

# Hoosick Rising Community & Economic Development Implementation Strategy



It's not about the plan. It's about the implementation.

**Final Draft**

May 2015

## A call to action...

It's not just a slogan, but an **inner feeling** that brings the communities of the Village of Hoosick Falls and the Town of Hoosick together—to become one strong entity for the betterment of the entire region. Our ability to come together when crisis strikes or when a sports team does well is common here. We need to take these shared feelings and transfer them into actions that make the Hoosick Community the best it can be. We need to recruit new businesses and families, to build upon the foundations of established Hoosick enterprises and ideals, and to develop and execute plans for a positive future.

**We cannot reach our collective goals without the input and the help of the community at-large.** Great things can be accomplished, but it will take everyone sharing their individual skills, talents, and expertise—working together to see things through. Hoosick Rising means that it's time to stop expecting others to do it all.

**Rise up, volunteer to be a cause champion,** and make Hoosick a more vibrant and sustainable place. It is only through the spirited efforts of our individuals that the Hoosick Community as a whole will rise to new and greater heights.

**Join us** at the next Hoosick Rising meeting. Come and share your ideas for our great community. Remember, that although it "Takes a Village/Town/Community to raise a child, it takes everyone working together to see Hoosick Rising."

Find out more at: [HoosickRising.org](http://HoosickRising.org).



## Purpose

After years of working in silos, in early 2014 the Town of Hoosick and Village of Hoosick Falls held a joint board meeting. That meeting sparked a discussion around opportunities for the municipalities to work together for the betterment of the greater Hoosick community. Shortly after that first meeting, the Town of Hoosick and Village of Hoosick Falls commissioned Camoin Associates to lead the community through an economic and community development planning and implementation process.

**Quickly thereafter, the initiative was branded “Hoosick Rising”.**

Within this context, the Town and Village worked with Camoin Associates to prepare a strategy to guide the community in pro-actively pursuing economic development, while keeping with its character and small town feel. A committee of town and village officials oversaw the planning process and provided guidance and feedback.

## Research & Analysis

As part of this economic development planning process, Camoin Associates conducted interviews with regional economic development organizations, local business leaders, real estate professionals, and other local and regional stakeholders in community. Camoin Associates also reviewed previous planning documents, analyzed demographic and socioeconomic trends, and conducted a retail sales analysis.

## Implementation Strategy

This report is purposefully brief and focused on action. Major findings of the research and analysis are summarized in Attachment A, results of the community strengths, weaknesses, opportunities, and threats (S.W.O.T.) analysis are summarized in Attachment B and lengthy recommendations and resources for implementation are offered in Attachment C.

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- A: Economic Data Trends & Retail Market Analysis
- B: S.W.O.T. Analysis
- C: Implementation Resources



## Collaborative. Community-Driven.

Upfront and continuous community engagement is critical to establishing a sense of local ownership and support for the economic development planning process. This approach is providing the necessary momentum for successful implementation.

20+ Businesses & Organizations Interviewed

10+ New Project Leaders Identified

70+ E-Newsletter Subscribers

40+ Attendance at Public Meetings

And Growing....

### The steering committee got things started

A steering committee comprised of the Village Mayor, Deputy Mayor, Town Supervisor, and a Village Board Member oversaw the planning process and are leading implementation.

### A public-led process from the beginning

The Hoosick community is an integral part of the planning and decision making process. The Hoosick Rising steering committee hosts public workshops roughly every other month. Workshops are designed to receive input from the community and build capacity for implementation. In addition to in-person meetings, the public is informed of Hoosick Rising's progress through online and print media, and a Hoosick Rising e-newsletter.

During the planning phase, the public provided input for the SWOT analysis (Appendix B), project identification and prioritization, and recruitment for implementation. Hundreds of voices contributed to the planning process.

### Project leaders are stepping up

Several individuals and groups have stepped forward as project leaders and are currently leading implementation of priority projects.

### Camoin Associates is guiding the process

Camoin Associates, a local economic development consulting firm, is a partner in Hoosick Rising. They provided research and analysis, meeting facilitation, strategy recommendations, and overall project management for Hoosick Rising. Through 2015 Camoin will continue to maintain the action plan, check-in with project leaders, and issue implementation updates on a quarterly basis.

## 1: Hoosick Must Lead

There are many important people and organizations involved in Hoosick's community development and many non-resident stakeholders will play key roles. However, for Hoosick Rising to be sustainable in the long-run, this initiative must be lead by the Hoosick community.

## 2: Leaders Must be Inclusive

This is the hardest principle to implement, but it is extremely important. A critical objective of Hoosick Rising is to increase our economic development capacity, which means getting more people involved. Individuals working on projects, need to have a mindset of inclusiveness and be open to having more leaders involved. This is not easy, especially when new leaders emerge. However, when everyone is engaged, the entire community benefits.

## 3: Leaders Must Make a Long-term Commitment

Community development is often a slow process that ebbs and flows. A long-term outlook is essential. Leaders must be committed to the continual development of the Hoosick community, regardless of economic or political cycles.

## 4: Plan. Do. Learn. Adjust. Repeat.

This is not a standard strategic planning process where we plan for a year or so and then implement the strategy. We are implementing the strategy as we plan, learning as we implement, adjusting our approach as we learn, and continuing the process. This "strategic doing" model is vital for translating plans into action.

### **Hoosick Rising is modeled after a startup community**

**environment.** A startup community is a small region that is home to a network of entrepreneurs and startups that evolve together as a healthy environment for business growth. Entrepreneurs bounce around ideas and mentor each other; it is a collaborative environment that emits energy and innovation.

For Hoosick Rising, implementation teams act as startup businesses and entrepreneurs, working on their respective projects, while purposefully engaging and collaborating in a meaningful way. The principles that drive strong startup communities, drive our success.

**In order for Hoosick to be successful, we must set the path and invite others to join us.** We're committed to seeing this strategy through and adjusting our approach as we learn, grow, and the community's needs change.

## A project-based approach.

The end goal for any community in the economic development planning process is to create prosperity for its citizens - thus providing economic sustainability and improving overall quality of life in the community. In this sense, the Hoosick community is no different. Like many communities across the country, we have well-written plans full of deep data analysis, flawlessly articulated vision statements, lofty goals, and broad objectives -- sitting on the shelf.

### **Hoosick Rising is different.**

We are focused on action with established criteria that reflect the priorities that are most important to address Hoosick's unique opportunities and challenges and will have the greatest impact on economic growth. You will not find broad goals and objectives here. What you will find are focused initiatives supported by projects that are ready for implementation - many of which are currently underway.

Hoosick's implementation strategy is about strategic "doing." Projects that have yet to start are waiting for a leader and an implementation team to form. Over time, projects that do not move forward will be removed from the Action Plan and replaced by others as leaders emerge.

*Life is what we make it, always has been, always will be.*

-- Grandma Moses

## A living strategy.

To document Hoosick Rising to date, the following pages summarize the priority projects associated with each initiative. This is a condensed version of the full implementation Strategy, an Action Plan Matrix maintained by the steering committee. It is available at [HoosickRising.org](https://www.HoosickRising.org).

The complete Action Plan Matrix identifies project leaders, partners and roles, current status, barriers to completion, project deadlines, and resources. As we move forward, the Action Plan Matrix will evolve. As new issues, challenges, leaders, and opportunities emerge, initiatives and projects that make up the Action Plan Matrix will be changed to meet emerging demands.

## What we will achieve and how.

Projects developed through the Hoosick Rising process are organized into five initiatives.

### 1. Reinvigorate our Built Environment

Reinvigorate our built environment to fill vacant and underutilized properties and bring activity and vitality back to our urban core by modernizing land use regulations and focusing revitalization efforts on properties that will be catalysts for future redevelopment.

### 2. Enhance & Feature our Quality of Place

Enhance and feature our quality of place for residents, business leaders, and visitors through increased awareness and access to our cultural, historic, and natural resources.

### 3. Strengthen our Marketing & Communications

Strengthen our marketing and communications to attract and retain visitors, residents, businesses, and talent by coordinating marketing campaigns to expand the reach and impact of marketing efforts.

### 4. Foster a Culture of Entrepreneurship & Business Development

Foster a culture of entrepreneurship and business development to grow from within and attract small businesses by celebrating, engaging with, and supporting our business community and encouraging our youth to embrace an entrepreneurial mindset.

### 5. Expand our Fundamental Economic Development Efforts

Expand our fundamental economic development efforts by working with our regional partners and stakeholders to ensure needs of the local business community are recognized and addressed.

As the community identified and refined project ideas, the steering committee weighed project ideas against a set of criteria to focus Hoosick Rising on projects that will stimulate economic growth and have the greatest overall impact.

**Leadership.** Each project needs a leader to push the project forward. Projects without strong leadership cannot succeed.

**Collaborative and inclusive.** A project should include multiple, diverse stakeholders.

**Benefits the community at large.** A project should be designed to benefit the Town, Village, and - where possible - adjacent communities.

**Builds from strength.** A project should build from the community's existing strengths.

**Implementable.** A project must be realistic, achievable, and ready for implementation. The discussion should focus not on "What can we do?" but on "How do we get it done?". Successful projects require market, financial, and citizen/political feasibility.

**Return on investment.** A project should be designed to leverage a strong return on investment with limited resources.

**Oriented to resiliency and growth.** A project should contribute to sustainability and growth within the local economy.

## 1. Reinvigorate our Built Environment

Project	Description	Objective	Priority
<b>Village Water Quality Committee</b>	Group will work with public and private stakeholders to understand water quality concerns and develop mitigation measures.	Mitigate concerns over Village water quality working with businesses and health experts as partners to find a solution. Ensure our water supply is safe now and for future generations.	High
<b>Vacant Property Inventory</b>	Develop an inventory of vacant property and provide this list to the IDA and others responsible for marketing properties in the region. Create database to be updated annually.	Expedite the sale of vacant and underutilized properties.	High
<b>Village Zoning Code Update</b>	Support the re-use of Victorian residences as B&B's and/or Air B&B's; Support development of new housing products in urban core.	Simplify the zoning code to encourage development. Ensure future development meets our vision.	High
<b>Host a tour of community for real estate brokers and developers.</b>	Provide transportation, introduce them to local business leaders, include an afternoon of golf.	Introduce Hoosick to greater development community.	Medium
<b>House Tour</b>	Open Victorian houses to public.	Show off some of the great residential properties available in the community.	Medium
<b>Market Low-Cost Space to Startups &amp; Entrepreneurs</b>	Target spin offs from RPI, Bennington College, Southern VT College, HVCC, Williams College. Develop "shared spaces" for entrepreneurs and remote workers.	Fill vacant space downtown and throughout Hoosick.	Low
<b>Reassessment of Town and Village</b>	Conduct a reassessment of town and village to accurately re-distribute tax burden according to current property values.	Accurately and fairly reflect current market value of properties.	Low

## 2. Enhance & Feature our Quality of Place

Project	Description	Objective	Priority
<b>Interpretive display/event/space</b>	Create a place where information about Hoosick's history such as Grandma Moses landmarks, W.A. Wood history, and other cultural and historic information can be found.	Attract visitors to Hoosick interested local history and tap into the growing cultural/heritage travel market.	high
<b>En Plein Air Artist Event</b>	Invite En Plein Air artist to interoperate nature and history of the community by painting community benches.	Enhance understanding of Hoosick's cultural heritage. Attract visitors to Hoosick for the event.	High
<b>Seek Funding via DOS LWRP to continue momentum of Greenway Project</b>	Community planning process, dedicated to waterfront property. Guide for development and infrastructure improvements, guide development along waterways, and helps leverage funding opportunities for projects.	Increase access and enjoyment of our natural resources. Enhance overall quality of life in Hoosick.	High
<b>Seek CFA Funding for Downtown Improvements</b>	Continue to seek CFA funding opportunities.	Downtown revitalization.	High
<b>Visitor Kiosk at Mobile/Subway</b>	Provide visitors information about destinations in Hoosick (cultural amenities, rail trail, etc.)	Visitor attraction and retention.	Medium
<b>Support and Grow the Barn Quilt Project</b>	The Barn Quilt project connects Hoosick to communities across the country. Promote the project in the area, inviting Hoosick residents and visitors to visit properties with the quilts. Engage with other participating communities across the country through social media. #BQSelfie	Build on an already very successful community event that attracts tourists to the region and builds community pride.	Medium

### 3. Strengthen our Marketing & Communications

Project	Description	Objective	Priority
<b>Hoosick Rising Website</b>	Serve as the landing page for business cards. Provide information about the community to prospective residents, businesses, and visitors.	Aggregate links to information and all of the great things happening in Hoosick in a single web-page.	High
<b>Community Calendar Kiosk</b>	Kiosk where residents and businesses can post flyers and information about events.	Offer passers-by information about Hoosick and upcoming events.	High
<b>Get Hoosick on Google Maps</b>	Help local businesses boost their online presence and improve search engine results. Make sure local business names appear for people using Google GPS app to navigate through town.	Increase Hoosick's overall digital presence.	High
<b>Build Regional Partnerships with Communities along Routes 22, 7, 67 &amp; 9</b>	Convene semi-annual meetings to exchange information, work jointly on relevant projects and join forces for marketing. Begin a dialog around developing a regional marketing and branding strategy.	Pool resources with adjacent communities to market the region as a whole.	High
<b>Hoosick Rising Facebook Page</b>	Facebook page will provide updates on HR progress, announce meetings, use for recruitment, etc. Part of the website campaign strategy.	Communicate the Hoosick Rising message to a larger audience.	Medium
<b>Digital community calendar of events happening throughout the region</b>	Shared digital calendar where businesses and regional communities can add their events, sales, etc. This will begin with Town and Village using same digital calendar application and eventually inviting other local organizations to join and add their events.	Extend the stay of visitors to the region by increasing awareness of events.	Medium

## 4. Foster a Culture of Entrepreneurship & Business Development

Project	Description	Objective	Priority
<b>Honor &amp; Celebrate 100+ year Old Hoosick Businesses</b>	Recognize and thank local employers for being pillars of the community by identifying businesses, creating some sort of plaque, and honoring them at a community event and/or board meeting.	Ensure the local business community knows they are appreciated. "Walk the Walk" of a business friendly community.	High
<b>Broadband Connectivity Study</b>	First step in increasing internet speeds, cell coverage, etc.	Provide affordable high-speed broadband access to all Hoosick residents, businesses, and visitors.	High
<b>Youth Entrepreneurship</b>	Continue to support the school district in efforts to engage the startup community.	Retain youth.	Medium
<b>Tourism Industry Discussion Group</b>	Create a support system for the community's tourism-related businesses and entities to orient themselves to changes in the travel market and help them take advantage of growth opportunities. Emphasize general concepts for successful business practices.	Strengthen collaboration among local tourism businesses and allow local officials to learn about the challenges these businesses are facing.	Medium
<b>Attend Startup Events held in the Capitol Region</b>	Using the community business cards, market Hoosick at events such as Startup Tech Valley. Possibly consider Hoosick Rising sponsor one of these events.	Market Hoosick to the entrepreneurial community as a great place to start a business.	Medium
<b>Competition: The Next Hoosick Entrepreneur</b>	Business startup competition designed to provide entrepreneurial businesses a head start during the most challenging year of operation (year-1).	Attract entrepreneurs to Hoosick, fill empty storefronts, create a "buzz" to promote Hoosick as a great place to open a business.	Low

## 5. Expand our Fundamental Economic Development Efforts

Project	Description	Objective	Priority
<b>Route 22 Corridor Business Visitation Program</b>	In-person, on-site meetings with local employers where challenges and opportunities for the business are discussed.	Business Retention & Expansion: Encourage an open and collaborative relationship with business community. Ensure business community's needs are being met.	High
<b>Strengthen Partnership with County IDA</b>	Meet regularly with the Director, conduct joint marketing of available sites. Encourage IDA to share leads and coordinate mission trips.	Maintain strong relationship with organizations responsible for marketing the region.	High
<b>Maintain regular contact with County and State officials</b>	Reach out to representatives at least once a quarter to discuss available sites, business attraction, new funding, etc.	Ensure Hoosick is on the mind of decision makers.	High
<b>Capitol Region Economic Development Council</b>	Become part of the annual priority setting process to ensure that relevant economic development projects for Hoosick are included in the Council's annual strategy.	Ensure Hoosick is on the mind of decision makers.	High
<b>Explore all Options Business Retention Program</b>	If a business suggests they are interested in relocating, expanding, or leaving, have a clear plan and response for working with the business to meet their needs. For Hoosick, most of this will involve connecting the business with the regional EDO's (playing point guard).	Identify at-risk companies. Business retention through identifying early warning signals and activating our network.	Medium

## 5. Expand our Fundamental Economic Development Efforts (continued)

Project	Description	Objective	Priority
<b>Hoosick Business Network</b>	Find ways for business community to engage in a meaningful way. This might be through a Hoosick chapter of the Chamber of Commerce, a stand alone business association, or other model. Begin this discussion at the small business summit (below).	Foster collaboration and growth among business community.	Medium
<b>Host a Small Business Summit</b>	Entrepreneurs must lead the startup/business community. Invite anyone potentially interested.	Identify needs of the small business community and those interested in starting a business. Encourage interaction and engagement among local business community.	Medium
<b>Business Database</b>	As an agenda item for the small business summit, create a comprehensive business database of all Hoosick businesses. Include contact information for owner, address, services, website, etc.	Information can be used for marketing, collaboration, business visitation, etc.	Medium
<b>Increase Capacity for Professional Economic Development Implementation</b>	Start a discussion around the need for ongoing professional economic development services. Possibly initiate a campaign to raise funds to retain these services Example Model: The Village and Town commit \$10,000 together and the match comes from other public/private stakeholders (local businesses, local and regional ED organizations, etc.).	Increase capacity for implementation of Economic Development initiatives. Establish a structure to ensure initiatives developed as part as Hoosick Rising continue well beyond current political administrations.	Medium

## Charting our progress.

Critical to success in economic development planning is measuring, tracking, and reporting performance. Regional economies are constantly changing as a result of local, regional, national, and global events. Hoosick Rising includes a framework for regular review and reporting of measures that are designed to track progress. This information will be used to make regular adjustments.

Performance Measure	Source
<b>Reinvigorate our Built Environment</b>	
Number of homes sold	Realtors
Number of properties on the vacant property inventory	Project Work
Number of building permits issued	Town/Village
Dollar value of commercial building improvements	Town/Village
<b>Enhance &amp; Feature our Quality of Place</b>	
Dollars of funding received for cultural/historic projects	Town/Village
Number of events mobile kiosk is displayed	CiviCure
Number of business cards handed out	Project leader
<b>Strengthen our Marketing &amp; Communications</b>	
Number of Hoosick Rising newsletter subscribers	Camoin
Number of likes on the Hoosick Rising Facebook Page	Camoin
Number of hits on the Hoosick Rising website	Website manager
Number of earned media articles/hits	News outlets
<b>Foster a Culture of Entrepreneurship &amp; Business Development</b>	
New business startups or new firms relocating to Hoosick	Town/Village
Startups "graduating" from HAYC3, locating in Hoosick	HAYC3
Number of startup events attended	Project Work
Dollar amount of loans made by LDC	LDC
<b>Expand our Fundamental Economic Development Efforts</b>	
Number of businesses visited	County/Town/Village
Total number of jobs in Hoosick	Camoin (EMSI Data)
Attendance at Hoosick Rising meetings	Town/Village
Partnerships with regional economic development orgs.	Town/Village

Through Hoosick Rising we have a plan with a clear direction for taking action, an approach for measuring progress, and a strategy for making adjustments as we go. We have groups of citizens, non-profit organizations, and business leaders that have come forward and are already implementing components of Hoosick Rising.

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## This is just the beginning.

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The Hoosick Rising steering committee is committed to leading implementation, measuring progress, and adjusting the strategy as needed.

Project teams formed will continue to meet and fulfil their commitment to implementation and collaboration around priority projects. These teams will work to ensure that each project achieves intended results and will adjust the approach when they do not.

Camoin Associates will be checking in with project leaders, advising the steering committee, and updating the community on implementation progress through quarterly status updates.

Together we have built a great foundation; yet, a plan is only as good as the community's capacity to implement it. We are reaching high - higher than we have in the past - and we invite everyone to join us in helping us achieve our goals.

Remember, that although it "Takes a Village/Town/Community to raise a child, it takes everyone working together to see Hoosick Rising."



[HoosickRising.org](https://www.HoosickRising.org)

Attachment A:  
Economic Data Trends Analysis  
&  
Retail Market Analysis

## Demographic Analysis

Since 2010, the populations of the Village of Hoosick Falls and the Town of Hoosick have fallen while the populations of Rensselaer County, the Capital Region, and New York State have grown. Based on historic trends, this trend is projected to continue over the next five years, with the Village population decreasing by 1.6% and the Town decreasing by 2.2% by 2019. The number of households in both the Town and Village are also expected to decrease.

Population				
	2014	2019 (est.)	Projected Change 2014-2019	Projected % Change 2014-2019
Village of Hoosick Falls	3,412	3,357	-55	-1.6%
Town of Hoosick	6,707	6,560	-147	-2.2%
Rensselaer County	160,533	161,761	1,228	0.8%
Capital Region	1,093,048	1,108,217	15,169	1.4%
New York State	19,631,599	20,034,759	403,160	2.1%
Households				
	2014	2019 (est.)	Projected Change 2014-2019	Projected % Change 2014-2019
Village of Hoosick Falls	1,408	1,390	-18	-1.3%
Town of Hoosick	2,717	2,670	-47	-1.7%
Rensselaer County	65,704	66,529	825	1.3%
Capital Region	448,946	456,700	7,754	1.7%
New York State	7,442,305	7,612,242	169,937	2.3%

Figure 1 Town and Village Demographic Information | Source: ESRI, Camoin Associates

## Age

The population structure and demographic trends of the Town and Village are similar. In both geographies, the number of residents in the 45 to 54 age bracket decreased by over 10% between 2010 and 2014 and is expected to drop by 18% by 2019. The number of school-aged residents (under 18) and residents in the 35 to 44 age brackets also decreased at high rates. In the Village, the largest increase in population is projected to occur in the 55-64 age bracket while in the Town, the biggest jump is in the 65 to 74 age bracket.

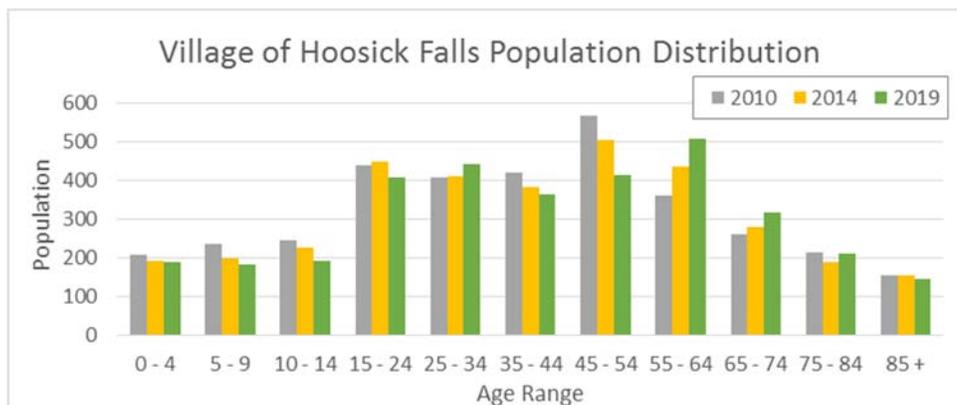


Figure 2 Village of Hoosick Falls Population Distribution | Source: ESRI, Camoin Associates

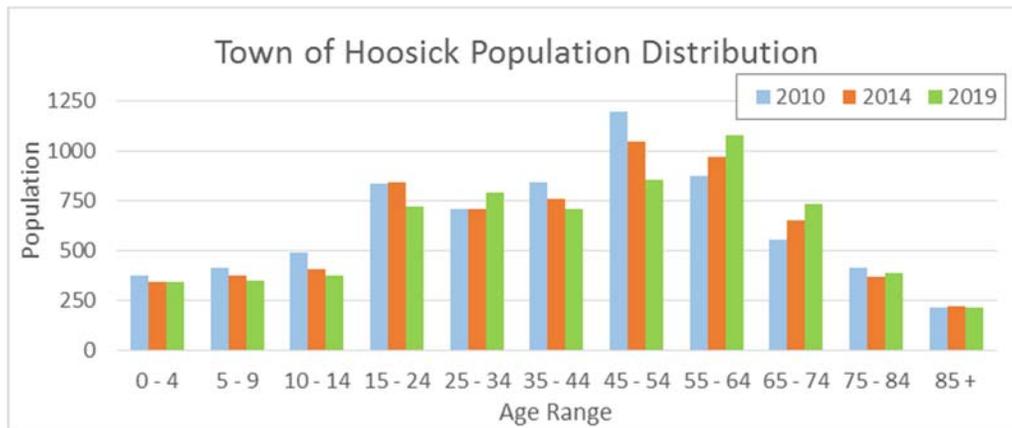


Figure 3 Town of Hoosick Population Distribution | Source: ESRI, Camoin Associates

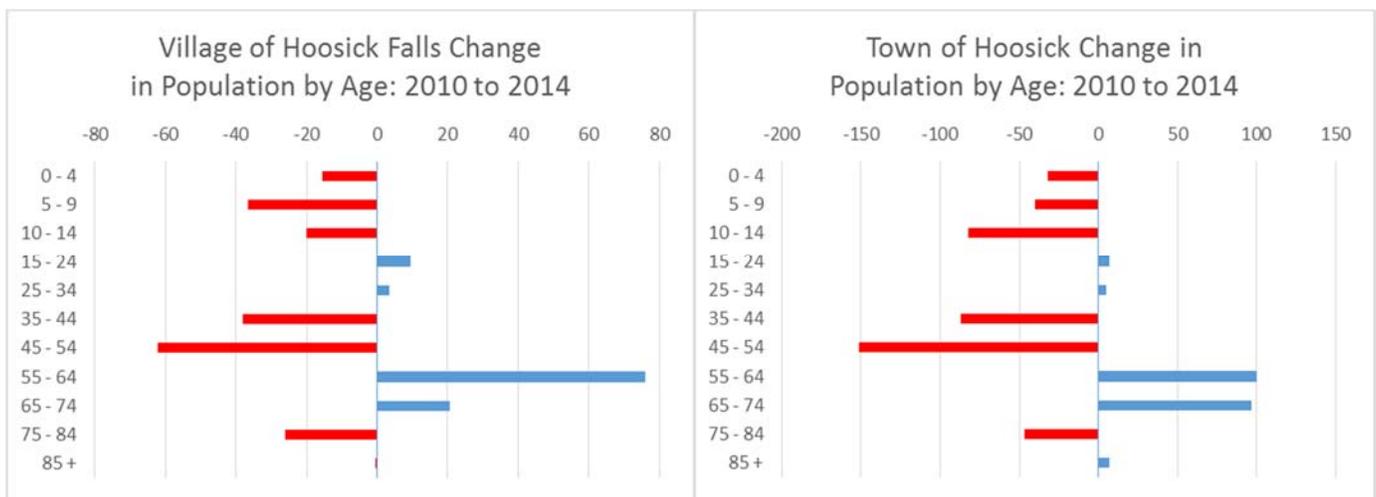


Figure 4 Town and Village Population Change by Age | Source: ESRI, Camoin Associates

Over the next 5 years, the median age is expected to increase slightly, reaching 42.4 in the Village and 45 in the Town. The median age is also projected to increase in the other geographies analyzed but at a lower rate.

	Median Age			
	2014	2019 (est.)	Projected Change 2014-2019	Projected % Change 2014-2019
Village of Hoosick Falls	41.3	42.4	1.1	2.7%
Town of Hoosick	43.9	45.0	1.1	2.5%
Rensselaer County	40.0	40.7	0.7	1.8%
Capital Region	41.5	42.2	0.7	1.7%
New York State	38.5	39.0	0.5	1.3%

Figure 5 Median Age | Source: ESRI, Camoin Associates

### Income

Median household incomes in the Town and Village are lower than the other geographies analyzed. In the Village, median household income is over \$9,000 lower than the Town and nearly \$13,000 lower than Rensselaer County. Median household income in the Village is expected to increase at the highest rate (17%) of the geographies analyzed while the Town’s median household income is expected to increase at the lowest rate (10%).

Median Household Income				
	2014	2019 (est.)	Projected Change 2014-2019	Projected % Change 2014-2019
Village of Hoosick Falls	\$43,984	\$51,527	\$7,543	17.1%
Town of Hoosick	\$53,044	\$58,591	\$5,547	10.5%
Rensselaer County	\$56,719	\$64,888	\$8,169	14.4%
Capital Region	\$57,800	\$66,347	\$8,547	14.8%
New York State	\$56,676	\$65,805	\$9,129	16.1%

Figure 6 Median Household Income | Source: ESRI, Camoin Associates

The distribution of household income in the Village of Hoosick Falls and the Town of Hoosick are similar. In the Village, the \$50,000 to \$74,999 income bracket is the largest, representing 20% of the population. The distribution of income is expected to be similar in 2019; however, more households will be in the upper income brackets (\$75,000+). In 2014, the \$75,000+ income bracket represented 24% of households; in 2019, it is expected to represent 30%.

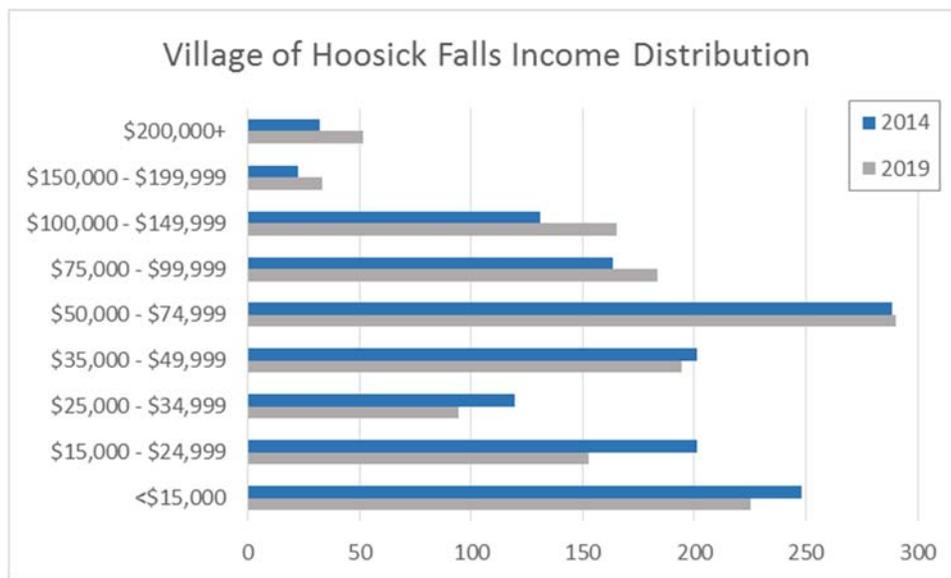


Figure 7 Village Income Distribution | Source: ESRI, Camoin Associates

In the Town of Hoosick, the number of households in higher income brackets is also expected to increase. Average household income in both geographies are expected to increase by around \$10,000 over the next 5 years.

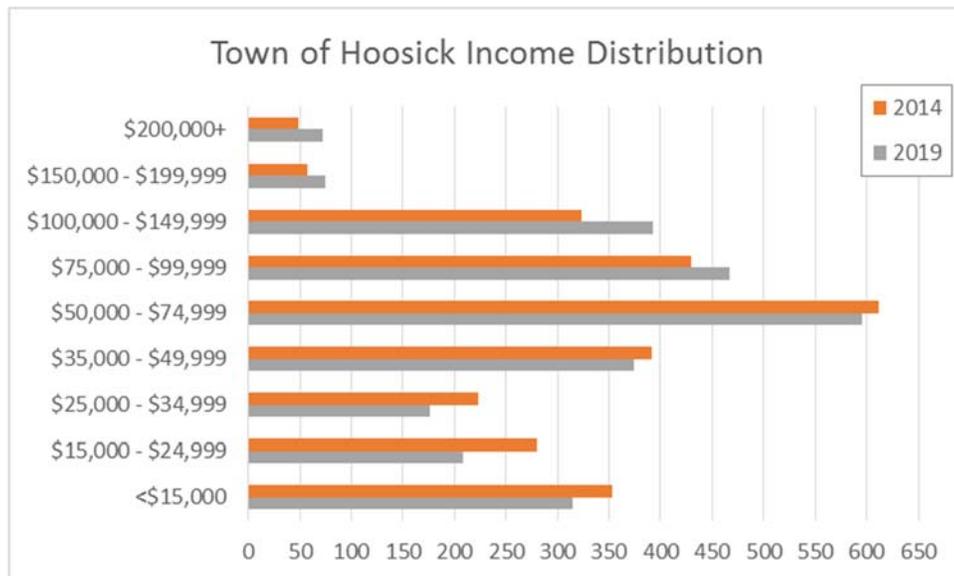


Figure 8 Town Income Distribution | Source: ESRI, Camoin Associates

### Industry Analysis

The number of jobs in the Town of Hoosick has decreased by 6% since 2004. The largest job losses in absolute terms occurred in the health care and social assistance and retail trade sectors. The manufacturing and accommodation and food services sectors increased employment over this same period.

Historic Change in Employment by Industry (10 largest)   Town of Hoosick (Zip Code 12090)						
NAICS Code	Description	2004 Jobs	2014 Jobs	Change	% Change	2014 Avg. Earnings
62	Health Care and Social Assistance	302	274	-28	-9%	\$44,859
31	Manufacturing	202	253	51	25%	\$63,583
44	Retail Trade	209	153	-56	-27%	\$38,825
72	Accommodation and Food Services	89	130	41	46%	\$17,493
71	Arts, Entertainment, and Recreation	115	120	5	4%	\$12,066
81	Other Services (except Public Administration)	141	118	-23	-16%	\$26,704
90	Government	127	113	-14	-11%	\$74,770
23	Construction	57	54	-3	-5%	\$56,307
52	Finance and Insurance	44	34	-10	-23%	\$62,587
48	Transportation and Warehousing	31	29	-2	-6%	\$68,926
	<b>Total (All Industries)</b>	<b>1,421</b>	<b>1,335</b>	<b>-86</b>	<b>-6%</b>	<b>\$44,223</b>

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2014.2 Class of Worker

Figure 9 Town Change in Employment

## Commuting Patterns

Commuting patterns can provide insight into the dynamism of the labor pool and help identify new markets for both employee recruitment and local businesses. According to the US Census Bureau’s “OnTheMap” tool, nearly 1,900 people who live in the Hoosick community commute to other areas for work. The most popular destinations for commuters are Bennington, VT, Albany, NY, and Troy, NY. Nearly 1,000 people commute to Hoosick for work and about 550 residents both live and work in Hoosick.

Residents of other communities who commute to Hoosick for work can be a lucrative market for Hoosick businesses. These commuters increase the daytime population of the area and may be interested in purchasing some goods and services from Hoosick businesses. In addition, a small percentage of these commuters may be interested in moving to Hoosick if the opportunity arose. Additionally, the 1,900 Hoosick residents who commute to other communities for work represent a labor pool that could be tapped into by Hoosick businesses, if appropriate employment opportunities were created locally.

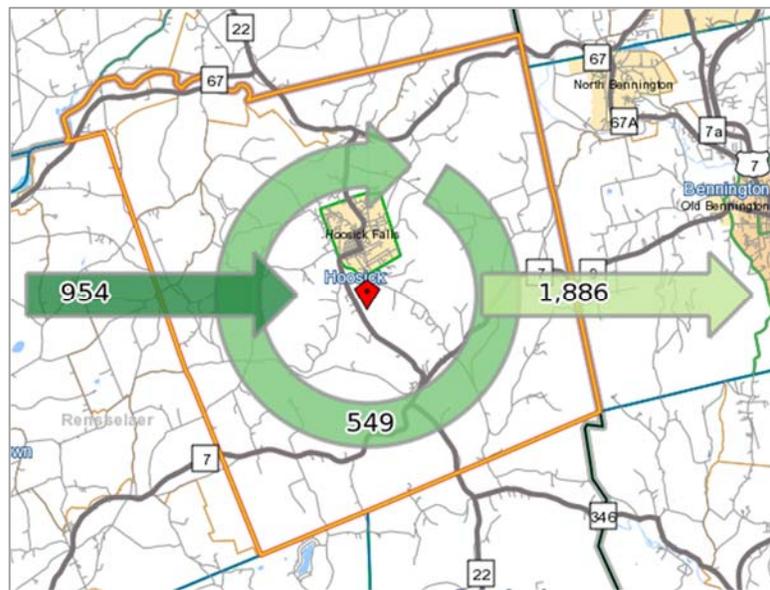


Figure 10 Town Commuting Patterns | Source: OnTheMap, US Census Bureau

## Retail Market Analysis

To identify retail opportunities for the Town of Hoosick and Village of Hoosick Falls, a retail sales analysis was conducted. This analysis identified retail sales leakages (purchases of goods and services outside of the Hoosick area) and used retail sales information from upstate New York businesses to determine the number of new businesses that could be supported in the Hoosick area if a portion of the sales leaving the area were recaptured.

## Regional Trade Area

To begin the analysis, a regional trade area (RTA) was defined by identifying competing retail and service amenities in surrounding communities to determine the area in which people would be willing to drive to Hoosick to take advantage of new retail or service opportunities. For example, individuals who live close to Bennington are unlikely to drive to Hoosick to purchase goods that are available closer to home. As is evident from the map below, much of the area included in the RTA is south or west of the Hoosick area, due to the nearby retail competition in areas such as Bennington and Cambridge.

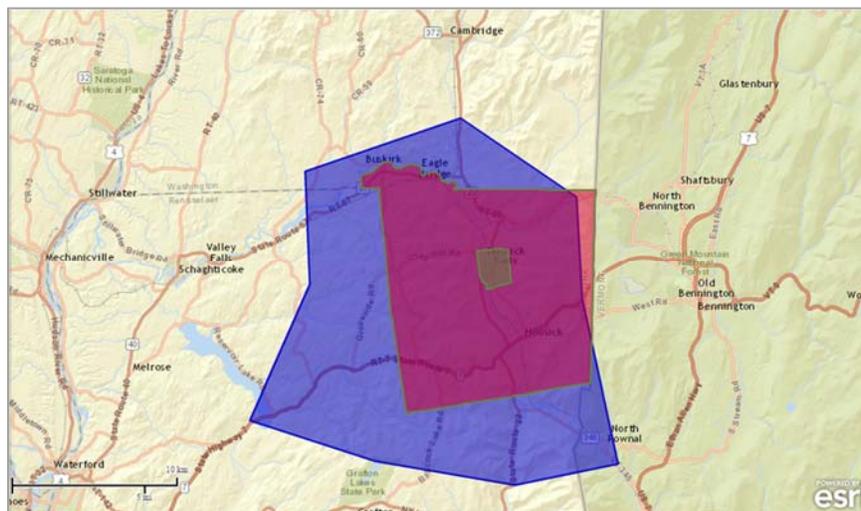


Figure 11 Regional Trade Area | Source: ESRI, Camoin Associates

## Retail Sales Analysis

Retail sales within the RTA were analyzed to identify opportunities for new retail goods or services in Hoosick. A retail sales analysis identifies expected retail demand (expected sales given the population size and characteristics of the RTA) and compares that number to the retail supply (amount of goods and services actually purchased in the RTA). Sales leakage occurs when expected demand for retail goods and services (retail potential) exceeds actual retail sales (retail supply) in the area. In other words, local consumers are making purchases in these sectors at stores located outside of the RTA. Sales surplus occurs when retail sales exceeds retail potential in an RTA. A retail surplus could be due to a specialization of a community in certain retail sectors (e.g. a community with several clothing outlet stores that draws customers from well outside the region) or businesses that make sales over the internet. In the table below, sales leakages are represented by a positive number in the retail gap column while a sales surplus is represented by a negative number. The Hoosick RTA is experiencing a sales leakage (positive number) in many sectors, including food and beverage stores, food services and drinking places, and general merchandise stores.

Regional Trade Area Sales Surplus & Leakage					
NAICS	Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
441	Motor Vehicle & Parts Dealers	\$19,323,310	\$13,986,983	\$5,336,327	7
4411	Automobile Dealers	\$16,965,217	\$12,631,865	\$4,333,352	4
4412	Other Motor Vehicle Dealers	\$977,027	\$949,179	\$27,848	1
4413	Auto Parts, Accessories & Tire Stores	\$1,381,066	\$405,939	\$975,127	2
442	Furniture & Home Furnishings Stores	\$2,422,653	\$279,055	\$2,143,598	1
4421	Furniture Stores	\$1,227,395	\$253,944	\$973,451	1
4422	Home Furnishings Stores	\$1,195,258	\$0	\$1,195,258	0
443	Electronics & Appliance Stores	\$3,463,824	\$257,117	\$3,206,707	2
444	Bldg Materials, Garden Equip. & Supply Stores	\$3,268,491	\$5,217,533	-\$1,949,042	4
4441	Bldg Material & Supplies Dealers	\$2,764,901	\$5,212,724	-\$2,447,823	4
4442	Lawn & Garden Equip & Supply Stores	\$503,590	\$0	\$503,590	0
445	Food & Beverage Stores	\$18,965,677	\$11,056,361	\$7,909,316	7
4451	Grocery Stores	\$16,579,619	\$10,753,628	\$5,825,991	4
4452	Specialty Food Stores	\$897,465	\$211,132	\$686,333	2
4453	Beer, Wine & Liquor Stores	\$1,488,593	\$0	\$1,488,593	0
446, 4461	Health & Personal Care Stores	\$8,837,574	\$7,459,234	\$1,378,340	3
447, 4471	Gasoline Stations	\$10,350,437	\$390,905	\$9,959,532	1
448	Clothing & Clothing Accessories Stores	\$7,314,093	\$159,313	\$7,154,780	1
4481	Clothing Stores	\$5,485,338	\$0	\$5,485,338	0
4482	Shoe Stores	\$977,741	\$155,710	\$822,031	1
4483	Jewelry, Luggage & Leather Goods Stores	\$851,014	\$0	\$851,014	0
451	Sporting Goods, Hobby, Book & Music Stores	\$2,448,479	\$543,106	\$1,905,373	5
4511	Sporting Goods/Hobby/Musical Instr Stores	\$2,126,298	\$413,591	\$1,712,707	3
4512	Book, Periodical & Music Stores	\$322,181	\$129,515	\$192,666	2
452	General Merchandise Stores	\$11,752,393	\$0	\$11,752,393	0
4521	Department Stores Excluding Leased Depts.	\$4,967,390	\$0	\$4,967,390	0
4529	Other General Merchandise Stores	\$6,785,003	\$0	\$6,785,003	0
453	Miscellaneous Store Retailers	\$3,138,348	\$5,922,856	-\$2,784,508	15
4531	Florists	\$298,397	\$312,258	-\$13,861	4
4532	Office Supplies, Stationery & Gift Stores	\$691,784	\$70,688	\$621,096	1
4533	Used Merchandise Stores	\$327,985	\$198,051	\$129,934	2
4539	Other Miscellaneous Store Retailers	\$1,820,181	\$5,341,860	-\$3,521,679	8
454	Nonstore Retailers	\$10,688,450	\$4,505,564	\$6,182,886	4
4541	Electronic Shopping & Mail-Order Houses	\$8,758,560	\$291,901	\$8,466,659	1
4542	Vending Machine Operators	\$198,231	\$1,422,353	-\$1,224,122	1
4543	Direct Selling Establishments	\$1,731,658	\$2,791,310	-\$1,059,652	2
722	Food Services & Drinking Places	\$10,194,674	\$2,874,936	\$7,319,738	10
7221	Full-Service Restaurants	\$5,232,684	\$2,046,345	\$3,186,339	5
7222	Limited-Service Eating Places	\$3,817,487	\$571,415	\$3,246,072	2
7223	Special Food Services	\$846,510	\$0	\$846,510	0
7224	Drinking Places - Alcoholic Beverages	\$297,994	\$257,176	\$40,818	3

Figure 12 Retail Analysis | Source: ESRI, Camoin Associates

Sales leakage represents unmet demand for goods and services locally and can sometimes represent an opportunity for existing businesses to expand their product or service lines or new businesses to open.

For this analysis, it was assumed that a new business in Hoosick would need to recapture 25% of the sales that are escaping the RTA to be successful. The hypothetical recaptured sales were compared to the average sales per business in each sector in upstate New York to see if there is enough local consumer demand to support a new business in Hoosick.

Based on this analysis, four sectors where local consumer demand is great enough to support at least one new business - assuming 25% of the existing sales leakage is recaptured - include clothing stores; sporting goods/hobby/musical instrument stores; office supplies, stationary, and gifts stores; and full-service restaurants.

Regional Trade Area Retail Trade Opportunities					
NAICS	Industry Group	Retail Gap	25% Recapture*	Average Sales per Business in Upstate NY	Number of Potential Businesses†
4411	Automobile Dealers	\$4,333,352	\$1,083,338	\$5,864,540	0.18
4412	Other Motor Vehicle Dealers	\$27,848	\$6,962	\$663,374	0.01
4413	Auto Parts, Accessories & Tire Stores	\$975,127	\$243,782	\$831,567	0.29
4421	Furniture Stores	\$973,451	\$243,363	\$905,749	0.27
4422	Home Furnishings Stores	\$1,195,258	\$298,815	\$460,101	0.65
4442	Lawn & Garden Equip & Supply Stores	\$503,590	\$125,898	\$598,075	0.21
4451	Grocery Stores	\$5,825,991	\$1,456,498	\$3,624,461	0.40
4452	Specialty Food Stores	\$686,333	\$171,583	\$210,147	0.82
4453	Beer, Wine & Liquor Stores	\$1,488,593	\$372,148	\$1,054,075	0.35
4481	Clothing Stores	\$5,485,338	\$1,371,335	\$875,523	1.57
4482	Shoe Stores	\$822,031	\$205,508	\$1,177,146	0.17
4483	Jewelry, Luggage & Leather Goods Stores	\$851,014	\$212,754	\$334,970	0.64
4511	Sporting Goods/Hobby/Musical Instrument Stores	\$1,712,707	\$428,177	\$367,265	1.17
4512	Book, Periodical & Music Stores	\$192,666	\$48,167	\$424,169	0.11
4521	Department Stores Excluding Leased Depts.	\$4,967,390	\$1,241,848	\$6,394,428	0.19
4529	Other General Merchandise Stores	\$6,785,003	\$1,696,251	\$10,629,360	0.16
4532	Office Supplies, Stationery & Gift Stores	\$621,096	\$155,274	\$155,424	1.00
4533	Used Merchandise Stores	\$129,934	\$32,484	\$198,659	0.16
4541	Electronic Shopping & Mail-Order Houses	\$8,466,659	\$2,116,665	\$3,244,101	0.65
7221	Full-Service Restaurants	\$3,186,339	\$796,585	\$796,180	1.00
7222	Limited-Service Eating Places	\$3,246,072	\$811,518	\$858,990	0.94
7223	Special Food Services	\$846,510	\$211,628	\$886,181	0.24
7224	Drinking Places - Alcoholic Beverages	\$40,818	\$10,205	\$204,874	0.05

\* Equal to 25% of the retail gap

† Equal to recapture divided by upstate average sales per business

Figure 13 Retail Gap Analysis | Source: ESRI, Camoin Associates

## Retail Opportunity for Hoosick: Reach for Greater Markets

Due to its declining population density and low-income levels, the ability of the Hoosick community to support new businesses on local consumer demand alone is very limited. As shown in the sales leakage analysis, to support just one new businesses, over 25% of the existing sales leakage would have to be “recaptured”. The existing consumer market demand cannot support growth in Hoosick’s retail and services sector, the local demand simply is not there currently. **New businesses or existing businesses looking to grow must find ways to attract customers from outside the region.**

For years, the mantra for retail site selection has been “Location, Location, Location”. For many businesses, particularly pharmacies and grocery stores, this continues to ring true. However, as technology and innovation accelerate change in consumer preferences and behavior, some businesses are relying less on geography and more on digital technology and networks to reach consumer markets. When it comes to locational decisions, many small to medium sized business owners in the retail and service sectors are considering access to high-speed reliable internet and quality of place before visibility and even proximity to competitors. These emerging trends are creating new opportunities for communities like Hoosick that offer an unmatched quality of life but low demand from the local consumer market. Businesses that have both a physical presence and robust online sales would do well in Hoosick.

Being a destination is another way business can reach markets beyond a local retail trade area. Destination-style businesses do not rely on drive-by traffic to be successful. Their customers make a conscious decision to visit the business - often planning well in advance - and are willing to drive the extra distance for the experience. Destination businesses are highly functioning, have widespread name recognition, and offer unique goods and services. Becoming a destination business does not happen overnight, it is a cumulative process that begins with increased market exposure and capitalizing on that momentum. Successful destination businesses take parts of their business that customers may not be familiar with or see, and put them at the forefront of their marketing.<sup>1</sup> In other words, they tell their story.

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<sup>1</sup> Source: Jon Schallert, *Become a Destination Business*  
[http://americanhort.org/AmericanHort/Knowledge\\_Center/dest\\_business.aspx?WebsiteKey=95417fd0-cc72-41de-a6de-696a34e730c7](http://americanhort.org/AmericanHort/Knowledge_Center/dest_business.aspx?WebsiteKey=95417fd0-cc72-41de-a6de-696a34e730c7)

Attachment B:  
S.W.O.T. Analysis Results

**Where do we stand today and how will that affect our tomorrow?**

In assessing and answering that question a series of themes emerged. Over the course of several public meetings, we identified and refined Hoosick's top community and economic development strengths, weaknesses, opportunities, and threats of today and in the future.

## Strengths

- Small town living and overall quality of life
- Private investment by community-minded entrepreneurs
- Schools and youth programs
- Diverse historic, cultural, and natural resources
- Hoosick Rising – making things happen
- Active non-profit orgs

## Weaknesses

- Population decline
- Disinvestment in built environment
- Proximity to large markets
- Small labor pool, limited consumer demand
- Limited collaboration/communication between local businesses
- No higher education institution

## Opportunities

- Regional partnerships and collaboration
- Growing artist/entrepreneurial environment regionally
- Trend back to urban-small city living
- Agriculture/Farm-to-table/Sustainable Food
  - ⇒ Various Agriculture Initiatives
  - ⇒ Made in NY movement

## Threats

- Growing tax burden on residential properties
- Loss of a large employer
- Aging population
- Rising drug use
- Internal negativity

## Attachment C: Implementation Resources

# Makings of a Successful Business Visitation Program

Through discussions with business leaders in the region, the business visitation program should seek to understand constraints and opportunities of existing businesses, their plans for growth, and constraints on that growth. In particular, pay attention to workforce needs, buildings and space, innovation goals and challenges, infrastructure needs (i.e. water, sewer, and power), regulations, taxes, incentives, etc. Also look to understand their supply chains and ask what specific companies or types of businesses they would like to see have a local presence. Coordinate this effort using a customer relationship management (CRM) system to organize, automate and synchronize business interactions and findings from these visits.

## Best Practices:

Some common “best practice” themes include:

- Running the program through partnerships with multiple economic development related entities to share the work, cost, information, and avoid overlap.
- Using surveys that capture key information but are not overly burdensome to business.
- Conducting immediate follow-up to resolve any issue identified by the businesses.
- Integrating findings into ongoing strategic economic development planning.
- Utilizing software to make the process more efficient and operationalize results.
- Training volunteers that become involved in the program.

## Basic Steps:

- 1) Identify businesses to visit. This list should be regularly maintained and improved.
- 2) Develop visitation questions. Keep the questions simple and short and focus on information that will be used.
- 3) Conduct business visits. Review questions, document answers, get to know the business and business owners.
- 4) Tabulate and analyze the results.
- 5) Act upon anything that can easily be addressed to meet businesses’ needs.
- 6) Share results with stakeholders. Develop or adjust strategies to address issues or concerns and then implement new strategies.
- 7) Revise the program as warranted and repeat.

## Examples of Successful Programs:

**Cayuga County Economic Development, NY** - Program listed as a “service” on organization’s website; offers to include support and service provider entities as needed.

<http://www.cayugaeda.org/business-visitation-program/>

**Stafford, VA** - Makes information available about the program and its purpose on the website, includes partners in visits, and has a pre-meeting questionnaire that is also available on the website.

<http://www.gostaffordva.com/existing-business-support/business-retention-expansion-bre/business-visitation-program/>

**Oak Forest, IL** - Lays out the case for the purpose of the program on website, using data to support businesses but also as part of economic development planning.

<http://www.oak-forest.org/community/BusinessRetentionandExpansionProgram.asp>

**Colorado Springs, CO** - Utilizes Synchronist software to support the effort.

[http://www.coloradospringsbusinessalliance.com/library/Economy\\_Weekly/Report\\_Copies/10-9-13\\_Issue3.pdf](http://www.coloradospringsbusinessalliance.com/library/Economy_Weekly/Report_Copies/10-9-13_Issue3.pdf)

# Collaboration is critical.

A theme running through many of the projects and a key to successful implementation is building greater connections and strengthening the economic development network, between local and regional economic development organizations and the business community. The Hoosick community is fortunate to have many organizations that are working on strengthening and growing the regional and local economy. All of these entities and organizations play important roles in providing the economic development capacity and support to sustain and grow the economic base in the region and in Hoosick. They are all well respected among their constituencies and, from the interviews we conducted, by-and-large work well together.

It is important that coordination and collaboration among these entities continue and grow. This is critical, as resources are limited and will likely continue to be so into the future. Additionally, businesses, workers, and residents are interested in the services, programs, and outcomes provided to assist them but not in the details of who is doing what. They expect efficient, seamless provision of services.

## Importance of networks for community and economic development:

There are three different types of economies that are in churn and mixed together for the first time in history. The first is the very last stages of an Industrial Economy based on hierarchies, economies of scale, mechanization, and predictability. The second is a transitional economic phase known as the Knowledge Economy which started around 2000 and is based on knowledge creation and diffusion. The third is the emerging Creative Molecular Economy (CME) in which biological principles are forming the framework for future economic organization and operation.

A key characteristic of the emerging molecular economy is that initiatives, innovation, decisions and implementation are no longer made by a select few through hierarchical processes but rather by self-organizing, open, interlocking networks of individuals sharing knowledge

and responsibility. In this system there are not easily definable stakeholders, and authority and control by one organization does not result in successful strategy development and implementation. For the economic developer, success in this creative molecular system of networks requires understanding the motivations, talents, and skills of individuals in these networks and continually distributing and sharing resources and information so informed strategies and initiatives can emerge and be implemented.

This is in stark contrast to command-and-control in hierarchical systems, which characterized economic development in the industrial economy. In the past and in the midst of the industrial economy, economic development was focused on well-defined inputs, outputs, and outcomes: create new infrastructure (roads, sewer, and power) to foster land, capital, and labor formation, to provide well defined products and services repetitively and therefore efficiently. Economic development planning and decision making in this traditional environment typically involved traditional leaders (chambers of commerce, company CEOs, and state and local policymakers and managers). They were easily recognized by their titles and organizations. They came together and made projects and initiatives happen without diffusing and distributing knowledge and responsibility among larger open networks.

This industrial economic environment is rapidly waning. There are increasingly niche stakeholders representing diverse interests and motivations such as specialty industry groups, entrepreneurs, workers, educators, and citizens each with the power through digital connectivity to become informed, engaged, and organized.

**In this networked environment, participants are no longer satisfied to let decisions be made and implemented by a few formal, traditional stakeholders. They must be part of sharing the information and decision-making in order to share the responsibility of implementation.**



It's not about the plan. It's about the implementation.