and facilitate priority site development and redevelopment opportunities.	L	Town Board BARC LDC	Local, CDBG, ESDC, NYMS, SBA, NYSBDC, IDA, OBPA, NG

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
1.2.7	Work with training organizations throughout the region to allow for training, vocational development, mentoring, and workforce development to prepare the current workforce and current students for jobs.	O	BARC, LDC	Local, BOCES
1.2.8	Create business incubators to nurture new businesses with administrative services, onsite technical assistance, training in product development, business planning, marketing, small business loans and/or peer lending.	L	Town Board BARC LDC	Local, CDBG
1.2.9	Celebrate the achievements of local businesses by co-hosting a press event or banner cutting celebration with the Town of Coeymans and the Business Association of Ravena Coeymans (BARC).	O	Local BARC	Local
Goal 2. Foster Revitalization and Reinvestment				
Strategy 2.1: Design and implement programs and strategies to improve the aesthetics of the Town.				
2.1.1	Continue to encourage property and business owners to invest and improve the aesthetic appeal of their properties.	O	Town Board BARC	Local, NYSDOS-QC, CDBG
2.1.2	Create an entrepreneur assistance program to specifically target businesses within the Town's Target Areas.	L	Town Board BARC LDC	ESDC, CDBG, CDBG-TA

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
2.1.3	Create pedestrian spaces and street amenities within the Riverfront Target Area (i.e. landscaping, benches, kiosks, tables and chairs for eating areas, etc.) to simulate economic development.	S	Town Board, BARC	Local, CW/CA, NYSOPRHP, NYS-QC
2.1.4	Create a capital improvement grant/loan program. Develop a micro-enterprise revolving loan program to assist small business owners with capital improvements, and façade enhancements.	S	Town Board BARC LDC	Local, IDA, CDBG, SBA, NYSBC, ESDC, NYSOSC
2.1.5	Encourage preservation of historic sites and buildings that are crucial to the promotion of a unique shopping experience.	O	Town Board	Local, NG, PF
2.1.6	Create “Community Gateways” to promote the Town’s unique identity. Landscaped areas with “Welcome” signs could be used to inform visitors that they are in the Town of Coeymans.	S	Town Board	Local, CDBG
2.1.7	Encourage participation from local schools and organizations to beautify the Town’s Target Areas by creating a “storefront” contest.	I	Town Board School District	Local, SMSI, NYSDOS-QC
2.1.8	Secure funds to acquire any prominent properties in tax default. The Town, through a Local Development Corporation (LDC), may want to acquire tax default properties that have commercial potential.	S	Town Board, LDC County	Local

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
2.1.9	Create a Community Beautification Committee consisting of members from the Town, school, businesses, and local organizations to promote the quality of life in the Town of Coeymans.	S	Town Board, BARC	Local, NYSDOS-QC
2.1.10	Provide effective and safe street lighting that compliments the aesthetics of the Town. In the Riverfront Target Area, replace the existing highway-style lighting with Victorian style luminaries that are of a pedestrian scale.	I	Town Board	Local, NG, PF
2.1.11	Update existing signage regulations to improve the aesthetics of the streetscape in each of the Target Areas.	S	Town Board	Local, NYSDOS-QC
2.1.12	Adopt design guidelines for each of the Target Areas to accentuate the unique architecture and/or attributes of these areas of Town.	S	Town Board,	Local, NYSDOS-QC
Strategy 2.2: Design and implement programs and strategies to generate economic development within the Town's Target Areas.				
2.2.1	Encourage mixed-uses in the Riverfront Target Area. Rehabilitate existing spaces above first floor commercial and/or retail spaces to create attractive housing opportunities.	O	Town Board	Local, NYSDOS-QC
2.2.2	Recruit businesses to the locate in the Target Areas, especially the Riverfront Target Area, that will attract visitors after 5:00 PM.	O	Town Board, BARC LDC	Local
Strategy 2.3: Establish the Town as "Riverfront Destination".				

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
2.3.1	Promote the Town of Coeymans' identity as a Hudson River riverfront community	O	Town Board	HRVG, \ NYSDOS-LWRP, NYSCC
2.3.2	Explore the possibility of a water taxi to and from nearby river destinations to bring tourists to the existing and future restaurants, bed and breakfasts, and niche stores offered within Coeymans' Riverfront Target Area.	I	Town Board	NYSDOS-QC
2.3.3	Create a Sidewalk Improvement District to replace sidewalks in areas where existing sidewalks are in poor condition, as well as to enhance pedestrian safety and mobility.	S	Town Board	NYSDOS-QC NYSDOT-TEP
2.3.4	Assist developers with the creation of new affordable housing opportunities in mixed-use buildings, particularly in the Riverfront Target Area.	I	Town Board Planning Board	Local, PF, NYSHFA, CDBG
2.3.5	Improve parking and pedestrian access to the Riverfront Target Area.	S	Town Board	NYSDOT-TEP
2.3.6	Host a variety of festivals and events to generate activity within the Riverfront Target Area.	O	Town Board BARC	Local, GROW-NY, CCE, NY SAG
2.3.7	Update and finalize the Town's Local Waterfront Revitalization Plan (LWRP).	S	Town Board	Local, NYSDOS-LWRP

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
2.3.8	Encourage complimentary riverfront businesses and events to attract boaters to stop in Coeymans.	O	BARC	ESDC, NYSBDC, SBA, PF
2.3.9	Explore with the existing property owners of the brickyard site, one of the Town's critical riverfront properties, innovative design techniques to create a mixed-use riverfront destination.	S	Town Board	NYSDOS-QC, CDBG-TA, ESDC
2.3.10	Develop a visible tourism information kiosk/welcome center in the Riverfront Target Area. This location can be used to post flyers about events and activities as well as information about local resources.	S	Town Board	NYSCC, NYSDOS-LWRP
Goal 3. Investigate Opportunities to Broaden and Strengthen All Business Sectors				
Strategy 3.1: Identify and implement programs and strategies that improve competitiveness.				
3.1.1	Recruit business and services to compliment the industrial and business sectors growing in the Town and region, or those that utilize local materials (e.g. materials from quarries).	O	Town Board	CDBG, EDI, ESDC, DHCR, NYMS
3.1.2	Retain existing manufacturing and other blue-collar jobs. Manufacturing jobs often pay the highest wages.	O	Town Board	CBGA-TA

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
3.1.3	Continue to actively market the developable sites and recruit businesses to relocate within the Target Areas of the Town.	O	Town Board	CDBG, EDI, ESDC, DHCR, NYMS
3.1.4	Understand environmental and market constraints to leverage and accommodate economic opportunities.	S	Town Board	NYSDOS-QC, CDBG-TA
Strategy 3.2: Encourage and promote diversified economic opportunities.				
3.2.1	Encourage industrial diversity to spur productivity and innovation, but also result in local businesses having easy access to resources and services needed for production.	L	Town Board	Local, OBPA, IDA, ESDC
3.2.2	Establish procedures to simplify review and permitting processes for business development and/or expansion.	S	Town Board	Local, NYSDOS-QC
3.2.3	Establish and market “shovel-ready” sites by identifying appropriate properties to streamline through the development process. “	I	Town Board	Local, CDBG-TA
3.2.4	Create an inventory of developable resources to assist in attracting and recruiting future businesses, as well as accommodating existing businesses that may need to relocate.	S	Town Board,	Local, IDA, OBPA

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
3.2.5	Ensure that development will occur in areas where the land is physically adequate to support it; where it will be compatible to the land uses surrounding it; and where logistical concerns, such as adequacy of infrastructure, are amenable to development.	O	Town Board	Local
3.2.6	Work with a local college or university to establish a satellite campus in the Town of Coeymans.	L	BARC LDC	Local, SMSI, NYSDOS-QC
3.2.7	Explore and recruit a mix of businesses targeted towards the needs of senior citizens and the local youth.	O	BARC LDC,	Local, CDBG, ESDC, NYMS, SBA, NYSBDC, IDA, OBPA, NG
3.2.8	Promote the development of light industrial, commercial, and warehousing as well as computer and high tech businesses within the Route 101 and Route 9W Target Areas. Revise zoning and land use regulations to facilitate such development in these two areas of the Town.	S	Town Board BARC LDC	NYSDOS-QC, NYSDOT-IAP
Goal 4. Build Tourism				
Strategy 4.1: Focus on tourism as an economic development engine.				
4.1.1	Promote tourism.	O	Local	CDBG, NYSCC, NYSEDC

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
4.1.2	Enhance marketing operations through tourism brochures and other information to educate and guide visitors to community attractions.	I	Town Board	A&BC-CTIG, NYSCC
4.1.3	Develop a database of vacant buildings that are suitable for rehabilitation as a bed and breakfast, motel, and/or hotel for visitors of the Town of Coeymans. Use the database as a tool to market the sites to developers.	S	Town Board	Local
4.1.4	Tap into the regional tourism and market to “day-trippers” (including boaters) by creating packaged tours with links to multiple resources and amenities.	I	Town Board	CDBG, NYSCC, NYSEDC
4.1.5	Promote an eco-tourism theme focusing on the community’s many ecological resources.	I	Town Board	NYSDOS-QC, SBF, NYSDOT
4.1.6	Utilize existing promotional tools such as the “I Love New York Travel and Vacation Guide,” and www.iloveny.com to advertise tourism opportunities in the Town and publicize Town events and attractions.	O	Town Board	HRVG, DHCR, SMSI
4.1.7	Work with the Ravena-Coeymans Historical Society to promote existing resources and generate regional interest.	O	Town Board	Local
Strategy 4.2: Promote recreational activities to create year-round tourism resources.				
4.2.1	Promote Coeymans’ unique year-round recreational opportunities to build tourism.	S	Town Board	Local, OPRHP-Parks Program

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
4.2.2	Promote resources to enhance quality of life.	O	Town Board	Local
4.2.3	Improve connectivity and access between water resources and land attractions. Encourage more public uses along the Hudson River.	I	Town Board	OPRHP-Parks Program, NYSDOS-QC
Strategy 4.3: Promote Coeymans' cultural, natural, and historical resources as important contributing elements to the Town's quality of life.				
4.3.1	Promote tourism in Coeymans by packaging services and opportunities together.	I	Town Board	CDBG, NYSEDC
4.3.2	Create a comprehensive and coordinated tourist attraction way-finding signage program.	L	Town Board	NYSDOS-QC
4.3.3	Develop partnerships with business groups and other interested organizations to restore, beautify or preserve historic properties and sites	I	Town Board	Local
4.3.4	Promote heritage tourism and agri-tourism theme focusing on the Town's existing agriculture and agricultural history.	I	Town Board	ACHP
4.3.5	Utilize the Town's website to maintain a calendar of events schedule to promote year-round visitation to the Town.	O	Town Board	Local

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
Strategy 4.4: Stimulate and market cultural heritage tourism as part of the Town's creative class and tourism economy.				
4.4.1	Build upon local strengths that include communities' creativity, heritage, and culture to strengthen the arts in Coeymans while creating jobs and helping to preserve quality of life.	O	Town Board	NYSOPRHP-CLG
4.4.2	Integrate the arts as part of broader community initiatives and to build tourism. Establish project partners with organizations involved with transportation, agriculture, parks and recreation, forestry, historic preservation, youth development, and education.	L	Town Board	Local, GROW-NY, SMSI
4.4.3	Engage artists, craftspeople, and musicians in planning and community building to strengthen and build the Town's economy	I	Town Board	Local, GROW-NY, CCE, NYSAG
4.4.4	Encourage participation from the creative class, this includes college students, entrepreneurs, and technology-based employees. Create an inventory of talent in the Town to develop and expand businesses and opportunities in the community.	L	Town Board	Local
4.4.5	Market the creative class in the Town to local educational institutions and develop opportunities for young adults.	O	Town Board	Local

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
Strategy 4.5: Develop a multi-faceted marketing program to promote Coeymans' resources.				
4.5.1	Form a tourism committee and develop a tourism program.	S	Town Board	Local, NYSEDC
4.5.2	Strengthen the Town's sign ordinance to promote and enhance the visual cues of an inviting vibrant downtown. Assist business owners to modify their existing signage to meet the new design standards.	S	Town Board	NYSDOS-QC
Goal 5. Provide Efficient and Cost Effective Infrastructure and Energy				
Strategy 5.1: Focus infrastructure needs to areas with economic growth potential.				
5.1.1	Invest in appropriate infrastructure to ensure competitiveness in a rapidly globalizing economy. Infrastructure investments, such as the provision of cheap, high capacity fiber-optic networks and broadband access should be regarded as a top priority.	O	Town Board, Planning Board	NYSDOS-QC, ESDC
5.1.2	Develop a database of potentially developable property within the Target Areas that are not yet developable because of lack of infrastructure.	I	Town Board	NYSDOS-QC

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
5.1.3	Work cooperatively with Village of Ravena to implement a long-term program for expanding water and/or sewer infrastructure.	O	Town Board	Local, SMSI
5.1.4	Encourage related businesses to develop or cluster in areas with similar infrastructure requirements.	L	Town Board, Local Businesses	Local, CDBG
Strategy 5.2: Continue to improve the transportation and infrastructure in the Town.				
5.2.1	Continue to establish highway improvement priorities and lobby capital improvements on State Routes throughout the Town	O	Town Board	NYSDOT-TEP, NYSDOT-TIP
5.2.2	Work with NYSDOT to examine existing traffic capacity and any improvements necessary to accommodate future development, as well as minimize impacts of such development, along the State routes within each of the Target Areas.	L	Town Board, NYSDOT	NYSDOT-TEP, NYSDOT-IAP, NYSDOT-TIP
5.2.3	Coordinate the replacement of any aging infrastructure with the NYSDOT to coincide with future reconstruction or improvements planned for State routes throughout the Town.	O	Town Board, NYSDOT, CDTC	Marchiselli Funds, NYSDOT-TEP, NYSDOT-IAP, NYSDOT-TIP
5.2.4	Investigate options to construct new sidewalks or improve existing sidewalks in densely developed areas of Town, such as the Route 144 and Riverfront Target Areas	S	Town Board	NYSDOS-QC, NYSDOT-TEP, NYSDOT-TIP

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
5.2.5	Conduct a Pedestrian Mobility Study to understand the needs of existing and future pedestrians as a result of the reinvestment and redevelopment of the corridors as commercial target areas.	I	Town Board	Local, NYSDOT-TEP, CDTC, NYSDOS-QC
5.2.6	Evaluate the transportation needs of each corridor to understand necessary road improvements (e.g. crosswalks, travel and turning lanes, transition speeds, etc). Work with NYSDOT to widen Route 9W in appropriate areas to incorporate a center turn lane.	I	Town Board	Local, CDTC, NYSDOT-TIP, NYSDOS-TEP
5.2.7	Create transportation design guidelines that encourage and/or require the use of shared access drives to reduce the number of curb cuts along Route 9W and Route 144.	S	Town Board	NYSDOT-TEP, NYSDOT-IAP, NYSDOT-TIP
Strategy 5.3: Explore cost effective solutions for advancing the infrastructure and energy needs of the Town.				
5.3.1	Require developers to place empty conduit underground whenever the ground is opened (i.e. as part of development, construction, improvements, etc.) for the future lighting and fiber optic cable.	O	Town Board	Local
5.3.2.	Explore other energy alternatives as a potential infrastructure opportunity. Work with local utilities, local businesses, and NYS to lower the cost of energy and promote ongoing programs such as energy audits and energy saving retrofits.	L	Town Board	Local, NYSERDA

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
5.3.3	Provide wireless technology in the Riverfront Target Area to encourage more businesses to locate in this area of the Town.	I	Town Board	Local, ESDC
Goal 6. Grow Agricultural Industry				
Strategy 6.1: Proactively pursue agriculture development as a form of economic development by developing new markets and products.				
6.1.1	Promote agriculture and rural lifestyle as important to the economic health and viability of Coeymans	O	Town Board	GROW-NY, NYSAG, USDA, PF-Open Spaces Institute
6.1.2.	Improve and enhance agricultural marketing and agritourism marketing. Promote agritourism as a viable means to preserving the community's productive agricultural lands.	S	Town Board	GROW-NY, USDA, NYSAG
6.1.3	Create a marketing brochure promoting the local agricultural industry.	I	Town Board	A&BC-CTIG, NYSCC, NYSAG GROW-NY, USDA
6.1.4	Encourage the development of agribusinesses within the Town.	O	Town Board	Local, NYSDOS-QC, NYSAG, USDA
Strategy 6.2: Support, sustain, and market the Town's existing agriculture and agroforestry businesses.				
6.2.1	Provide information to local farmers on the different mechanisms available to assist farmers in maintaining their properties.	S	Town Board	GROW-NY, USDA, NYSAG, AFT, CCE

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
6.2.2	Use available economic development tools to foster a viable agricultural economy.	O	Town Board	Local GROW-NY, NYSAG, USDA, CCE
6.2.3	Facilitate relationship building between local educational institutions and the local agricultural community to introduce students to the agricultural industry and provide farmers with a new perspective on target markets and marketing.	I	Town Board	Local, SMSI, NYSDOS-QC, GROW-NY, NYSAG, USDA, CCE
6.2.4	Take proactive steps to promote agriculture and agroforestry industries. Create natural partnerships between the agriculture and agroforestry industries with parks, historic sites, festivals, fee hunting areas, and bed and breakfast operations for business start-ups and enterprise development.	I	Town Board	Local, GROW-NY, NYSAG, USDA, CCE
6.2.5	Work with existing organizations, such as the Cornell Cooperative Extension, on existing programs and resources.	O	Town Board	CCE, GROW-NY, NYSAG, USDA, AFT
6.2.6	Assist and coordinate with local farmers to develop value-added agricultural projects. The Town can assist local farmers in site identification, land assemblage, and funding research.	O	Town Board	Local, NYSDOS-QC, CCE, GROW-NY, NYSAG, USDA, AFT
6.2.7	Develop an Open Space Plan to promote appropriate stewardship and maintenance of the community's public and privately owned agriculture and forestlands.	I	Town Board, Planning Board	NYSDOS-QC, PF-Open Spaces Institute

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
6.2.8	Create and promote a “Buy Local” campaign through the Business Association of Ravena Coeymans (BARC). Offer a contest to the Ravena-Coeymans High School students to design the “Buy Local” logo.	I	Town Board	A&BC-CTIG, CCE, GROW-NY, NYSAG, USDA
Goal 7. Promote, Communicate & Collaborate				
Strategy 7.1: Foster an environment aimed to provide benefits to the local economy through promotion, cooperation, and communication.				
7.1.1	Coordinate marketing, promotion, and outreach efforts of the Business Association of Ravena Coeymans (BARC), Albany Chamber of Commerce, and other development organizations to strengthen and expand the business community.	O	Town Board, BARC	ESDC, NYSBDC, SBA, Chamber, PF, SMSI
7.1.2.	Cooperate with local and regional governments to financially support local economic development organizations.	O	Town Board	Local, SMSI
7.1.3	Encourage linkages between businesses and educational institutions to create networking opportunities.	I	Town Board	Local, SMSI, NYSDOS-QC, BOCES

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
7.1.4	Appoint an economic development liaison to communicate with property owners and developers to foster economic development in the area.	I	Town Board	Local, CDBG
7.1.5	Develop relationships with the Town's schools and local organizations.	O	Town Board	Local, SMSI, NYSDOS-QC
7.1.6	Seek input from business owners to determine individual needs to improve performance and create retention throughout the Town.	S	Town Board	ESDC, NYSBDC, SBA, Chamber, PF
7.1.7	Examine the feasibility and potential impacts associated with sharing municipal services with the Village of Ravena.	S	Town Board	NYSDOS-QC, CDBG-TA, SMSI
7.1.8	Collaborate with the Town's many stakeholders, including: individual bankers, property owners, government officials, merchants, residents, professionals, local industries, civic groups, historical societies, consumers, real estate agents, local media, and schools to build broad-based support of economic development initiatives.	O	Town Board	ESDC, NYSBDC, SBA, Chamber, PF, CDBG-TA
Strategy 7.2: Develop marketing materials and promotion efforts to foster development and tourism in Coeymans.				

Strategy (Action Task)		Time Frame	Responsible Party	Possible Funding Source
7.2.1	Develop a marketing logo for use on promotional materials.	L	Town Board	Local
7.2.2	Use the Town's website as a marketing and business tool.	O	Town Board	Local, ESDC-WCG



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