



Rural Economic Development Strategic Planning 101

Benjamin H. Syden, AICP
Director of Planning & Community Development





Why a workshop on Economic Development Strategic Plan?

Inform

Give You Tools

Empower





Agenda

1. Define the Plan
2. How to Start the Plan
3. Resources
 - Funding
 - Data
4. Implementation





What is Economic Development?

- Economic Development includes economic prosperity, increase in employment, successful business activity, and an increased investment into the community.
- Economic Development includes balancing business retention programs, attracting and retaining businesses, and workforce development.
- Economic Development is an on-going process toward a community's economic goals.





Why Do We Need Rural Economic Development?

NYS population increased 5.5% between 1900 - 2000.

Less than half of the National rate of 13.2%.

Upstate cities and urban centers are still declining.

Most growth occurred in New York City, at 9.4%.

Source: Wing, Paul Dr. "Population Trends in New York State: New Yorkers at the Millennium." The Public Policy Institute. March 2003.





Why do we need Rural Economic Development?

- NYS added approximately 63,000 jobs last year, a growth rate of 0.7%
- National rate 1.5%
- Growth in upstate metro areas was just 0.2%
- Federal data shows 22.1% National job growth from 1990 to 2005
- NYS growth from 1990 to 2005 is 3.8 %

Source: Gallagher, Jay. "Lawmakers reject rosy economic outlook." Rochester Democrat and Chronicle. February, 16, 2006.





What can we achieve from Economic Development?

- Living Wage Jobs
- Increase Tax Base
- Quality of Life
- Community Revitalization





What is an Economic Development Strategic Plan?

An **Economic Development Strategic Plan** is a written document that identifies and outlines goals and objectives that act as a guide to achieving sustained economic competitiveness while meeting the needs of existing and future residents and businesses.





Why is Economic Development Strategic Planning Important?

- Define the Plan
- How to Start the Plan
- Resources
- Funding
- Data
- Implementation





Questions to ask...

Where is your community right now?

Inventory and Analysis

What are your Goals for the future?

Goal Setting

How are we going to attain the future goals?

Implementation





How to Start an Economic Development Strategic Plan?

- Prepare the Plan in house.
- Work with local colleges and universities.
- Consultants.





How to Fund an Economic Development Strategic Plan

- Local sources
- Appalachian Regional Commission (ARC)
- Catskill Watershed Corporation (CWC)
- Governor's Office for Small Cities (GOSC)
- Dept. of State Quality Communities
- Member Items
- Foundations





Organize a Steering Committee

Create an economic development committee with participants that represent the community.





Develop Public Participation Plan

- Online Surveys
- Business Questionnaire
- End-User Survey
- Roundtable discussions
- Public Workshops
- Stakeholder Interviews





Analyze Your Community

Basic Data

- Population
- Housing
- Income
- Age

Advanced Data

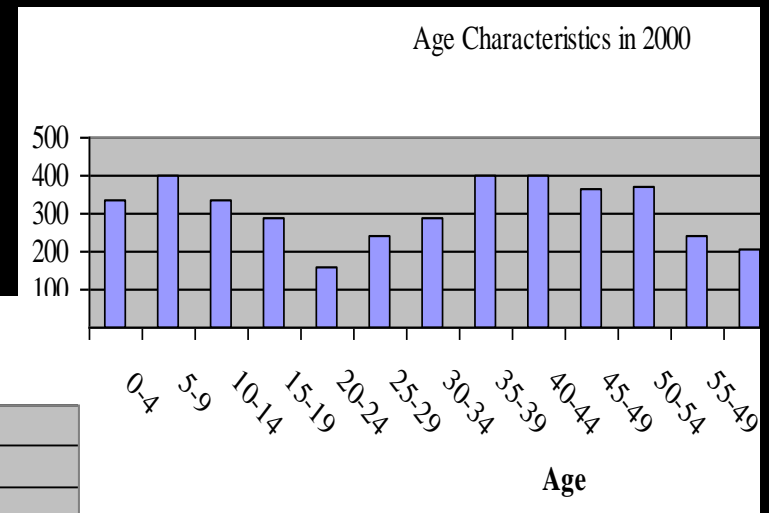
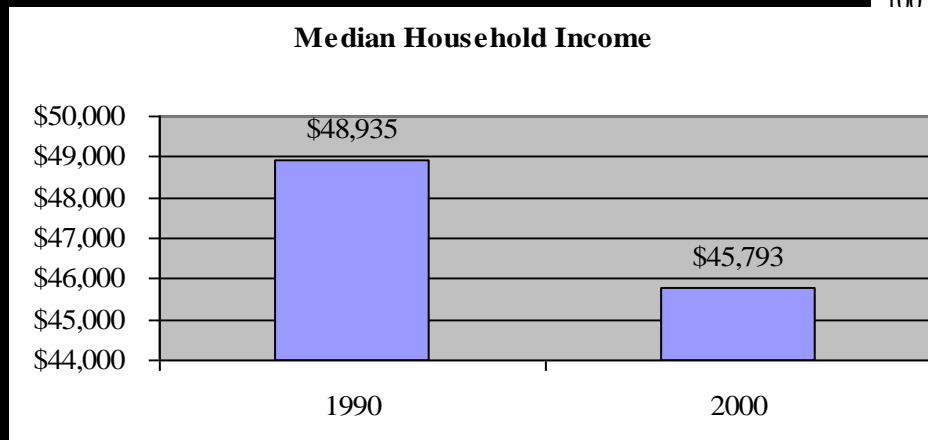
- Business Summary
- Retail Market Analysis
- Market Capture and Leakage





Basic Data

Look at historical information, demographics, and distinguish trends within your community.





Advanced Data

Retail Sales Leakage and Market Capture*				
Retail Marketplace Profile	Supply (Retail Sales)	Demand (Retail Potential)	Leakage/ Surplus \$	Leakage/ Surplus %
Motor Vehicle & Parts Dealers	\$95,802,374	\$116,503,403	(\$20,701,029)	-17.8%
Automobile Dealers	\$80,502,229	\$94,345,995	(\$13,843,766)	-14.67%
Other Motor Vehicle Dealers	\$7,302,251	\$10,679,440	(\$3,377,189)	-31.62%
Auto Parts	\$7,997,894	\$11,477,968	(\$3,480,074)	-30.32%
Home Furnishings Stores	\$4,947,610	\$9,058,850	(\$4,111,240)	-45.38%





Web Based Resources

U.S. Census Bureau: www.census.gov

- Census Data, Economic Census Data
- Maps
- State - Block Group Data

ESRI Business Information Systems: www.esribis.com

- Presentable Data
- Retail Analysis, Business Summary
- Drive Time Census Data





Other Web Based Resources

- Bureau of Labor Statistics: www.bls.gov
- NYS Dept. of Economic Development: www.empire.state.ny.us
- Regional Planning Organizations CDRPC: www.cdrpc.org
- STEG: www.steg.com
- County Web Sites



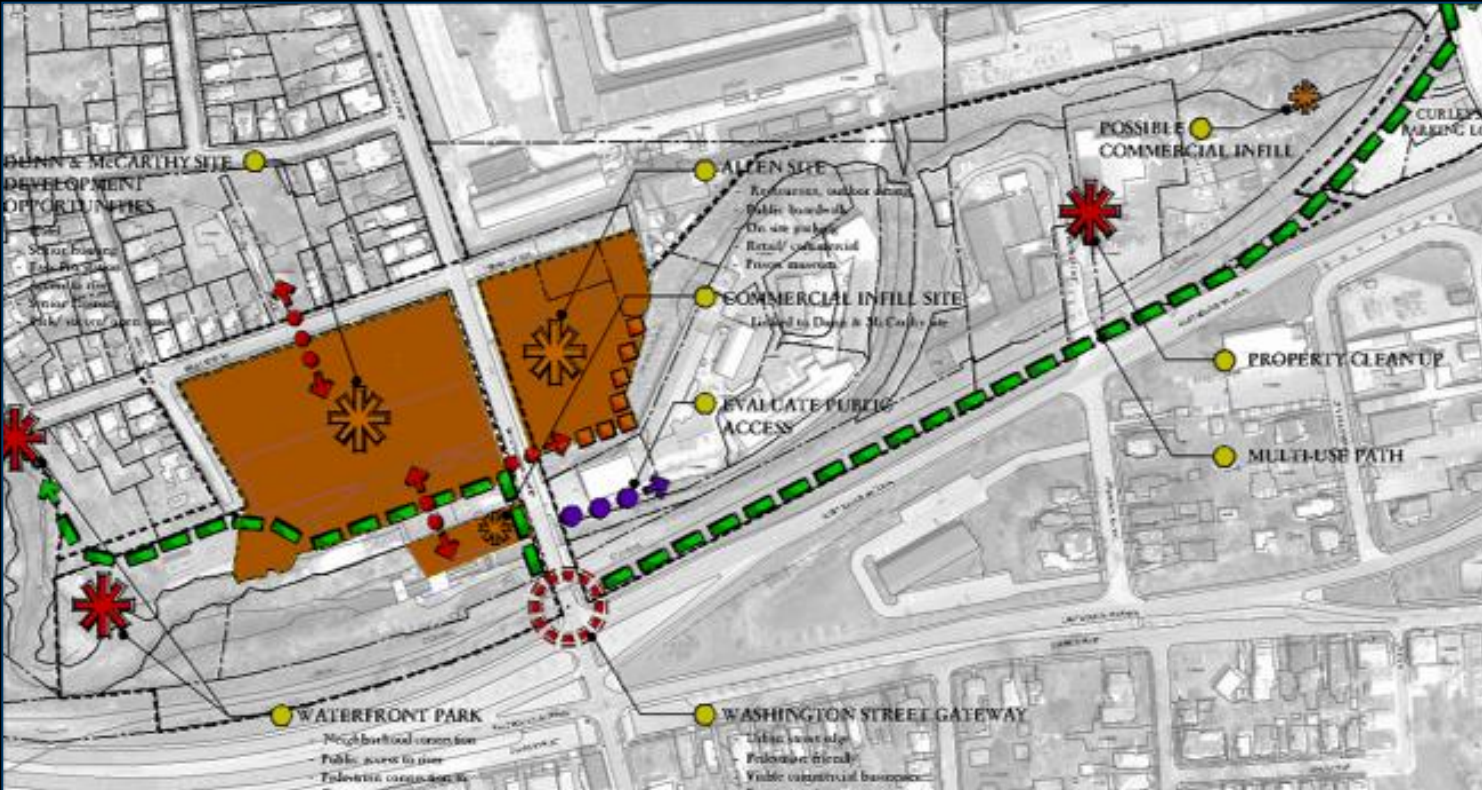


Identify Your Community Resources





Identify Your Assets & Liabilities



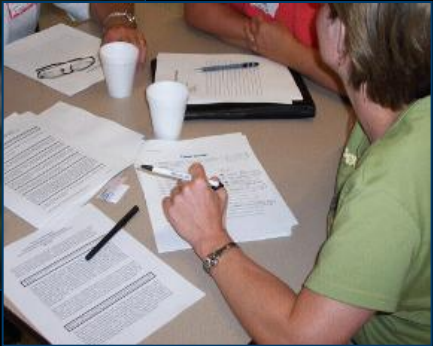


Identify Opportunities & Constraints





Initiate Public Participation





Increase Public Participation

Basic

- Press releases for local media.
- Post fliers around the community.
- Meeting notices in local papers.
- ASK PEOPLE!!!!

Come Join Us!

The Future Depends on You!

Help develop a *Downtown Revitalization Plan*

**The Village of Middleburgh
PUBLIC WORKSHOP**

The Village of Middleburgh invites you to attend a Public Workshop to which public opinion in the development of a *Downtown Revitalization Plan*. This is the first of two workshops to be held during September 2004. The first workshop will focus on identifying the assets and liabilities of the community. The second workshop will focus on identifying a vision for the Village's downtown. Public input will help the Village develop strategic goals and an action plan to revitalize the downtown.

When:	Thursday, September 9, 2004 7:00 - 8:30 P.M.	
Where:	Village Library The Village of Middleburgh	
Who:	Adults & Teens 13+ Village of Middleburgh Residents, & Business Owners	

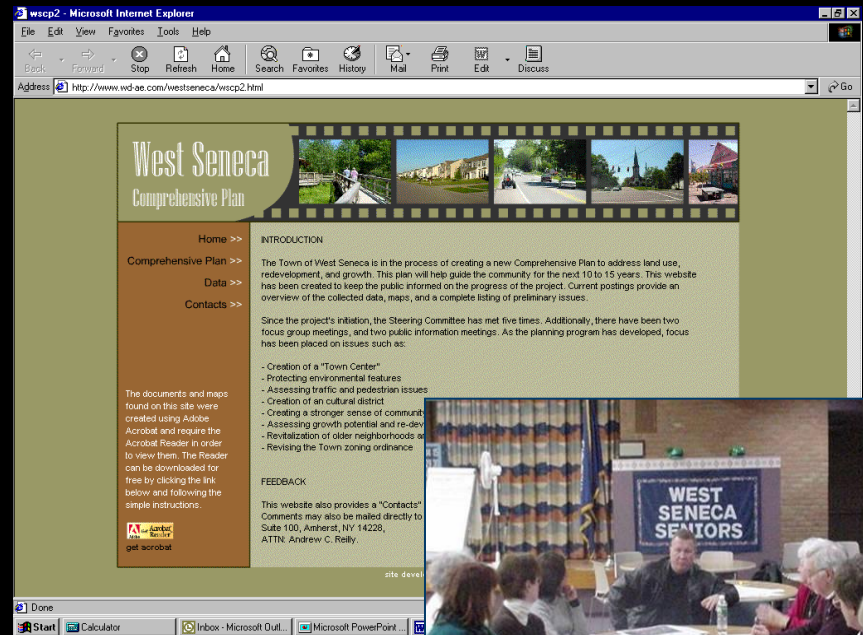




Increase Public Participation

Advanced

- Developing a website.
- Develop a community letter campaign.
- Provide gifts!





Develop Goals and Strategies

A goal is a general statement of a future condition, which is considered desirable for the community; it is an end towards which actions are aimed.





Keep it Simple

Focus on a few important ideas and concepts for you community.
Establish issues that are most essential and realistic to address.





Create Achievable Goals

- Business and Workforce Development
- Tourism
- Agriculture
- Main Street





Sample Broad Goals

- Develop a multi-faceted marketing program to promote local resources.
- Enhance the aesthetics of the Town's commercial areas.
- Proactively pursue agricultural development as a form of economic development.
- Support the development of new business establishments that provide goods and services and employment to existing Town residents.





Value-Added Agriculture

- Display your product
 - Dress it up.
 - Arrange it with care and creativity.
- Package your products in a smaller quantity.
- Service
- Get into a niche market.
 - Organic foods
 - Herbs





Tourism

- Create trails that lead to CBDs or retail and restaurant establishments.
- Utilize your history and significant structure to create walking and/or driving tours.
- Use Agriculture as a tourism tool.





Business and Workforce Development

- Use current businesses and assist with their growth.
- Encourage local businesses to get involved with R&D and niche markets.





Implementation

“Destiny is no matter of chance. It is a matter of choice: It is not a thing to be waited for; it is a thing to be achieved.”

William Jennings Bryan





What Does It Take To Implement Your Plan?

Leadership



Commitment



Resources





Master the Four “A”s of Implementation





Assess The Current Situation

- Assess the status of your current plan, update as needed.
- Review your goals and objectives.
- Select achievable goals.
- Assess project viability.
- Gauge public support.
- Assess your resources.
- Identify funding opportunities.
- Re-assess feasibility of project based on updated information.





Activate Your Team

- Accept responsibility
- Coordinate project team members
- Get stakeholders involved early
- Obtain media and public support
- Initiate project apply for grant/loans; commence project implementation; go out to bid;
- Adhere to project deadline
- Build momentum





Create a Realistic Action Matrix

Action	Type	Time Frame	Funding Source
Convert historic train station into railroad museum and visitor center.	Program	Short-Term	FHWY, NYSCA, EPF, USDA, TEP, Local
Rehabilitate substandard housing.	Program	Short-Term	CDBG, HOME, USDA, LITC, HHTC, Local
Acquire abandoned waterfront property for a Town Park.	Program	Mid-Term	LWRP, LWCF, EPF, EDI, BEDI, Local
Prepare Town Center Plan	Administrative	Mid-Term	CDBG-Ta, NYPF, HRVG, Local





You Can Accomplish an Economic Development Strategic Plan!

Define the Plan

How to Start the Plan

Resources

- Funding
- Data

Implementation

