

Village of Menands Broadway Corridor Economic Development Initiative: Current Conditions and Opportunities Report



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For the Village of Menands
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**Village of Menands
Broadway Corridor Economic Development Initiative
Current Conditions and Opportunities Report**

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I. Executive Summary

There are a number of opportunities to improve the physical ambience and revitalize the economic health of the Broadway Corridor.

The objective of the *Village of Menands Broadway Corridor Economic Development Initiative* submitted by the Menands Economic Development Work Group is to define an overall vision and to prepare a set of recommendations and strategies to the Village Board to achieve the vision. The vision and recommendations are intended to guide the types of development along the Broadway Corridor as well as the necessary infrastructure improvements. This report establishes a course of action to reclaim the Broadway Corridor as a vital economic district within the village and surrounding region.

The Broadway Corridor is defined as stretching from the Village's southern border with the City of Albany to its northern border with the Town of Colonie, with Interstate 787 forming its eastern boundary, and its western boundary following the D&H rail line from the north to Riverview Center, west to Menands School, south to Wolfert Ave., then south to 800 North Pearl excluding the Park Lane Apartments, and south to the Albany line along the back property lines on the western side of North Pearl Street. See Appendix A for a map of the Broadway Corridor.

An Economic Development Work Group (WG) was created in response to the recommendations outlined in the Broadway Corridor Master Plan. The work group established a timeline of June 2009 to prepare the Report. Appointed by the Mayor, the members of the WG are as follows:

- Rocky Ferraro (Chairman), Capital District Regional Planning Commission, Executive Director;
- Paul Reuss, Executive Assistant to the Mayor;
- Ron Miller, Village Trustee;
- Mark Lansing, Village Trustee;
- Tracy Metzger, T.L. Metzger and Associates, LLC;
- Eric Mostert, Village Resident; and
- Kevin Schwenzfeier, Village Intern.

The following is the Mission Statement adopted by the Work Group:

To prepare an Economic Development Plan, which includes strategies and priorities for implementation.

The following tasks were identified in order to achieve the work group's mission:

- Define the boundaries of the corridor study area
- Incorporate recommendations from recently completed studies or studies presently underway
- Prepare a physical inventory of the corridor
- Identify existing assets and economic incentives available to businesses and property owners in the corridor
- Define a vision for the corridor
- Identify key parcels for development/redevelopment
- Identify economic incentives and actions to achieve and define vision
- Identify regulatory changes to the land use and building codes to achieve the desired vision
- Recommend regulatory changes and economic incentive actions for consideration by the Village Board

The following Vision Statement was adopted by the work group to guide the development of the Study's recommendations:

To proactively pursue the revitalization of the Broadway Corridor that provides a vibrant economic base and quality environment in the Village.

Outreach Efforts: A critical component in identifying the constraints, opportunities, economic development options, and overall vision of the Broadway Corridor, the Work Group conducted community-wide public and private outreach efforts. These efforts include a survey of residences and businesses located in the Village as well as a series of interviews with a number of developers in the Capital Region.

Recommendations: The Work Group reviewed the recommendations presented in the recently completed reports to improve the Broadway Corridor, and concluded that many of those recommendations require implementation.

The Village Zoning Regulations need to be updated to best reflect the goals of the community. The Corridor has been subdivided into three distinct sections. Among our land use regulatory recommendations, we recommend that the Village consider incorporating Form-Based Zoning¹ along the Corridor to promote compatible mixed use development and to compliment the Village's design guidelines.

The redevelopment of underutilized properties is a priority of the Work Group. We recommend that the Village initiate dialog with property owners in order to determine mutual goals and identify appropriate mechanisms which enable development on these sites.

Improved streetscapes and traffic flow in the Village will result in a higher quality of life. Therefore, the Work Group recommends seeking grant money for the streetscape improvement projects identified in previously completed studies including the Capital District Transportation Committee's (CDTC) Access and Land Use Improvement Study.

Marketing is also a priority to achieving a revitalized Broadway Corridor. To effectively market the Corridor, the Village website must be reconstructed to both serve as a primary source of public information and as a platform for the attraction of business investment into the Village.

To implement and manage the actions put forth, the Work Group recommends that the Village should establish a separate Village Planning Board and hire a staff person to be responsible for coordinating and implementing the myriad of planning and economic development strategies outlined in this and other reports prepared for Menands.

II. Existing Conditions

1. Existing Land Use & Zoning

The Broadway corridor in the Village of Menands is a complex land use patchwork of residential, commercial, industrial, and vacant tax parcels. Appendix A contains the permitted uses within each existing zone in the Village.

The Broadway Corridor can be subdivided into three distinct segments – North, Village Center, and South. The North End is the region north of Route 378 to the northern Village line. This is the smallest segment of the three. It is dominated by light industrial and business zones along Broadway with two residential neighborhoods set adjacent to light industrial development along the rail line, an apartment complex, and the Schuyler Inn. It is a major gateway into the community; however, it is visually distinct from the rest of the village in that there is greater mix of residential and commercial uses. The North End is one of the first areas visitors see when they enter the Village and thus is responsible for shaping the image of the entire community. The major properties are the Price Chopper Plaza and the former Two Guys Plaza.

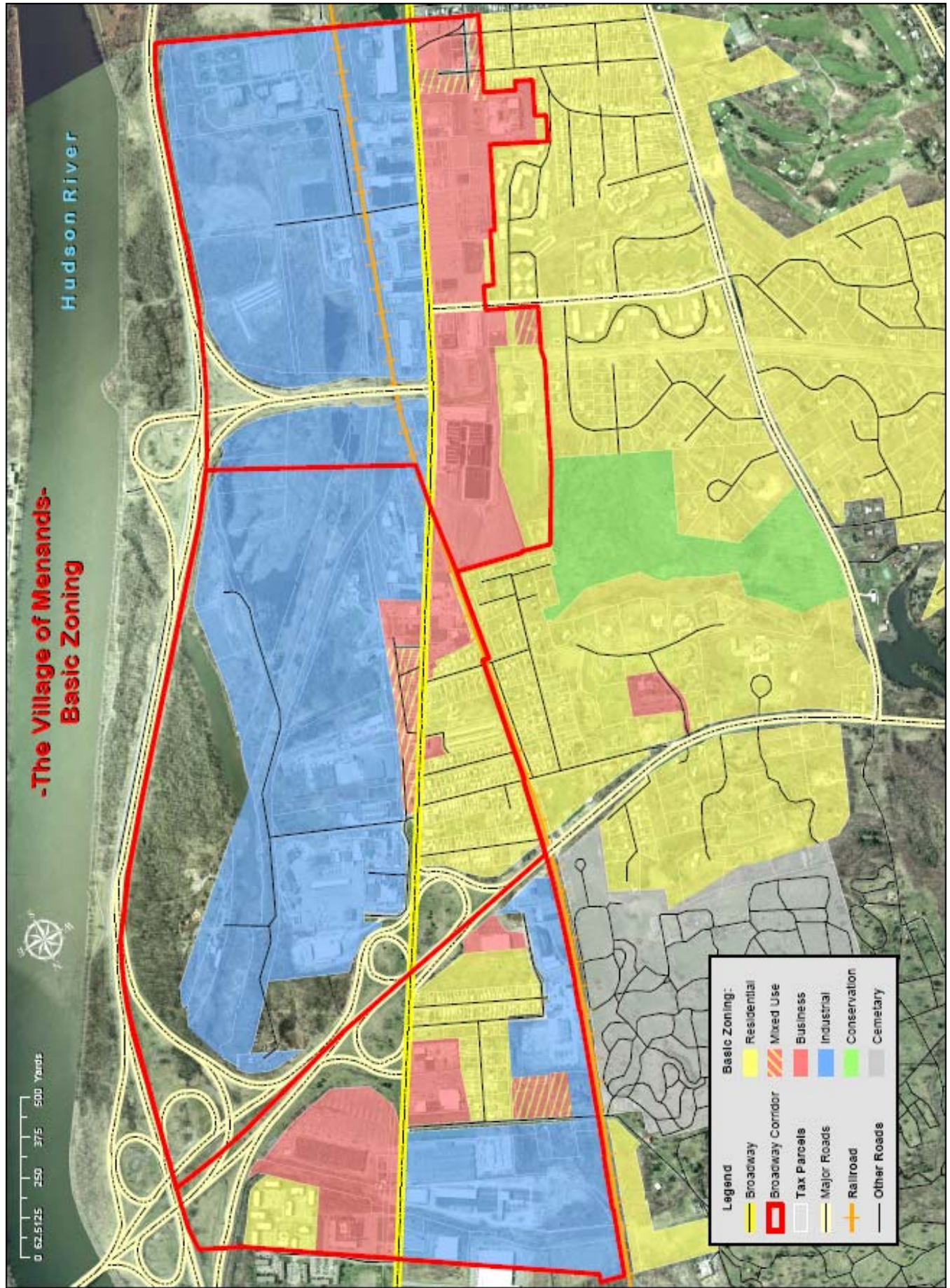
The South End is the region south of the bridge over the D&H Railroad to the southern Village line. This is also a gateway area that forms an image of the Village for visitors. This section of the corridor contains most of the industrial development, as well as the three major office buildings of Riverview Center, 800 North Pearl, and the New York State Workers Compensation Board. The other major development in this area is the Mid-City Plaza which needs significant upgrading. This section of the Village is more characteristic of the North Albany section of Broadway than it is of the other sections of the Corridor in Menands. The zoning within this section is mixed; with heavy industrial on the east side of the rail line, light industrial between the rail line and Broadway, and business/business residential on the west side of Broadway. Even though little residential development actually exists within this section of the Corridor, it is bordered by high density residential within the Village limits and North Albany.

The Village Center section encompasses the area between the Railroad Bridge and Route 378. The development in the Village Center is directed towards small scale office and commercial uses mixed with residential neighborhoods. The lots are long and narrow; quite urban in layout. Canal Road runs parallel with Broadway for the majority of this section creating a one house wide block. This type of configuration is ideal for back access and parking. The Regional Farmers Market is the dominant commercial use in this section of the Corridor, but it is in need of expansion to become a more viable asset. The zoning to the east of Canal Road is heavy industrial, however within this area exists a multitude of uses such as light industrial, residential, small business, and agriculture; there is also a lot of land within this area which is undeveloped as well as un-zoned. Between Broadway and Canal Road exists a strip of business-residential development (a true mixed use area of the Village), with business and light industrial areas south of Oakland Ave. The western side of Broadway is predominantly residential neighborhoods; south of Brookside Ave. there exists business zoning and to the north of Brookside Ave. the fire/police station, Village Office, and Key Bank are the only deviation from the residential development along Broadway.

Typically, municipal zoning directs development towards a future land use vision of an ideal image. The Village of Menands initially set out to do this when its zoning was implemented, however, with the changing times and downturn of many businesses throughout the corridor, it is time to zone towards a new land use vision. Ultimately, the Village needs to reflect its assets through an easily accessible and economically efficient zoning layout. Through the digitization of the Village zoning, vacant properties, and key development areas, a more holistic approach to redevelopment has emerged. Along with mapping, property reports were obtained and completed to better understand the existing conditions of the corridor. The map on the following page identifies the existing zoning along the Broadway Corridor (designated by yellow line).

-The Village of Menands- Basic Zoning

Hudson River



Legend		Basic Zoning:	
	Broadway		Residential
	Broadway Corridor		Mixed Use
	Tax Parcels		Business
	Major Roads		Industrial
	Railroad		Conservation
	Other Roads		Cemetery

2. Current Economic Development Efforts

The primary staff responsibility for economic development efforts, including business liaison, and business attraction is the Executive Assistant to the Mayor. The Mayor and Village Board provide final approval of all matters requiring approval under the Village Code.

The Focus of the Village's economic development effort is to meet the unique needs of the 250 plus businesses that are located in Menands. To achieve the Village's development goal, individual business visits are conducted to let the owners know that the Village Government cares about their well-being and wishes to be pro-active in their success. In addition, the Village works with area commercial retailers to stay informed about properties for sale or lease to potential business customers.

The Village also assists interested parties with the Village Site Plan Review Process to make sure that all requirements are met for approval by the Village Board. Furthermore, the Building Department assists business owners with building permit applications, the scheduling of construction inspections, and issuance of certificates of occupancy or operating certificates as necessary. Businesses are also advised about zoning requirements as well as the appeals process through the Village Zoning Board of Appeals.

The Village hosts two Business Breakfast Meetings each year as part of the strategy to inform business owners and representatives about the Village's priorities. Another method of outreach to the business community is the monthly feature article "Spotlight on Menands Business" which appears in the Menands Activities. The article highlights a selected business each month, letting the residents of the Village learn more about its business neighbors.

3. Benefits and Constraints of the Corridor

This section notes key constraints and benefits concerning the potential for the economic expansion and physical upgrading of the Corridor. The listed constraints and opportunities require further analysis to advance a specific coherent and comprehensive plan for economic development initiatives.

Existing Benefits of the Corridor:

- The Corridor is centrally located in the Capital District; this makes it attractive to entities seeking proximity to high tech/research centers, educational institutions, state government, and large private office complexes.
- The vehicle access is convenient to all major highway connectors with two exits off Interstate 787, and is also in excellent proximity to the train station and airport.
- There exists within 10 miles of the Corridor a relatively wealthy and diverse household buying power market.
- The Village has successfully redeveloped properties that have attracted thousands of new workers to Menands; these include Riverview Center and 800 North Pearl. There are also a number of properties that have strong potential for redevelopment;

- this includes the Regional Farmer's Market, Price Chopper Plaza, the Vornado property, and other smaller properties throughout the Village.
- Municipal and school services are provided under a total property tax burden that is favorable in comparison to the surrounding communities.
 - The Village has both an Empire Zone and participates in the Real Property Tax Law §485-b partial exemption.

Existing Constraints of the Corridor:

- There exists a limited supply of undeveloped land/parcels. The undeveloped parcels that exist are further constrained by potential environmental issues (e.g., wetlands, pollutants).
- A sizable handful of private (vacant) properties contain aged/obsolete structures, with possible environmental contaminants.
- Some of the existing property owners have shown a severe lack of interest in improving and/or selling their properties.
- The current Village zoning along the Corridor is not compatible with preferred redevelopment uses, including mixed commercial, office, and residential development.
- Basic infrastructure requires upgrading, including transportation, water, sewer, and telecommunication needs.
- The present traffic volume along the Corridor is insufficient to support retail oriented businesses; however, present traffic patterns may be illusory due to absence of such retail businesses, streetscape, perceptions, or underdevelopment.
- The Village is located between North Albany and Watervliet, both older urban communities with modest income residents; thereby, reducing the household buying power market within close proximity to the Corridor and making certain retail business investment potentially unattractive.
- The Corridor has an image problem. This was reinforced by the results of the community survey and interviews with brokers and developers. Real estate developers have not found the Corridor as a prime location for many upgraded, higher end land uses, while residences decry its general appearance, nature of businesses, and perceived security issues.
- The Village has not developed a marketing plan for the Corridor to attract new businesses and preferred uses.

III. Previous Village Reports and Studies

Throughout the last decade, a wide variety of reports and studies have been completed. Along with these, there exists a number of studies currently underway and in the process of being completed. The overarching goal of these studies has consistently been the improvement of the quality of life for the residents and business owners within the village through the attraction of new businesses and aesthetic improvements. The following contains a summary of each report:

1. "Access and Land Use Improvement Study" – Broadway (NY Route 32) – Village of Menands, NY – Capital District Transportation Committee – December 2008, Creighton Manning Engineering, LLP

The Village and the CDTC initiated this Access and Land Use Improvement Study to build upon previous studies and projects, and continue the momentum toward corridor revitalization. Specifically, this study is geared towards further investigation of access improvements and design elements along the Broadway Corridor. The goals and objectives of this study are consistent with the New Visions principles in which CDTC has identified four planning and investment themes: (1) Preserve and Manage, (2) Develop the Region's Potential, (3) Link Transportation and Land Use, and (4) Plan and Build for All Modes.

The recommendations aim to improve access, mobility, and safety for all local and regional users of the transportation system. The study area extends the Village's Northern Boundary to Oakland Avenue. This assessment focuses on two specific project areas, including the intersection of Broadway with Menands Road/Market Road and the intersection of Broadway with the route 378 WB Off-Ramp. Access to recreational trails and nature areas between Broadway and Interstate 787 is also being reviewed. This is summarized in a later report. This study provides information regarding the existing conditions throughout the corridor, including current land uses, roadway/intersection conditions and geometry, traffic characteristics, pedestrian and bicyclist accommodations, existing transit provisions, and safety issues.

2. "Strategic Revitalization Plan for The Capital District Farmers' Market in Menands" – February 2008, Kelly Brown Mateja

The Cooperative is in the process of beginning a facility preservation and enhancement project that will improve the site's visibility through signage and other means. The perception of the plan was based on the input from the board, as well as from stock holders and others. The plan outlines actions to achieve the cooperative's vision which is to be the premier center for wholesale and retail agriculture and food service in the Capital Region. They also strive for continued success and sustainability of the Capital District agricultural enterprises to benefit the whole community. The report includes goals, recommendations, and implementation for its recommendations.

3. "Advanced Planning & Economic Development in the Village of Menands" – October 29, 2007, Mark Lansing, Ron Miller, Paul Reuss

This report reviews, analyzes, and recommends strategies to advance planning and economic development initiatives along the Village's Route 32 Broadway commercial corridor. The consensus of the Village Board is that a comprehensive planning and economic development strategy is needed to address important issues and needs along the corridor.

4. "Concept Plan Development for Nature Area/Trail System" – Presented to: The Village of Menands on July 16, 2007, Fraser and Associates

This document proposes a plan protect and enhance the natural wetlands area within the Village. The study area is bounded by Interstate 787, Route 378, the Exit 6 on/off ramp, and Canal Road. Some of the critical issues facing the important and unique estuarial open space and passive recreational area include accessibility to and from the Village, access from and to the Hudson River, linkages to the north and south, the resolution of multiple property ownership, potential brownfields, potential historical/archeological resources, regulated wetlands, and potential integrated public uses.

5. "Market Feasibility Study for the Capital District Cooperative Farmers' Market Menands, NY" – April 2007, Steve Miller

The Village of Menands in partnership with the Farmers' Market obtained a grant to revitalize the market. State and federal agricultural agencies and grower groups seek to promote and support both wholesale and retail farmers' markets. The report identifies a list of potential businesses to recruit as well as recommendations on how to improve accessibility and visibility of the Market.

6. "Village of Menands, New York Design Guidelines: For Site Design and Architecture of Development Projects that Require Site Plan Review" – February 5, 2007, ELAN Planning & Design, Inc.

This plan responded to the recommended action within the Broadway Corridor Master Plan to implement standard building and site design guidelines for the enhancement and promotion of the aesthetic quality of the Village through the site plan review process. The primary focus of these guidelines is aimed at the greater continuity of the buildings with frontage on Broadway. It provides building owners and project sponsors applying for Site Plan review with an understanding of the Village's review criteria and expectations. These design guidelines are meant to clarify the design objectives sought by the Village Board as it conducts Site Plan review for proposed projects. The report addresses pedestrian needs as a way to promote the livability and economic vitality of Menands. Section One outlines site related issues (placement, circulation, lighting, plantings, and utilities), while Section Two outlines exterior architectural design for renovation and new construction.

7. "Village of Menands Gateway Concept Design Study" – February 5, 2007, ELAN Planning & Design, Inc.

This study illustrates concepts for key gateways into the Village. It provides a multi-faceted approach to upgrade the image of the entranceways to the Village. The study includes a progressive series of steps to determine the most appropriate and feasible design concepts for the vehicular gateways. This project approach proposed cohesive design concepts for the gateway with a design basis rooted in the existing architectural heritage of the Village. Included in this report are design objectives, existing conditions, a breakdown of improvements to each gateway, and considerations for development and construction.

8. "Bike Path Extension Plan" – 2006, Boswell Engineering

The Village received a Quality Communities Grant from the New York State Department of State in 2006 to conduct a Community Design Standards/Village Gateways/Bike Path Extension Study. While the first two components of the study were completed, there is still work to be done on the Bike Path Extension. This Extension would continue the Town of Colonie Bike Path from the Schuyler Flatts Area at the North End of the Village and reconnect at Broadway. The initial field work and early design revealed a number of issues that must be dealt with before the trail could be constructed including right-of-way issues, wetland considerations, and maintenance responsibilities for the Village.

9. "Village of Menands Broadway Corridor Master Plan" – March 2002, The Saratoga Associates Landscape Architects, Architects, Engineers, and Planners, P.C.

A State Quality Communities Grant was received to examine the Broadway Corridor in order to re-establish it as an economically and socially vibrant asset to the Village and adjacent communities. The study area included all commercial and industrial activity along the entire length of Broadway, as well as the automobile and pedestrian connections into the corridor. The overall intent of the study was to create a visually cohesive and pedestrian friendly atmosphere along the length of the corridor. This will result in a more compact, people friendly economic development environment, enhancing the quality of life for the Village residents and businesses.

10. "2000 Urban Partners Report" – Capital District Transportation Commission

In 2000, Urban Partners was hired by the CDTC to provide a market investigation of retail and service business potential along the Broadway Corridor in North Albany and South Menands that would best serve the adjacent population. A technical memorandum "Market Assessment/Recommendations Report for the Broadway Commercial District" was prepared which identified the best location for retail services and recommendations for improvements to existing services.

IV. Existing Economic Incentive Programs

The Village has, in recent years, received federal and state grants focused on the Broadway Corridor and environs for: planning and project development studies; a market research study; development of community design standards (all three Quality Communities Grants); a Greenway trail grant, and an important transportation design study for Rt. 378. It also received two CDBG's through the Town of Colonie for engineering design for a street water main and another for purchase of a few new street light fixtures on Broadway.

Currently, the Village takes advantage of two incentive programs: the Empire Zone Program and Section 485-b of the NYS Real Property Tax Law. Menands is limited in the amount of funding available to it by the fact that it falls under the jurisdiction of the Town of Colonie; the Town being the eligible entitlement community for federal programs. Therefore, a program such as New York Main Streets is not directly accessible to the Village.

1. Real Property Tax Abatement

The work group recognized that incentives are often necessary to encourage economic developing in the Village. While the Village has the typical Real Property Tax §485-b² ten year partial exemption (started with 50% partial exemption on assessed value, then declining by 5% over a 10 year period to 0), economic development of any substantial nature is expected to require additional abatement incentives. Other tools explored were the creation of a Business Improvement District, Urban Renewal Agency, Local Development Corporation, Industrial Development Agency (either the Town of Colonie's or Village's), and application of eminent domain.

2. Empire Zone Program

For the Village, the primary economic incentive is the Empire Zone (EZ) program³ that exists mainly in the southern portion of the Village (from Morgan Linen south to the boarder with the City of Albany – see Appendix F). The EZ operates through Albany County, New York State Economic Development, and the New York State Department of Taxation and Finance. The EZ provides various tax credits, including real property tax credits through refund of a developer's real property tax, provided it complies with the terms of the program. Commencing in 2005, the EZ significantly tightened its requirements. At a minimum, it requires a demonstrated 15:1 benefit/tax savings ratio between benefits to New York State and tax savings for the taxpayer. In addition, the EZ program legislation sunsets in 2011. As the EZ program has aged, it has come under increasing attack as being a cost burden with limited benefits. Governor Patterson's budget sought to further restrict the program to increase revenues. As a result, while a new or modified program is expected in 2011, at this point there is no certainty as to what form it will take.

3. Industrial Development Agency

In addition to the Empire Zone Program, many towns and villages created or have access to an industrial development agency (IDA)⁴. An IDA provides “financial assistance” in the form of bond financing, mortgage recording tax exemption, sales tax exemption, and real property tax exemption. As to the latter exemption, the property is designated on the final assessment rolls as being fully exempt. In return, the taxpayer agrees to a payment in lieu of taxes (PILOT) agreement, by which the Town, County, and applicable school district(s) reach an agreement with the taxpayer on either defined payments, a methodology to compute those payments, or an assessment determined level for the term of the PILOT.

Practically speaking for the Village, the only available IDA is the Town of Colonie IDA.⁵ In discussions with the present Town’s IDA Executive Director and review of its Uniform Tax Exemption Policy (UTEP), the Town does not provide a meaningful real property tax abatement program. The Town’s primary economic development tool has been the EZ. In addition, the Town’s IDA has been dormant for a number of years.⁶ The Town is considering the possible combination of using a local development corporation, the EZ, and RPTL §485-b to demolish and develop on existing blighted site.

The Village has few options. It can seek Town IDA involvement in developing a given site, but would be limited by the Town’s present UTEP (limited to the present RPTL §485-b partial exemption), or it can seek to obtain an IDA of its own. The latter presents a few, possibly insurmountable obstacles, as the NYS Legislature has become reluctant to support the creation of new IDAs. Were it to pursue its own IDA, the Village may apply the Town/Village of Green Island’s economic development program as a template. It would need appropriate legislation; hiring, or appointment of an executive director; appointment of IDA board members; identity of financing options; and development of necessary policies, administration, mission, and goals for successful application.

4. Small Business Administration CDC/504 Program

The CDC/504 loan program is a long-term financing tool for economic development within a community. The 504 Program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings. A Certified Development Company is a nonprofit corporation set up to contribute to the economic development of its community. CDCs work with the SBA and private-sector lenders to provide financing to small businesses. Typically, a 504 project includes a loan secured with a senior lien from a private-sector lender covering up to 50 percent of the project cost, a loan secured with a junior lien from the CDC (backed by a 100 percent SBA-guaranteed debenture) covering up to 40 percent of the cost, and a contribution of at least 10 percent equity from the small business being helped.

5. Albany-Colonie Regional Chamber of Commerce

The Albany-Colonie Regional Chamber of Commerce administers several programs including the following:

- a. ***AI Tech Revolving Loan Fund*** – The Fund’s mission is to promote economic growth in Albany County by offering financing to small and medium-sized businesses that demonstrate strong possibilities for growth, real property improvement, increased employment and retention of employees in the community. Through this fund businesses can secure loans ranging from \$50,000 - \$500,000 at Wall Street prime minus 3% for the term of the loan.
 - ***Technology Acceleration Fund to Promote High-Tech Industry*** – The TAF, a subset of the AI Tech Loan Fund, is capitalized at \$1.5 million and designated for the purpose of affording Albany County the opportunity to foster emerging technology ventures that have a high probability of creating new employment opportunities and increasing the standard of living in the region. “The TAF will provide much-needed capital to new and emerging high tech companies in Albany County and further enhance Tech Valley’s reputation as an entrepreneurial and technological force on the 21st century landscape,” according to Albany County Executive Michael Breslin. TAF loan amounts will typically be in the \$100,000 range.
- b. ***Micro Loan Programs*** – Loans and lines of credit from \$1,000 - \$25,000, with terms up to five years. The loans can be used for working capital and the purchase of fixed assets including real estate. The loans cannot be used to pay delinquent taxes or refinance any existing debt including credit cards. The interest rate is the prime rate plus 2%.
 - ***Town of Colonie Fund*** – Designed to promote economic development in the Town of Colonie. Priority shall be given to manufacturing, research and recreational facilities located in the Town of Colonie. Additional priority shall be provided to borrowers who reside in the Town of Colonie.
 - ***Minority and Women Revolving Loan Trust Fund*** – Available to women- and minority-owned businesses located in Albany, Rensselaer, Saratoga and Schenectady counties. The borrower must show a reasonable prospect of repayment. Recently awarded the Albany Colonie Chamber an interest rate subsidy to lower the rates on all of our loans to women- and minority-owned businesses.

6. Capital District Community Loan Fund

The loan fund is administered through a non-profit community development financial institution that can make loans to nonprofit groups, as well as to lower income, minority, and women business owners up to \$300,000. Interest rates are fixed at 8%.

7. Empire State Development Linked Deposit Program

This program provides the ability for eligible businesses to obtain loans from commercial banks, savings banks, savings and loan associations, farm credit institutions and the New York Business Development Corporation. There is a two to three percentage point savings on the prevailing interest rate for "Linked Loans," to make borrowing less expensive. The program has a maximum loan amount of \$500,000 for four years.

8. New York Main Street Program

The purpose of the NYMS Program is to provide financial and technical resources to help communities with their efforts to preserve and revitalize mixed-use (commercial/civic and residential) main street/downtown business districts. The NYMS Program will provide grants to stimulate reinvestment in properties located within mixed-use business districts located in urban, small town, and rural areas consistent with Articles 16A and 17B of the Private Housing Finance Law (PHFL). The funding and eligibility guidelines for this program can be found in Appendix G of this report.

9. National Grid

National Grid administers a variety of benefit programs including the following:

- a. ***Building Ready Upstate Program*** – Empire State Development has started a Shovel ready certification program to address the length of time necessary in permitting sites. This program would follow the same principles of reducing the up-front time required in gaining the necessary approvals for new building construction. The Building Ready Upstate program provides grants to fund building drawings, site plans, and design specifications that would meet local Planning Board approval and other costs that are required to reduce the up-front time needed to construct a new facility.
- b. ***Industrial Building Redevelopment Program*** – The Industrial Building Redevelopment program provides grants of up to \$250,000 (based on the amount of capital investment per the chart below) to building owners who need to upgrade electric and/or natural gas infrastructure to return these buildings to active industrial use. The grants will be made through local industrial development agencies or other public development corporations.
- c. ***Brownfield Redevelopment Assistance Program*** – This program provides grants to fund utility related infrastructure improvements, demolition and other costs that are necessary to progress the redevelopment of a *brownfield* site or abandoned building. Priority will be given to site or building redevelopment projects that have obtained a sufficient amount of funding to fulfill the project redevelopment goals.
- d. ***Urban Center/Commercial District Revitalization*** – This program is designed to assist the larger urban centers in National Grid New York's service territory achieve

their revitalization goals, increase property tax bases, and promote “smartgrowth” investment in central business districts and commercial corridors. The Urban Center/Commercial District Revitalization program provides matching grants of up to \$1,000,000 over a two year period to municipalities, local development corporations, universities and medical complexes undertaking major neighborhood revitalization projects.

- e. ***Main Street/Commercial District Revitalization*** – This program is designed to assist communities in promoting “smart growth” and private sector investment in central business districts and commercial corridors to help their competitive viability, attract investment and capitalize on their distinct development potential. The Main Street/Commercial District Revitalization program provides matching grants of up to \$50,000 per project to municipal and non profit development corporations’ undertaking efforts to revitalize critical commercial corridors.

The funding and eligibility guidelines for the National Grid benefit programs can be found in Appendix G of this report.

10. Restore NY Communities Initiative

Up to \$150 million is available from ESDC through its Restore NY program on an annual basis. Municipalities, defined as cities, towns, and villages, are invited to submit a request for funding proposal for projects to demolish, deconstruct, rehabilitate, and/or reconstruct vacant, abandoned, condemned, and surplus properties. Funds can also be used for site development needs related to the project, such as water, sewer, and parking. Projects should be architecturally consistent with nearby and adjacent properties or in a manner consistent with the municipality’s local revitalization or urban development plan. Rehabilitation of municipal buildings and properties for municipal reuse is not eligible for funding. Greenfield development is also ineligible. The funding and eligibility guidelines for this program can be found in Appendix G of this report.

V. Outreach Efforts

As an important part of identifying the constraints, opportunities, economic development options, and overall vision of the Broadway Corridor, the Work Group conducted community-wide public and private outreach efforts. These efforts include a survey of residences and businesses located in the Village, as well as a series of interviews with a number of developers in the Capital Region. The full results of the survey are outlined in Appendix C and the results of the developer interviews are contained in Appendix D. Generally, there was a dichotomy between the residential responses for economic development and the developmental possibilities expressed through developer interviews.

1. Survey Results

In an effort to better understand the wants and needs of the community, the Work Group used a formal survey for both the residential community and business community. The survey results were used by the Work Group in the development and prioritization of strategies to improve the Broadway Corridor in the Village. The major findings of the survey include the following:

- 87% of responding residents rated Menands to be an excellent/good place to live.
- 82% believe that the location of Menands is its greatest asset; the quality of Village services followed at 58%.
- 72% say that the vacant buildings along Broadway are the most severe problem facing Menands; the lack of business diversity followed at 55%.
- 78% of the respondents believe that the greatest concerns affecting business operations or expansion along Broadway are the presence of old and deteriorated buildings; this was followed closely by the lack of retail establishments at 73%.
- 77% of those surveyed say building façade improvements is the most important Broadway improvement project the Village should undertake.
- 91% believe that the most important economic development goal should be to attract retailers to the Broadway corridor.
- Other issues that were identified in the survey was the need to improve street and pedestrian conditions, enhance recreational opportunities, and augment the offerings at the Regional Farmer's Market.

For residences, the primary focus for economic redevelopment was on facade improvements to buildings, redevelopment of the old Williams Press building, and increased retail establishments (including restaurants).

2. Developer/Broker Interviews

The Work Group also conducted interviews with major development and real estate firms in the region to discuss issues and opportunities along the corridor. These interviews allowed the Work Group to identify key initiatives necessary to attract certain types of development. The interviewee's responses (see Appendix D) were directed towards the four categories as follows:

- Views or visions on development opportunities along the Menands Broadway Corridor
- The type of development projects that might offer the most promise along that corridor, given anticipated market trends in the Capital Region.
- The major obstacles to investment in projects in the Corridor.
- The policies, tools, and economic incentives necessary to promote and support such investment.

The developers focused their potential development options on the existing economics of the Corridor (i.e., generally, light and heavy industrial on the north and south end, with ill-defined potential for the Village's center). The developers were not optimistic on retail development based on existing and perceived traffic flow. Major themes during the interviews were:

A. Marketing Efforts

- Promote the Village to attract developers and improve its image
- Develop a community-wide vision
- Emphasize the advantage and importance of the Village's location
- Attract towards a desired demographic

B. Land Use Planning and Design

- View development from a regional perspective
- There is a lack of available/suitable parcels for development
- Generate greater attraction through the consolidation of parcels
- Village is ideal for light industrial, wholesale, and back office operations
- Focus development around Village gateways
- Upgrade the aesthetic appeal and physical infrastructure
- Rezone the Village for long term development

C. Economic Issues

- Bring together major economic players to attract greater funds
- Bring together property owners to work towards common goals
- Work with the Town of Colonie to benefit from a larger resource pool
- Take advantage of all available incentive programs

D. Government Organization and Responsibility

- Work towards shovel/demolition ready sites
- Streamline the approval process
- Create a Planning Board
- Develop a Comprehensive Plan
- Enforce the Village Design Guidelines

VI. Recommendations from Previous Reports and Studies

The following recommendations have been extracted from the reports and studies mentioned in Section III of this report. They provide an overview of the desired improvements of the Village and have been the catalyst behind the creation of this Economic Development Study and the Village's dedication to revitalization. The recommendations have been broken out into categories rather than by report to better reflect the how each element relates to the overall redevelopment of the Broadway Corridor.

The letters at the end of each recommendation correspond to one of the following reports:

- A. *Village Design Guidelines*
- B. *Advanced Planning and Economic Development Report*
- C. *Strategic Revitalization Plan for the Farmer's Market*
- D. *Market Feasibility Study*
- E. *Gateway Concept Design Study*
- F. *Broadway Corridor Master Plan*
- G. *Urban Partners Report*
- H. *Broadway Transportation Study*

1. Land Use Planning:

- Place buildings in a visually cohesive manner that retains a functional, safe, and attractive pedestrian environment within the village while allowing development of auto dependent uses. (A, G)
- Improve vehicle circulation to improve pedestrian/vehicle safety in an aesthetically pleasing environment. (A, F)
- Invest in pedestrian and bicycle amenities to create a safe and comfortable environment in auto oriented districts. (A, F, H)
- Accommodate pedestrian circulation in a safe and comfortable setting and encourage non-vehicular modes of travel through pedestrian amenities. (A)
- Sidewalk accessibility should be provided along both sides of the street and back into the neighborhoods and the Flats. (F)
- Coordinate areas of parking and service access on an hourly schedule. (F)
- Set parking to the side or rear of buildings. (F)
- Consolidate entrance at Price Chopper plaza in line with exit ramp. (F)
- Construct smaller buildings as buffer to street fronting parking areas. (F)
- Develop/improve public spaces with the enhancement of the ice skating rink to create larger park with connections to Broadway, the SPCA, and proposed natural trail. (F)
- Commercial revitalization efforts should be focused in several highly visible places such as gateways, transit stops, and the village center. (G)
- Retail services in the south should cater to both lunchtime crowds and after-work quick stops. (F, G)
- Reduce the number of lanes along Broadway as a natural traffic calming mechanism. (H)

2. Infrastructure and Design:

- Provide aesthetically pleasing, pedestrian scale light fixtures that insure safe lighting levels while minimizing light pollution. (A, F)
- Create attractive welcoming features for the entrances to the village and incorporate signage that complements the village setting and architecture, while still being clear to their purpose. (A, E, F)
- Promote the aesthetic, architectonic, and environmental benefits that landscaping provides in the village setting using low-maintenance landscape plantings and select plant materials that incorporate seasonal color. (A, F, E)
- Screen any less attractive elements at the gateway locations which detract from the village character, also incorporate buffers and screens along parking areas, utility units, rubbish bins, loading areas, and outdoor storage to minimize visibility. (A, E, F)
- Increase pedestrian amenities (visible crosswalks, improved curbing, etc.) and street furniture. (F)
- Enhance the design of the Village Center by creating a sense of place through repeated elements. (F)

3. Farmer's Market Improvements:

- Develop a mission, vision, and five year plan for the site and the facilities. (C, D)
- Improve the existing wholesale market and identify and target prospective markets. (C, D)
- Participate at local regional food promotion events. (C)
- Develop a substantial retail farmers' market through the addition of non-farmer vendors. (C, D)
- Seek corporate sponsorship for events. (C)
- Create an environment that would foster the development of more relationships with packing houses and distributors. (C)
- Create a strategy for attracting more seniors and families. (C)
- Extend the farmers' marketing opportunities to year round. (C)
- Recruit other food related businesses. (D)
- Improve Infrastructure: signage, maintenance, new buildings, parking, lighting, security, credit card access, transportation access, and consumer access. (D, F)
- Use existing retail as a lead into potential retail activity at regional market. (F)
- The regional market should incorporate a permanent retail produce and flower market, a full service wholesale flower market, and a display of the market's history. (G)

4. Government Structure and Responsibilities:

- Establish a village planning board with a committee of five. (B)
- Review and confirm the findings contained in this report concerning the viability and desirability of creating a new economic development entity for the village. (B)
- Recommend actions on the subject of condemnation. (B)
- The workload and budget ramifications for all initiatives and particularly the executive assistant to the mayor need to be addressed as part of the development of the 2008-2009 budget. (B)
- Develop design policies to maintain and improve character of development. (F)
- Enable eminent domain to assist in the acquisition or assembly of land for economic development. (F)

VII. Work Group Recommendations

The following section represents the Work Group's recommendations for economic development along the Broadway Corridor of which are original to this report. Each recommendation should be viewed as an option for development rather than a prescription, yet that is not to say that each is not strongly supported for implementation by the Work Group. These recommendations have been compiled together to steer the Village towards its best options for the revitalization of the Corridor.

1. Land Use and Zoning

The Broadway Corridor is naturally segmented into three sections:

- The South End, extending from the Albany City Line to the Riverview Center;
- The Village Center, extending from the Riverview Center to Route 378; and
- The North End, extending from Route 378 to the Town of Colonie Line.

Within these segments, many options exist for new or upgraded land uses and economic activities on underutilized key parcels. Physical design and streetscape improvements to Broadway will attract private interest and investment; these improvements are necessary to achieve the Village's redevelopment objectives. Due to the diverse zoning patchwork along the Corridor, a variety of conflicting uses exist.

Recommended Actions:

1. Review existing zoning regulations and consider developing a Form-Based Zoning Code for the Broadway Corridor.
2. Continue to attract light and heavy industrial uses to the South End; while incorporating, where possible, new and updated office and retail establishments. Targeted infill of smaller retail, office, and service uses would complement the primary land uses.
3. Create a vision and action plan for the Village Center to better focus on its unique property layouts and use characteristics. Coordinate development of multiple parcels within the Village Center, building upon the surrounding residential neighborhoods and the promotion of compatible mixed use development.
4. Target larger mixed use development for the North End; transitioning from light industrial uses to commercial and residential development. This section offers the most opportunity for large scale redevelopment due to the size of the parcels, location as a Village gateway, and its existing diversity of uses.

2. Redevelopment of Key Parcels

Key private commercial and industrial properties present opportunities for revitalizing and redeveloping the Corridor. These key parcels include, but are not limited to:

- Price Chopper Plaza and adjacent vacant lot (442 & 434 Broadway)
- Vornado Property (431 Broadway)
- Mid-City Plaza (90 Broadway)
- Williams Press (125 Broadway)
- Albany International (1373 Broadway)
- Former Tougher Industries Site (35 Broadway)

These development opportunities present occasions for public and private cooperation to address a range of physical, environmental, institutional, legal, and financial considerations. Established programs and instruments, both public and private, may be available to assist in the redevelopment of these parcels.

Recommended Actions:

1. Meet with key property owners to develop mutual objectives. Obtain useful detailed information for their redevelopment. Identify and meet with potential new developers.
2. Develop comprehensive development and marketing packages with property owners, including a vision and identification of applicable incentives.
3. Meet with developers and real estate professionals to identify and stimulate development on key parcels.
4. Solicit State Economic Development grants, including Restore New York and other funding programs.
5. Guide redevelopment objectives and designs for these key parcels by applying the Corridor Master Plan, the Village's Design Guidelines, and the recently completed Transportation/Land Use Linkage Study.
6. Develop a strategy for dealing with unresponsive owners of key parcels, including use of existing and enhanced code enforcement, development of new legislation to encourage compliance, and application of existing State and local remedies (including eminent domain) to fully recognize the redevelopment opportunities.

3. Transportation and Streetscape Improvements

Transportation improvements are critical to the economic development prospects for the Broadway Corridor. The improvement project completed by NY State Department of Transportation (DOT) in 2005 on the new Broadway Railroad Bridge and Village Center approach is the single most important public infrastructure improvement in the corridor over the past 30 years. It provides the design basis to extend the roadway/pedestrian improvements the length of the Village.

There have been a number of transportation related studies completed for the Corridor, each recommending a series of improvement strategies, several of which have been implemented. The most recent of these studies was the Capital District Transportation Committee's (CDTC) Access and Land Use Improvement Study completed in December of 2008. This study focuses on the intersections of Broadway with Menand Road/Market Road and Broadway with the Route 378 access ramps. The Study cites improvements in traffic flow and safety from the reconfiguration of these intersections.

Recommended Actions:

1. Aggressively lobby and seek grant money for the transportation improvement projects identified in the transportation studies.
2. Actively promote the recommendations identified in the CDTC Access and Land Use Improvement Study which aim to improve access, mobility, and safety for local and regional users of the transportation system.
3. Extend the Railroad Bridge streetscape improvements along the entire Village Center and possibly further. The improvements should be guided by the recommendations put forth in the Broadway Corridor Master Plan.
4. Continue to strongly promote compliance with the Village's Design Guidelines. Incorporate the guidelines into the Corridor's development goals and overall vision.

4. Marketing

The Village must leverage its central location and proximity to major transportation routes in order to realize meaningful redevelopment. To capitalize on these attributes and attract developers, the Village must effectively market the Broadway Corridor.

Recommended Actions:

1. Professionally reconstruct the Village's existing website to reflect an appropriate structure and content. At a minimum, the website should include the following information:
 - Description of Village
 - Message from the Mayor
 - Resident Section – topics that are of most interest to residents
 - Business Section – list of current businesses, topics of interest
 - Economic Development Section:
 - Current Development Vision
 - Available Programs and Incentives
 - Available Properties
 - Zoning Map
 - Process for Developers
 - Contact Information
 - Permits and Applications
 - Assessment and Taxation Section
 - News Section
 - Local/Regional Website Links
2. Frequently update the website to serve as a platform for the attraction of businesses and investment, as well as serve as the primary source of public information.
3. Encourage residents, business owners, developers, and others to sign up for the monthly electronic newsletter and other periodic communications. An initial list includes monthly breakfast meeting participants, Business Review lists published monthly, and Village residents and businesses.
4. Retain and manage a public relations consultant to maximize the opportunities for news coverage of new or expanding businesses, planned developments, and other economic development initiatives.

5. Management and Implementation

The actions outlined in this section are aimed at creating a basis for the management and implementation of the recommendations outlined in this report. By taking these actions, the recommendations outlined in this and other reports can finally be realized.

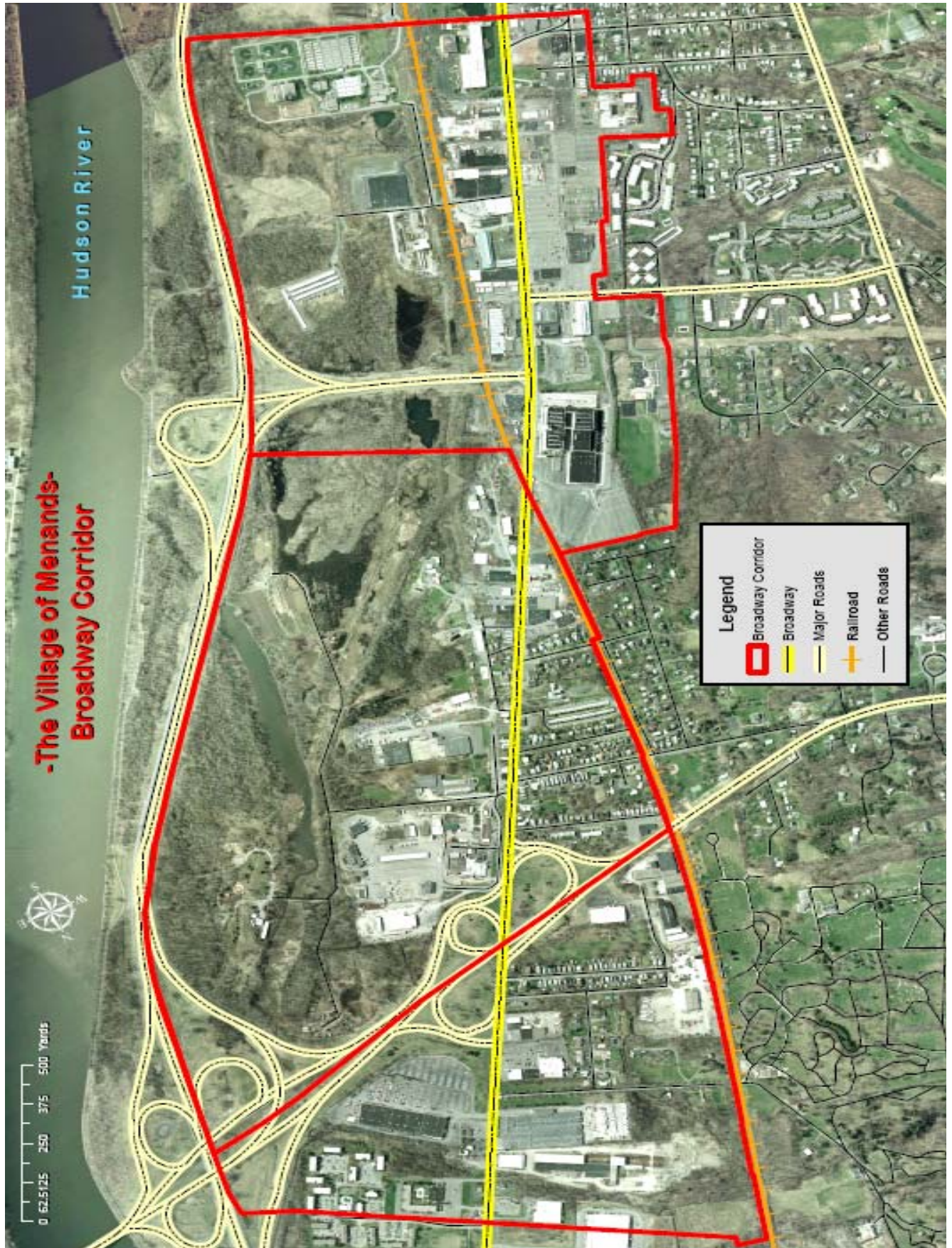
As a number of studies have been prepared which address the Broadway Corridor, it is not necessary to prepare a comprehensive plan. With some adjustments, these studies, coupled with the recommendations included within this report, can serve as a comprehensive plan; a document required by the State to implement zoning changes.

Rather than undertaking additional studies, the Village should focus on prioritizing and implementing the recommendations included in its recently completed studies.

Recommended Actions:

1. Establish a separate Village Planning Board and appoint members to serve on the Planning Board pursuant to Section 7-718 of New York State Village Law.
2. Hire a full time staff person whose responsibilities will include:
 - Implement the recommendations in the previously completed studies, as well as the recommended actions included in this report;
 - Provide staff support to the Planning Board and Board of Trustees;
 - Manage and maintain a GIS database;
 - Research, apply, and advocate for grant opportunities that further the Corridor Plan;
 - Collaborate with local, regional, and state economic development agencies; and
 - Work cooperatively with the Town of Colonie Department of Planning and Economic Development and Department of Community Development, the Albany County Department of Economic Development, Conservation, and Planning, ESDC, and appropriate State agencies.
3. Create a Community Development Corporation (CDC) to further economic development initiatives through public/private partnerships.

Appendix A – Broadway Corridor Map



Appendix B – Existing Zoning Permitted Uses

(B)Business:

- Public parks and playgrounds
- Places of worship, parish houses, rectories, and convents
- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries
- Garages, filling stations, car washes, and facilities for the sale of motor vehicles and accessories
- Retail stores and shops, barbershops and beauty parlors, banks, and offices
- Radio and television stations
- Municipal recreational uses
- Commercial agricultural uses to include only nurseries and greenhouses, orchards, and growing other field crops
- Newspaper establishments and job printing establishments

(B1)Business 1:

- Retail stores and shops, barbershops and beauty parlors, offices, and banks
- Wholesale sales and distribution
- Warehousing, storage, transportation, and trans-shipment facilities
- Light industry, including assembly, research and development, light manufacturing facilities, and their related office and storage facilities
- New and used motor vehicle sales
- Motor vehicle repairs
- Sales of automotive parts and accessories
- Municipal recreational uses
- Bowling alleys and health, tennis, swimming, and other athletic clubs

(BR)Business Residential:

- Single-family dwellings
- Places of worship, parish houses, rectories, and convents
- Garages, filling stations, car washes, and facilities for the sale of motor vehicles and accessories
- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries
- Twin villa
- Two-family dwellings
- Retail stores and shops, barbershops and beauty parlors, banks, and offices
- Bowling alleys and health, tennis, swimming, and other athletic clubs
- Radio and television stations
- Commercial agricultural uses to include only nurseries and greenhouses, orchards, and growing other field crops
- Newspaper establishments and job printing establishments
- Private membership clubs and lodges not operated for profit

(BR1)Business Residential 1:

- Outdoor parking of noncommercial vehicles at ground level

(BR2)Business Residential 2:

- Professional service offices, two units or less in the structure containing offices

(R1)Residential 1:

- Single-family dwellings
- Public parks and playgrounds
- Places of worship, parish houses, rectories, and convents
- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries

(R2)Residential 2:

- Single-family dwellings
- Public parks and playgrounds
- Places of worship, parish houses, rectories, and convents
- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries
- Twin villa

(R2a)Residential 2A:

- Single-family dwellings
- Public parks and playgrounds
- Places of worship, parish houses, rectories, and convents
- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries
- Twin villa
- Townhouse structures

(R3)Residential 3:

- Single-family dwellings
- Public parks and playgrounds
- Places of worship, parish houses, rectories, and convents
- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries
- Twin villa
- Two-family dwellings

(R3a)Residential 3A:

- Single-family dwellings
- Public parks and playgrounds
- Places of worship, parish houses, rectories, and convents
- Fire stations and ambulance stations

- Village maintenance, services, and office facilities
- Libraries
- Twin villa
- Four-family dwellings

(R4)Residential 4:

- Twin villa
- Townhouse structures
- Multifamily dwelling units
- Public parks and playgrounds
- Places of worship, parish houses, rectories, and convents
- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries

(LI)Light Industrial:

- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries
- Retail stores and shops, barbershops and beauty parlors, banks, and offices
- Garages, filling stations, car washes, and facilities for the sale of motor vehicles and accessories
- Radio and television stations
- Municipal recreational uses
- Commercial agricultural uses to include only nurseries and greenhouses, orchards, and growing other field crops
- Newspaper establishments and job printing establishments
- Light manufacturing and wholesale distribution facilities
- Facilities for parcel and package distribution

(HI)Heavy Industrial:

- Fire stations, ambulance stations, village maintenance facilities, village service facilities, village office facilities, and libraries
- Garages, filling stations, car washes, and facilities for the sale of motor vehicles and accessories
- Radio and television stations
- Municipal recreational uses
- Commercial agricultural uses to include only nurseries and greenhouse, orchards, and growing other field crops
- Newspaper establishments, job printing establishments, and other uses similar in character to those heretofore enumerated
- Hotels and motels
- Light manufacturing and wholesale distribution facilities
- Heavy manufacturing, construction facilities or storage yards, and other uses similar in character
- Facilities for parcel and package distribution

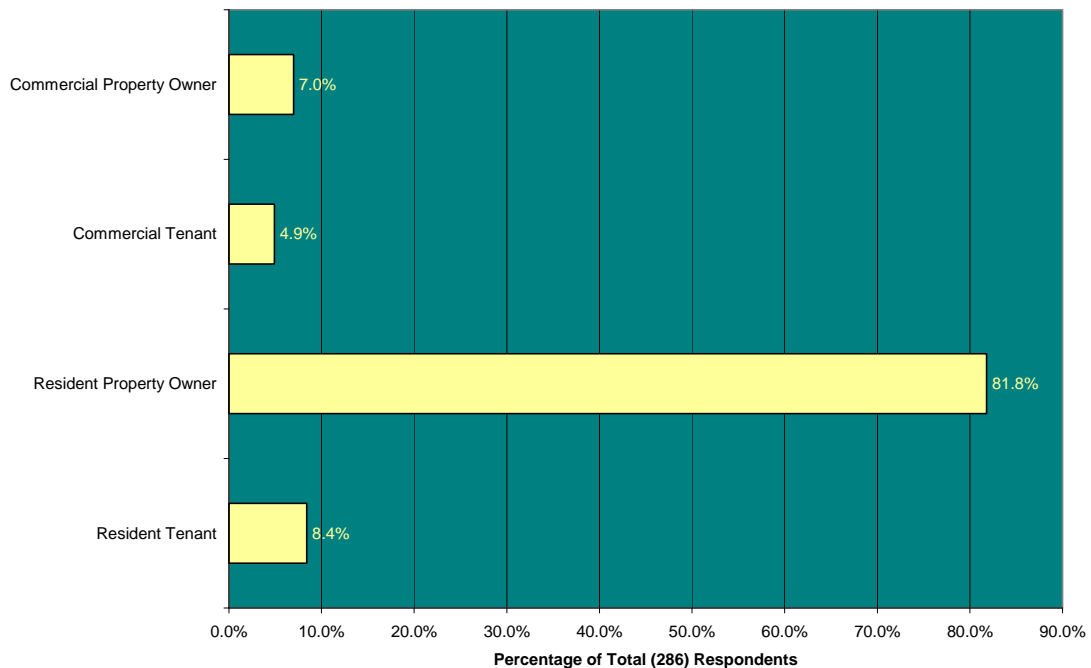
Appendix C – Broadway Corridor Economic Development Community Survey Graphs and Tables

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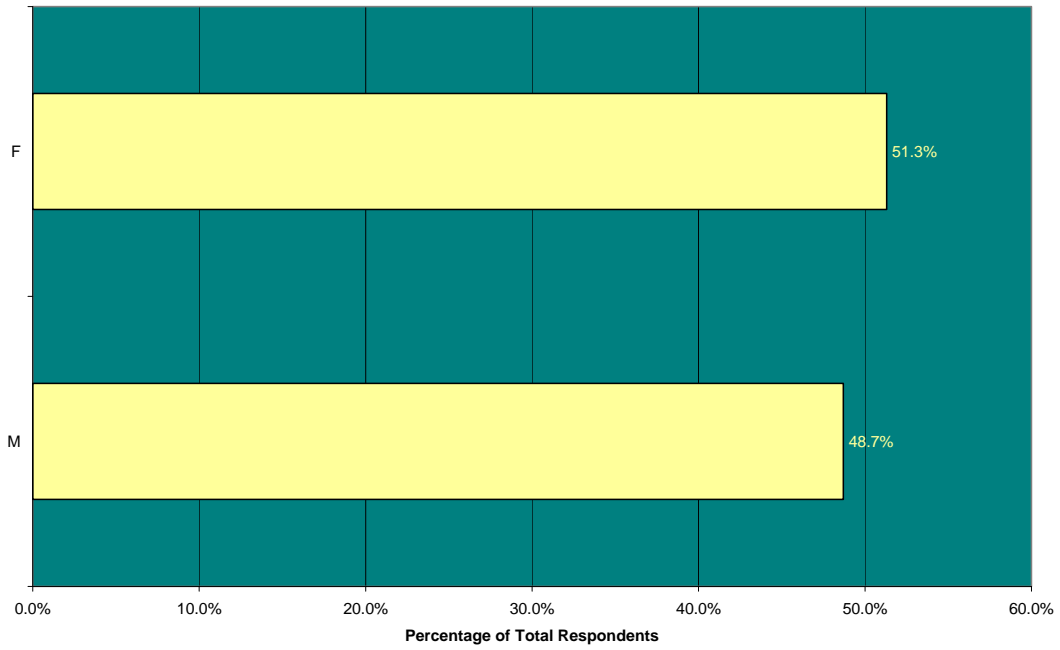
Graph A

Question 1: Please indicate your current status in the Village of Menands:



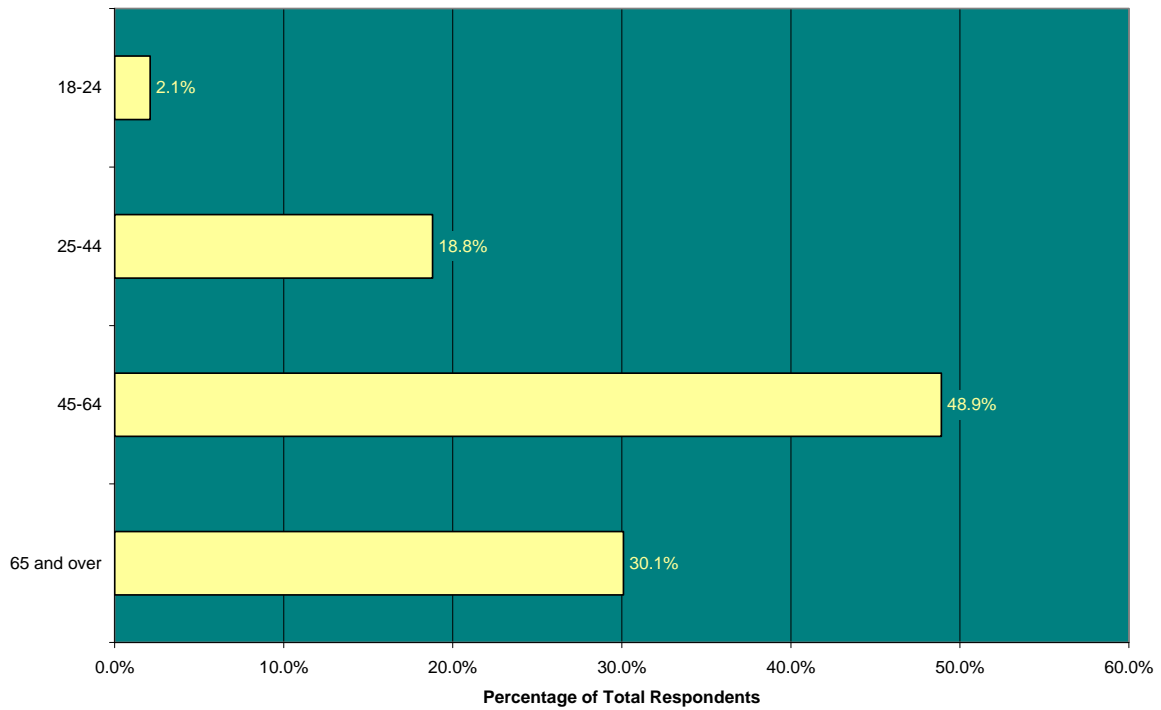
Graph B

Question 2: Please choose your gender:



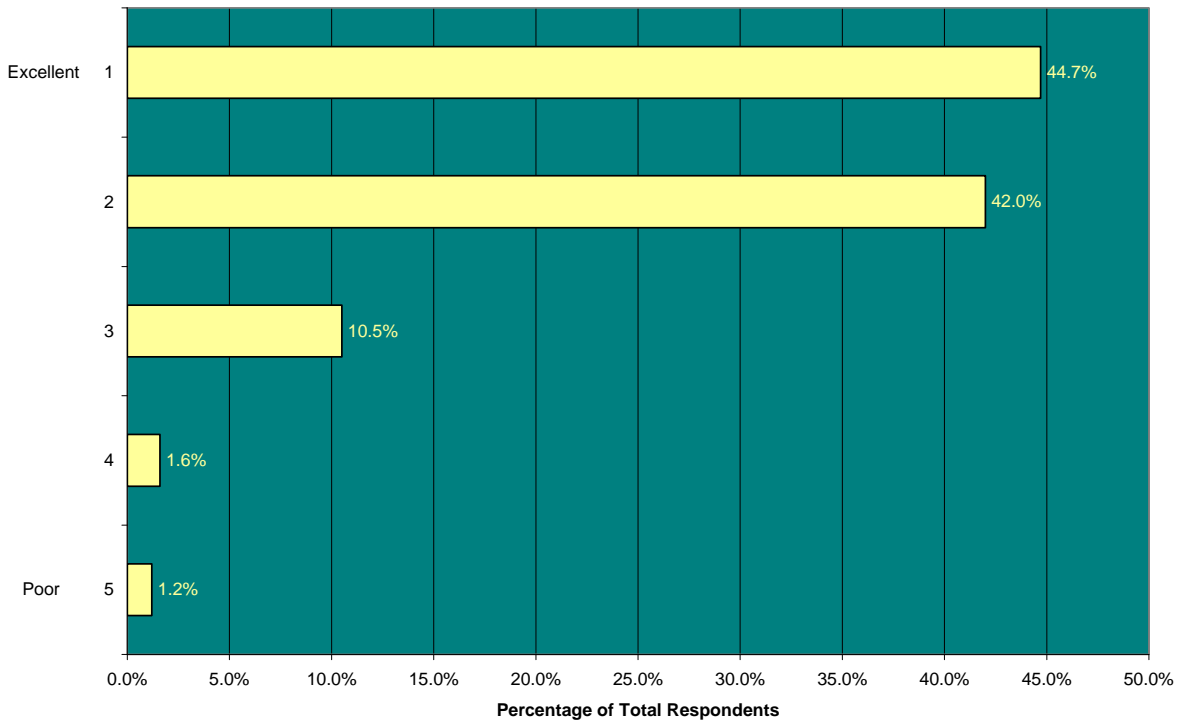
Graph C

Question 3: Please choose your age group:



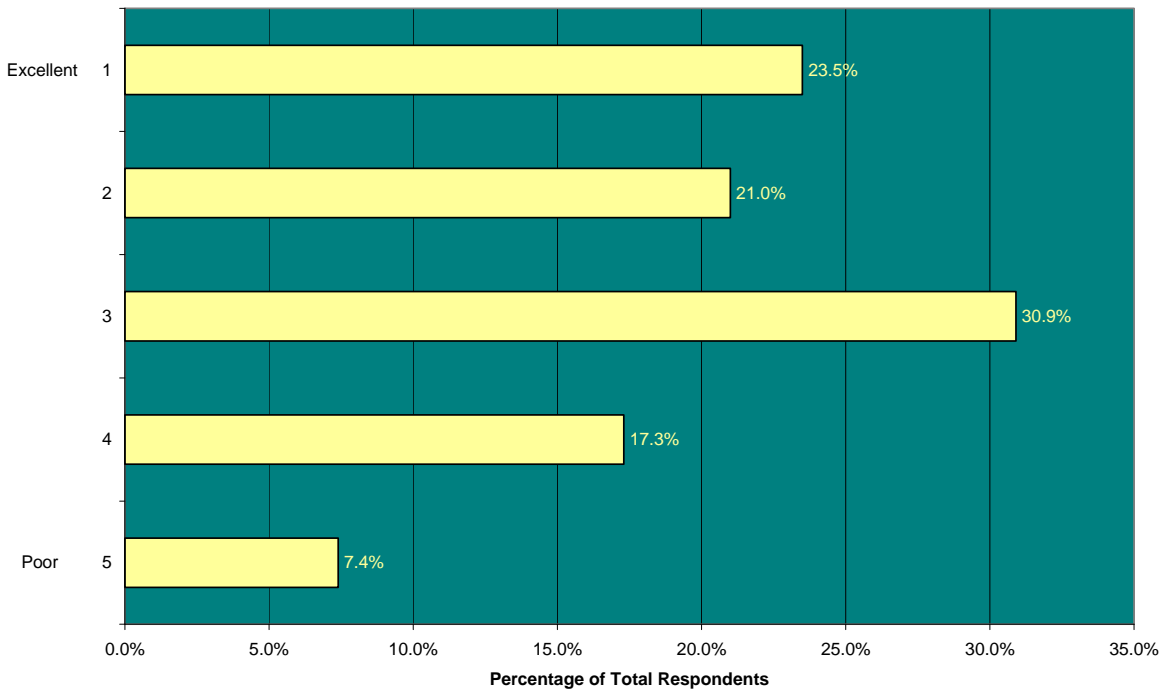
Graph D

Question 4: If you are a resident of Menands, how would you rate it as a place to live?



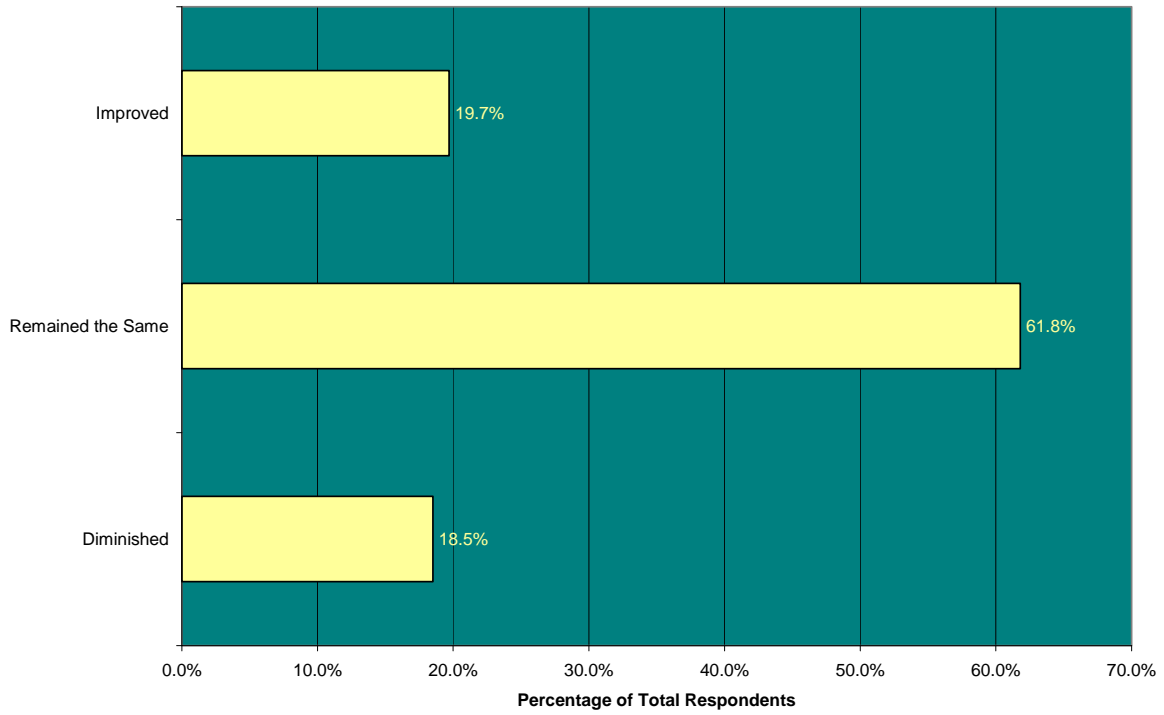
Graph E

Question 5: If you own/operate a business in Menands, how would you rate it as a place to run a business?



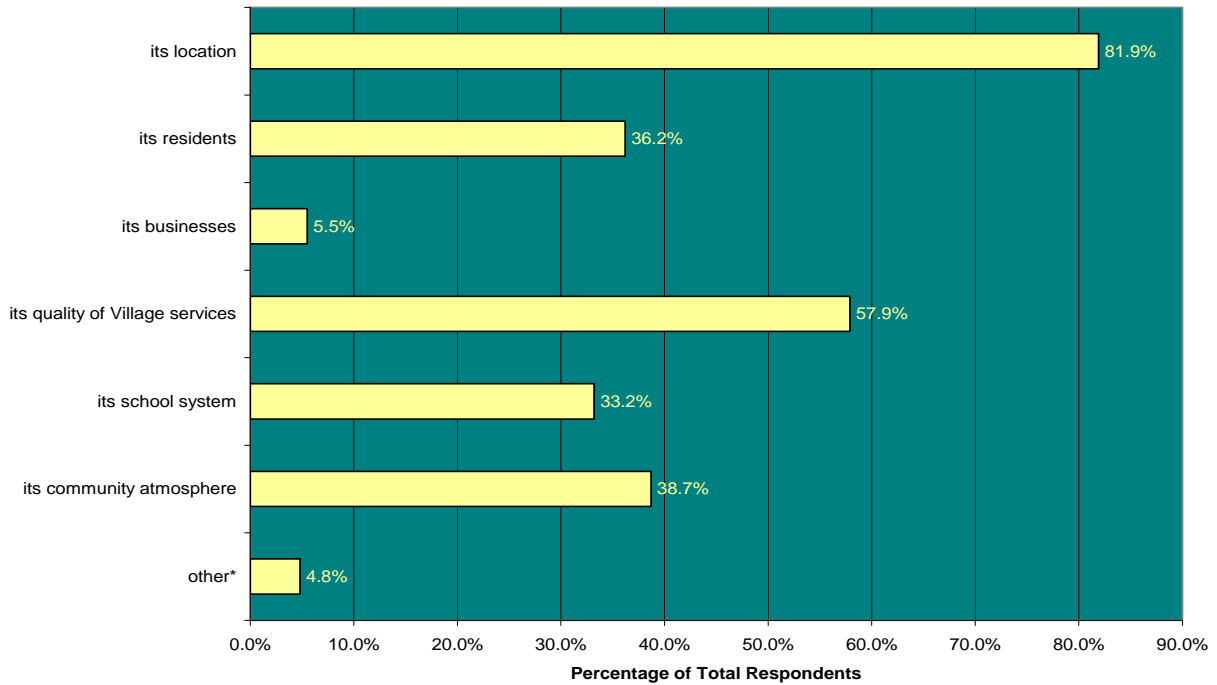
Graph F

Question 6: During the past five years, do you feel that the quality of life in the Village has:



Graph G

Question 7: What do you believe are the strengths of the Village of Menands?



*Other: Government; Low Taxes

Graph H

Question 8: How would you rate the following issues along the Broadway Corridor in the Village of Menands?

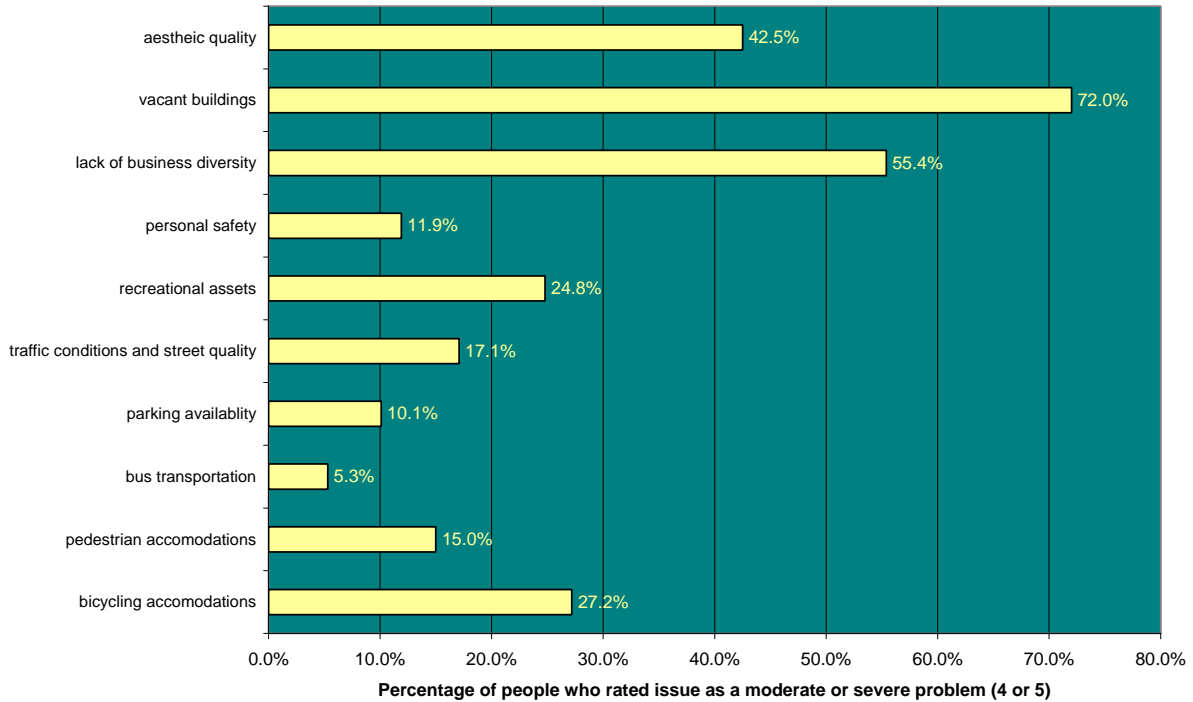
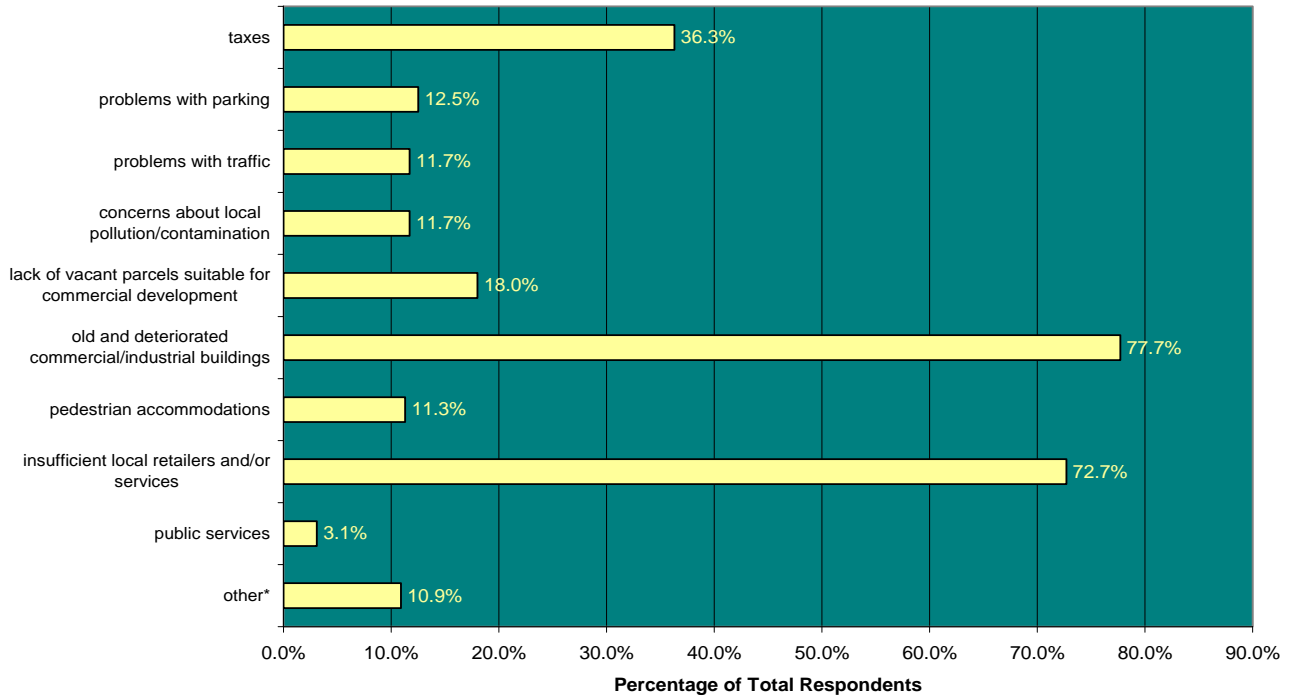


Table 1

Question 8:	How would you rate the following issues along the Broadway Corridor in the Village of Menands?					Rating Average
	No Problem 1	2	3	4	Severe Problem 5	
aesthetic quality	13.0%	13.4%	31.2%	26.7%	15.8%	3.19
vacant buildings	4.4%	4.0%	19.6%	34.8%	37.2%	3.96
lack of business diversity	5.6%	9.2%	29.7%	32.5%	22.9%	3.58
personal safety	34.4%	31.2%	22.5%	8.3%	3.6%	2.15
recreational assets	18.3%	28.0%	28.9%	18.7%	6.1%	2.66
traffic conditions and street quality	24.5%	33.9%	24.5%	11.3%	5.8%	2.40
parking availability	35.5%	32.7%	21.8%	6.9%	3.2%	2.10
bus transportation	52.7%	27.9%	14.2%	1.8%	3.5%	1.76
pedestrian accommodations	32.1%	29.2%	23.8%	10.0%	5.0%	2.27
bicycling accommodations	24.6%	25.9%	22.4%	17.7%	9.5%	2.62

Graph I

Question 9: Choose the three concerns or issues you believe most affect the economic, physical, and social aspects of operating/expanding a business or organization in the Village of Menands Broadway Corridor.



*Other: More Restaurants; Improve Overall Aesthetics; Lack of Traffic; Improve Pedestrian Access; Improve Drainage; Streamline Approval Process for New Development; Better Supermarket; Attract More Retailers; Create Business Incentive Plan; Lower Taxes; Bus Accommodations for Route 378; Fill or Demolish Vacant Buildings

Graph J

Question 10: Rate the importance of undertaking the following streetscape/infrastructure improvement projects along the Broadway Corridor.

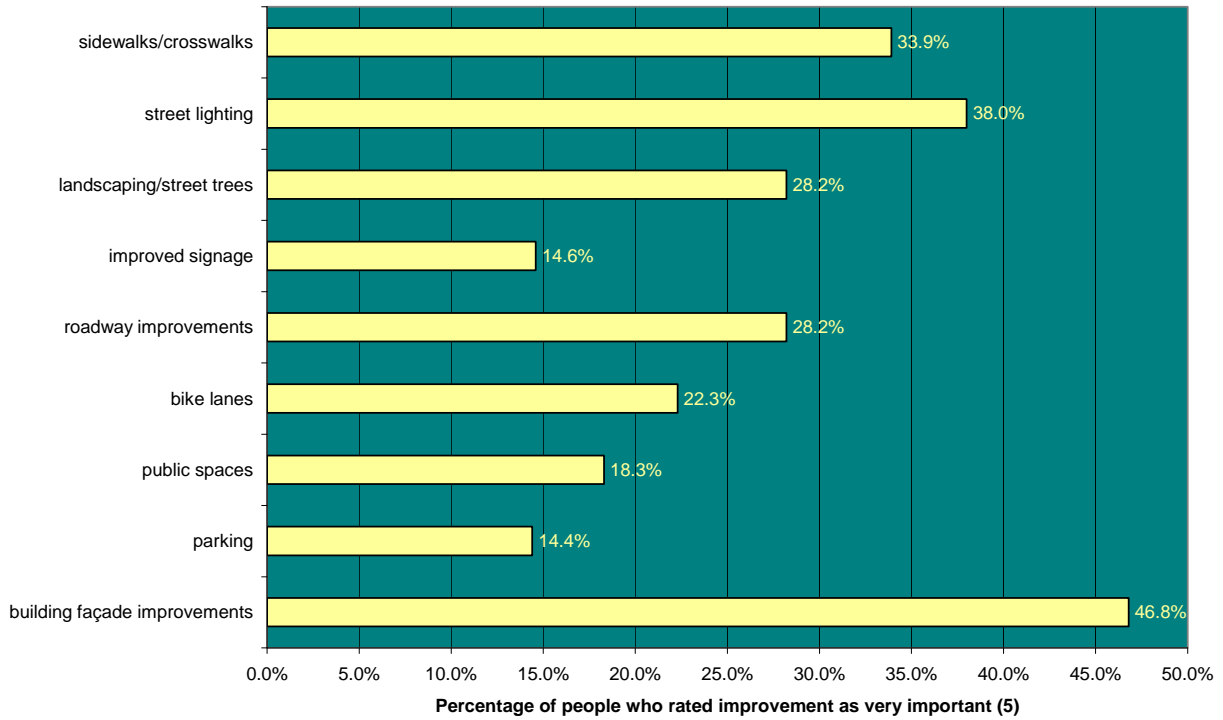


Table 2

Question 10: Rate the importance of undertaking the following streetscape/infrastructure improvement projects along the Broadway Corridor.

	Rating					Rating Average
	Not Important 1	2	3	4	Very Important 5	
sidewalks/crosswalks	13.3%	8.5%	25.0%	19.4%	33.9%	3.52
street lighting	13.5%	8.6%	18.4%	21.6%	38.0%	3.62
landscaping/street trees	11.0%	9.8%	22.9%	28.2%	28.2%	3.53
improved signage	16.7%	12.4%	31.3%	24.9%	14.6%	3.08
roadway improvements	8.4%	10.9%	25.6%	26.9%	28.2%	3.55
bike lanes	18.9%	11.6%	25.3%	21.9%	22.3%	3.17
public spaces	11.9%	13.6%	30.6%	25.5%	18.3%	3.25
parking availability	11.1%	19.6%	34.0%	20.4%	14.9%	3.09
building façade improvements	5.2%	5.6%	12.5%	29.8%	46.8%	4.07

Table 3

Question 11: Rate the following potential economic development goals that relate to the Broadway Corridor.

	Not Important 1	2	3	4	Very Important 5	Rating Average
Attract retailers to the Corridor	2.1%	2.1%	5.0%	24.0%	66.9%	4.52
Encourage residential development	18.1%	13.8%	22.8%	20.7%	24.6%	3.20
Develop and promote entertainment/ cultural opportunities	7.7%	7.2%	23.0%	28.9%	33.2%	3.73
Encourage office space development	4.6%	9.7%	21.9%	29.1%	34.6%	3.79
Attract a mix of residential and commercial uses to the Corridor	8.5%	6.4%	22.6%	25.1%	37.4%	3.77

Graph K

Question 11: Rate the following potential economic development goals that relate to the Broadway Corridor.

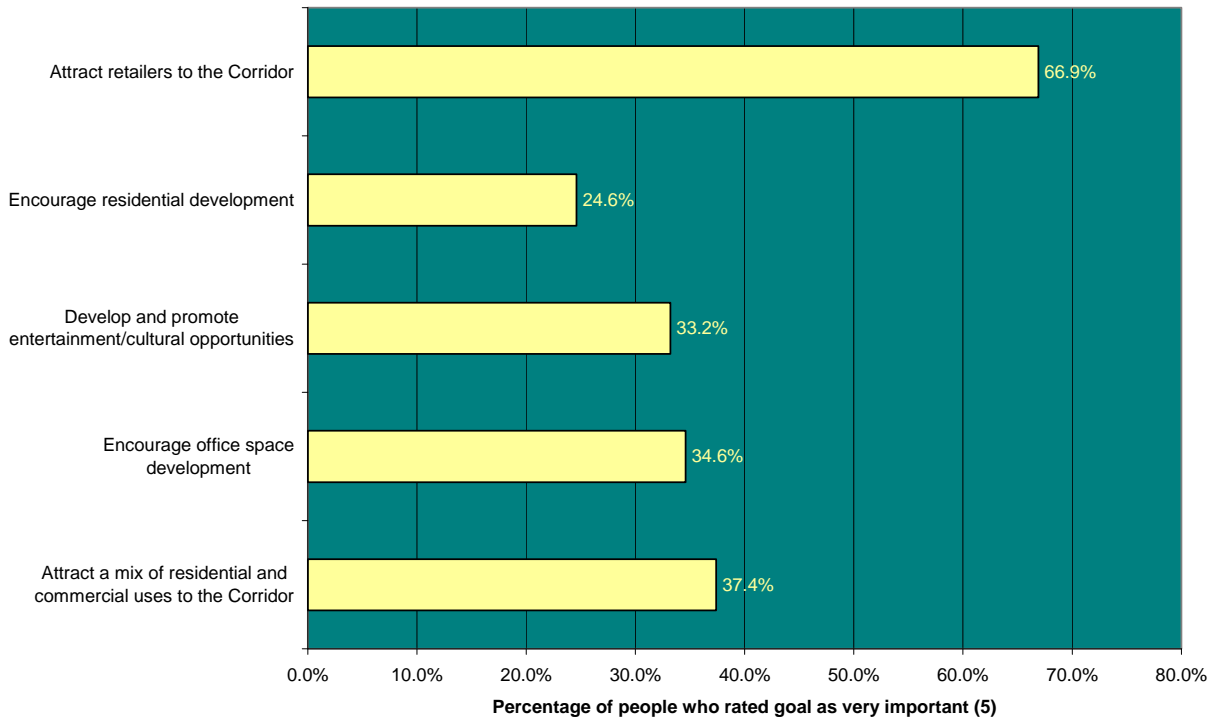


Table 4

Question 12: Please identify the types of development, businesses, and improvements you would like to see along Broadway. What is your vision for the Broadway Corridor?

*These items are ranked by their response popularity

Top Twenty Responses:

- 1) More Restaurants
- 2) Better Supermarket
- 3) Diversity of Small and Large Retail
(coffee shops, convenient stores, Wal-Mart, Kohl's, boutiques, eateries, Targets, bookstore, ice cream parlor, dry cleaners, deli)
- 4) Fill or Demolish Vacant Properties
(Price Chopper Plaza, Mid-City Plaza, Stewarts, Diner, Williams Press, Gas Stations)
- 5) Improve Pedestrian Access
- 6) Access Riverfront for Walking, Biking, and Aquatics
- 7) Improve and Expand Farmers Market
- 8) Develop a Community Center
- 9) Enforce Property Maintenance
- 10) More Parking
- 11) Cycling Facility Improvements
- 12) Visual Continuity
- 13) Attractive Signage
- 14) More Landscaping
- 15) New Plaza Similar to Newton or Stuyvesant
- 16) Commercial Corridor Similar to Saratoga
- 17) More Greenspace
- 18) Bus Service to 378
- 19) Reconfiguration of Market Road Intersection
- 20) More Entertainment (art venues, theater, music venue, bars)

Appendix D – Developer/Broker Interview Results Summary

Your views or visions on development opportunities along the Menands Broadway Corridor:

1. The biggest problem is that property owners have been reacting to what is present rather than what could be present; the Village needs to be proactive rather than reactive.
2. Menands does not show up on the list for development because the structure has not been set in place to make it a competitive market.
3. The best thing the Village can do in terms of economic development is to develop a “vision” of what we would like to be and then get businesses to buy into the plan.
4. Menands should take an approach to economic development that underscores the fact that it is part of a contiguous area (Albany, Colonie, and Watervliet).
5. A number of buildings are vacant and have no useful life yet.
6. There is a lack of sufficient large parcels/land mass for development.
7. The corridor is an outstanding location with a reputation as industrial but should be much more.
8. The transportation access advantages of the Village make it ideal for light industrial, wholesale, and back office operations.

The type of development projects that might offer the most promise along that corridor, given anticipated market trends in the Capital Region:

1. The Village should pursue a planning process that emphasizes continued diversity of the tax base and the location and transportation access amenities that the Village has to offer. These attributes are quite unique for a small community in the Capital District.
2. Focus new development around gateways; people’s first impressions of a place weight heavily on their decisions.
3. Choose a desired demographic to attract to the village and develop towards the needs of that demographic.
4. The streetscape improvements should be extended; through these improvements the residents will be more willing to take care of their properties and businesses will be more attracted to the Village.
5. Developers like to have access roads off of the main boulevards; if the necessary amenities are present then developers will find the location more attractive.
6. The best uses for this area would be office park, distribution, and light industrial development.
7. The Farmers Market area, Price Chopper Plaza, and Mid-City Center could all use some retail upgrade.
8. Menands is not an area that would attract a major commercial mall or industrial park; however if a 3-5 acre site was available there would be interest for a grocery use.
9. There is no market for retail development for at least five years; need anchor businesses before small retail and restaurants.
10. Retail would not be a wise choice because our region is over retailled; more success would come with residential development.

11. Market rate apartments, condos, and townhouses for professionals, empty nesters, and seniors should be considered give the proximate location to major employment centers. Convenience retail would make sense as part of this type of development.
12. Should rezone entire area west of Broadway in the north to light industrial/commercial, since that is the dominant use except for a few isolated residential blocks.
13. The small, old mix of land use across from Village Hall area is problematic; need to close canal road and make parcels deeper/bigger.
14. The Vornado property is underutilized even with new improvements; Bank of America should move into Riverview and allow for more intensive new development.
15. Although Price Chopper renewed its lease for three years, the store is small and under performing. Jitney service for persons without vehicles could increase patronage and provide rationale for expansion into adjacent property and upgrading of strip mall.

The major obstacles you perceive to investment in projects in the Corridor:

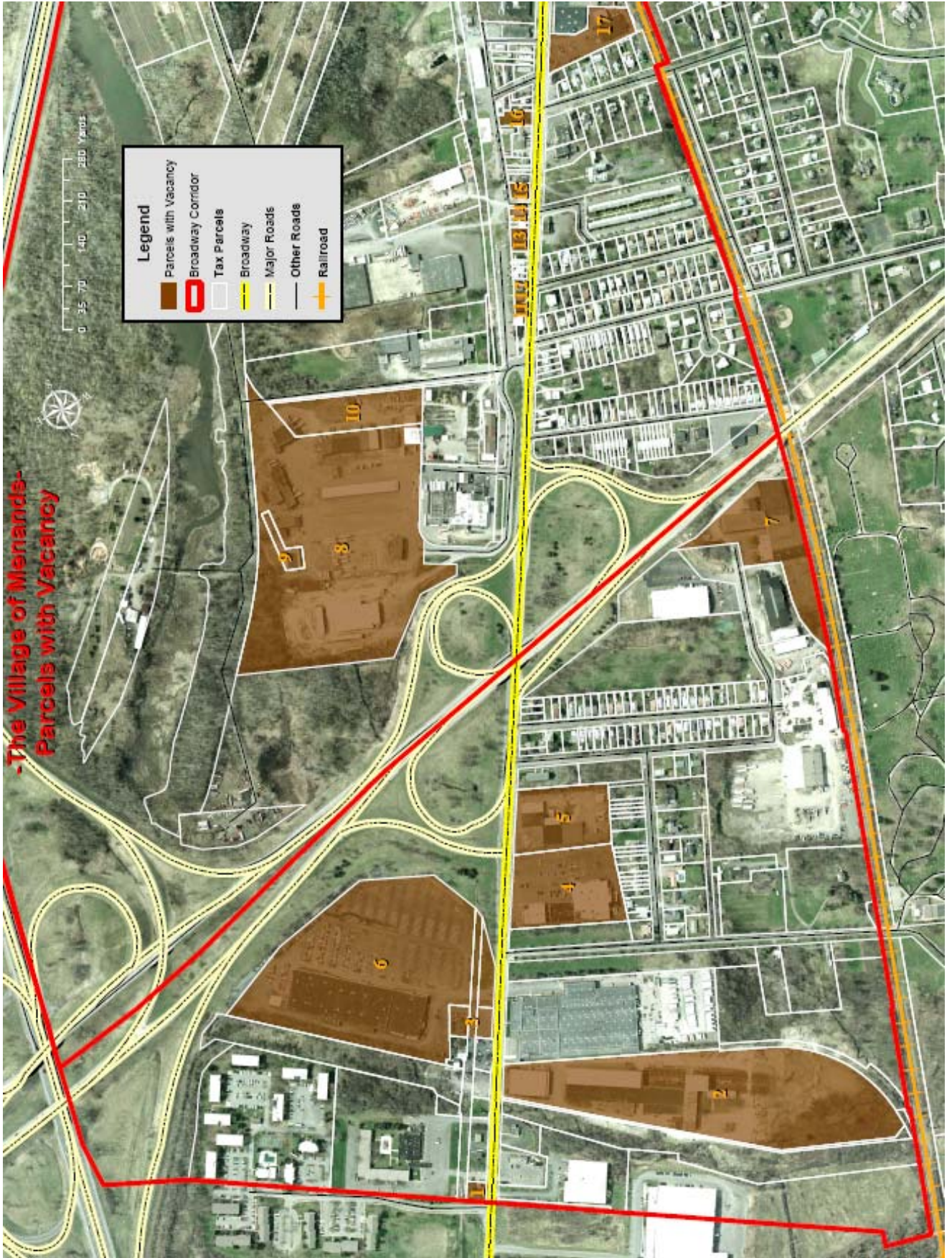
1. The key here would be to get as many corporate leaders as we can to be a part of the process. There were efforts in the City of Troy to accomplish this type of goal; however they had difficulty with political opposition from the Mayor and the City Council.
2. Property owners must be brought together in order to work towards a common goal.
3. The Village should increase the taxes on vacant property owners in order to force them to sell or maintain their properties and not just sit on them.
4. Menands may be impacted by a “lack of product”, a perception that most sites are either build out or there are no suitable sites available; this is consistent with the survey results. There is a lack of sufficient large parcels/land mass for development.
5. We need more attractive retail establishments especially since we will be experiencing a growth of people working in Menands due to the rehabs of Riverview Center and 800 North Pearl.

The policies, tools, and economic incentives you consider necessary to promote and support such investment:

1. Bring the major players within the village (Riverview, FedEx, etc.) to the table in order to get more funding for public projects, they have a vested interest in the place where they do business; let them be part of a master planning process.
2. Need to rezone the Village for long term development.
3. Need to figure out what the costs are to demolish the buildings.
4. Streamline and outline the project approval process; developers appreciate communities who are willing to work with them to bring proposals to fruition as soon as possible.
5. Need to sell the village; focus on its assets and advertise its benefits. Actually market the specific locations to developers.
6. The sites should be marketed as vacant land rather than as buildings. The Village should assemble critical masses of land in order to market towards a wider array of developers. Identify specific sites and potential assemblages with contact information, asking prices, etc.
7. Need to get the Town of Colonie on board with its IDA.
8. The Village should conduct full value reassessment of its properties regularly.

9. The Village needs to either create a Planning Board, use the Town's Planning Board, or get the Town to staff a Planning Board for Menands.
10. The development of a Master Plan would be needed in order to better pursue the goals of the Village.
11. Make the design guidelines enforceable; improvements in continuity throughout the Village should be a priority; stringent sign codes should be developed and enforced.
12. Continue to take advantage of the Empire Zone Program as well as other economic incentives we may be able to get; incentives are critical to move development forward (485e, IDA, Restore NY Grants, etc.).

Appendix E – Properties with Vacancy



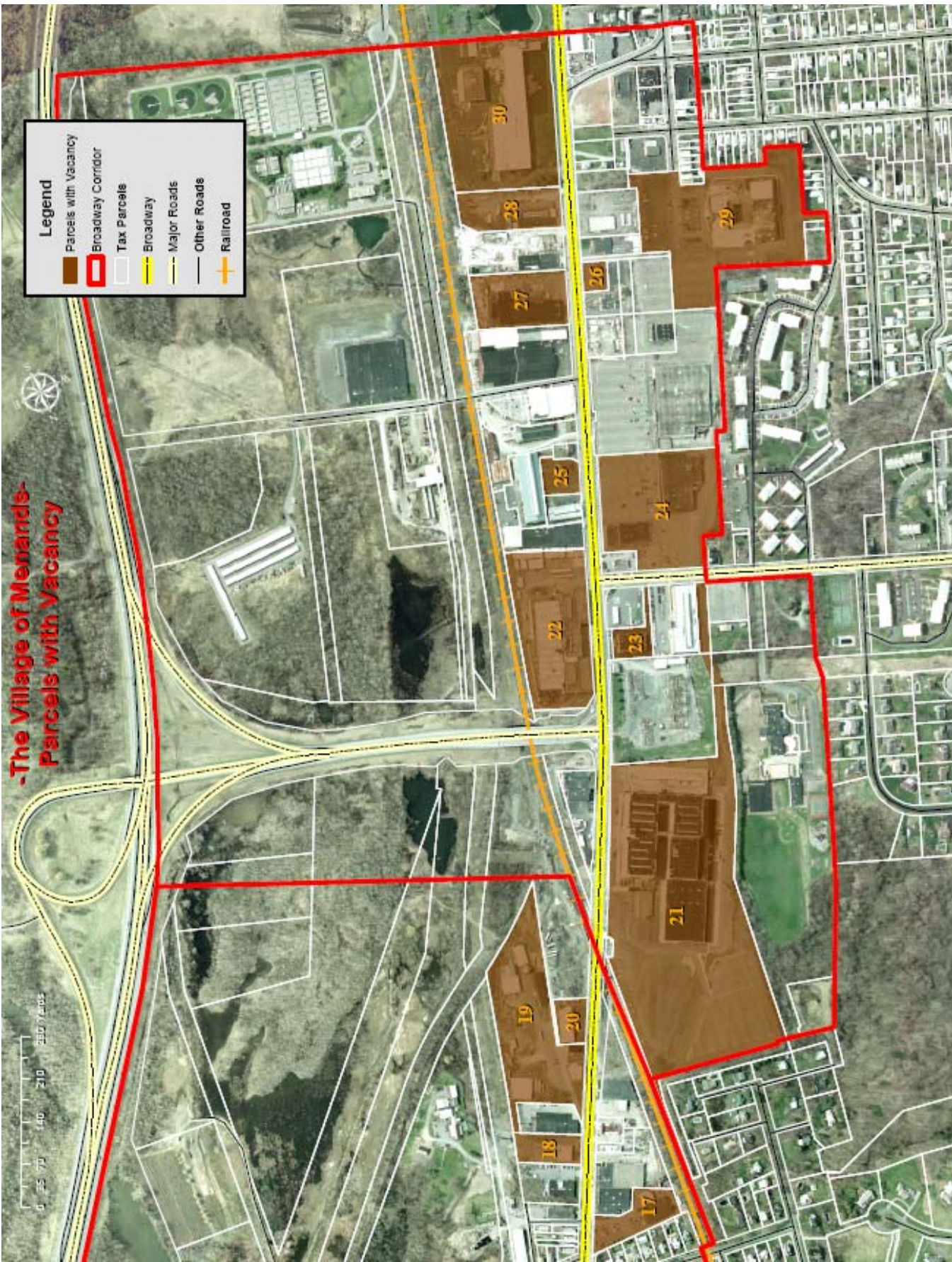


Table 5
Village of Menands Broadway Corridor Study: Parcels with Vacancy

ID	Address	Owner	Acres	Avail.Sq.Ft.	Stories	Property Class	Full Market Value
1	591 Broadway	Leemilts Petroleum Inc	0.21	1888	1	Gas station	155297
2	566 Broadway	Albany Steel Inc	16.00	5514	2	Manufacturing	3976595
3	559 Broadway	Menands Diner & Rest., Inc	0.60	14220	2	Diner/lunch	488075
4	442 Broadway	PO WAH Realty Co., Inc.	4.76	7995	1	Shopping center	2839712
5	434 Broadway	AA Menands Self Storage LLC	3.60	84646	1	Vacant community	306000
6	431 Broadway	Menands Holding LLC	18.10		1	Office building	6088963
7	12 Elmwood Rd	12 Elmwood Partners, LLC	5.10	44768	1	Warehouse	1663894
8	15 Elmwood Rd Ext	Capital Dist Co-Op of NY	25.68	1470	1	Warehouse	1650000
9	15A Elmwood Rd Ext	Rinella & Co, Inc , AJ	0.47	16025	2	Cold storage	218192
10	373A Broadway	Capital Dist Cooperative,	3.00	44430	2	Vacant community	119135
11	319 Broadway	Pintavalle, Paul	0.07	564	1	>1 use small bldng	150860
12	315 Broadway	Adsit, Dr. J. Catherine	0.06	238500	3	Kennel/vet.	90960
13	291 Broadway	Haney, William W	0.25	264300	3	Office building	350527
14	281 Broadway	Ramsay, Rudolph A	0.09	22304	2	1 use small bldng	108708
15	273 Broadway	Neuman, Barry J	0.22	46550	1	1 use small bldng	116362
16	243 Broadway	Mason, Peter A	0.31	1792	2	1 use small bldng	113145
17	240 Broadway	AJN Realty, LLC	1.70	1058596	1	Auto dealer	554631
18	193 Broadway	Broadway DGT, LLC	1.10	1120	1	>1 use small bldng	288408
19	175 Broadway	169 Broadway LLC	6.80	1992	2	Warehouse	1497504
20	169 Broadway	169 Broadway LLC	0.82	4780	1	Vacant community	74321
21	150 Broadway	Riverview Assets, LLC	24.80	14920	1	Warehouse	20299501
22	125 Broadway	125 Broadway LLC	6.50	21437	1	Warehouse	443705
23	120 Broadway	120 Albany Broadway LLC	0.82	1775	2	Office building	1157293
24	90 Broadway	Ruthen Limited	7.30	122188	1	Shopping center	2218525
25	81 Broadway	Gerome Holdings, Inc	0.75	4544	1	1 use small bldng	183028
26	50 Broadway	Amerada Hess Corporation	0.43	896	1	Gas station	138658
27	47 Broadway	B&J Partners Group, LLP	3.00	2400	2	Manufacturing	554631
28	35 Broadway	SBKJ Associates	2.30	2135	1	Vacant community	160000
29	800 North Pearl St	800 North Pearl LLC	10.20	141773	3	Office building	6200000
30	1373 Broadway	Albany International				Manufacturing	

Appendix F – Menands Empire Zone Map



Appendix G – Funding and Eligibility Guidelines for Economic Incentive Programs

NY Main Street Program:

Eligible Applicants – Eligible applicants include not-for-profit community-based organizations, business improvement districts, and other entities incorporated pursuant to the Not-for-Profit Corporation Law that will serve as Local Program Administrators (LPAs). LPAs will assume administrative responsibility for evaluating and selecting projects to be assisted, ensuring that NYMS Program funds are expended in accordance with all State and local laws, and for meeting the program’s public purpose. Such entities shall have been in existence for at least one year prior to contract execution. NYMS Program funds will be awarded on a competitive basis, with a maximum per contract of \$200,000. Applicants will be given a period of up to two years to complete their contract.

Eligible Areas – The local NYMS Program must be carried out in a concentrated target area (generally no more than three contiguous blocks) that has experienced sustained physical deterioration, decay, neglect, or disinvestment, and has a number of substandard buildings or vacant residential or commercial units. The target area must be located in a service area in which more than 50% of the residents earn less than 80% of the area median income of the surrounding community or which has been designated by a State or federal agency as an eligible area for the purposes of a community or economic development program. Buildings within the district or the district itself may also be eligible to be listed on the National Register of Historic Places or for local or State historic designation. Proposed service areas that are within officially designated service areas of Neighborhood or Rural Preservation Companies, for example, are considered eligible.

Eligible Activities – The following activities can be funded in part through the NYMS Program:

- *Façade Renovation* - Matching grants of up to \$10,000 per building, but not to exceed 50% of total cost, can be provided to owners for façade renovations.
- *Building Renovation* - Matching grants of up to \$50,000 per building, but not to exceed 50% of total cost, can be provided to owners for renovation of commercial/civic space on first floor and residential units above.
- *Downtown Anchors* - Matching grants of up to \$100,000 per building, but not exceeding 25% of project cost, can be provided to owners to help establish or expand cultural or business anchors that are identified in a local plan as key to the revitalization effort. Developments that incorporate residential units on the upper floors will receive priority for funding.

- *Streetscape Enhancement* - Grants of up to \$25,000 for programs to plant trees and other landscaping, install street furniture and trash cans, provide appropriate signs in accordance with a local signage plan, and other appurtenant activities. Street lighting may be eligible for funding where applicants can satisfy all feasibility issues. A streetscape enhancement grant will only be awarded if it is ancillary to a program providing building renovation or downtown anchor grants.

National Grid:

Building Ready Upstate Program

- Program funds may only be used for up to 75% of total costs for building drawings, design work, and marketing.
- Priority will be given to projects that have a sufficient amount of funding committed.
- Priority will be given to applicants who have aggressive marketing plans designed to attract new businesses.
- Grant amounts will be limited to a maximum of \$30,000 and cannot exceed 75% of the total project cost.

Industrial Building Redevelopment Program

- Program funds may only be used to offset 50% of costs associated with upgrading, segregating or otherwise making the building(s)' electric and/or gas infrastructure more suitable for occupancy by new qualified tenants. This could include costs associated with planning, design, engineering, and construction costs associated with new infrastructure.
- Priority will be given to applicants who furnish aggressive marketing plans designed to attract new businesses to the redevelopment facility.

Brownfield Redevelopment Assistance Program

Application requests may include but are not limited to the following:

- Demolition
- Electric & gas infrastructure improvements
- Costs associated with the local match for NYS DEC Environmental Restoration Program (ERP) and the Brownfield Opportunity Area Program (BOA).

Funding and Eligibility Guidelines:

- Program funds may only be used for up to 10% of total redevelopment costs for the site or building.
- National Grid will commit dollars contingent upon the successful awarding of the grant, but will not release funding until all required project funding is in place.
- Maximum grant allowable for a project is \$200,000 per annum per site.
- Municipalities may apply separately to the program for distinct uses in following years but no communities may receive more than \$300,000 total per site.

Urban Center/Commercial District Revitalization

Application requests may include the following activities:

- Electric and gas infrastructure and lighting installations associated with pedestrian corridor improvements, site preparation, and building rehabilitation
- The development of pre-construction drawings to advance an urban redesign plan associated with lighting improvements is also eligible, to the maximum extent possible lighting designs will promote energy efficiency

Funding and Eligibility Guidelines:

- Program funds may only be used to offset 33% of costs (3:1 funding match required) associated with planning, design, engineering, and construction costs related to the enhancement of an Urban Center/Commercial District involving lighting projects.
- Priority will be given to applicants who demonstrate smart growth strategies and partnerships designed to attract new investment and jobs in the urban core.
- Eligible projects must be endorsed by appropriate municipal authorities and tied to specific investments in vacant/underutilized structures and sites within the urban core.
- Projects that capitalize on the distinctive character of historic city neighborhoods and demonstrate an aggressive approach toward attracting retail pioneers and reclaiming vacant structures will be considered favorably in the application process.

Main Street/Commercial District Revitalization

Application requests may include the following:

- Development of pre-construction documents that advance an existing community accepted design plan
- Site preparation and construction of commercial and industrial adaptive re-use projects
- Renovation and rehabilitation of commercial, industrial, or mixed-use buildings under 100,000 square foot

Funding and Eligibility Guidelines:

- This program is not intended to provide funds for civic facilities.
- Projects must be located in an underutilized central business district/commercial area.
- The building itself should be vacant or within a commercial area that has a vacancy rate of at least 50%.
- Projects that demonstrate job creation and the ability to stimulate ancillary public and private investment will be reviewed favorably in the evaluation process.
- Applications showing commitments from public funding resources such as the Governor's Office of Small Cities and Empire State Development are encouraged.
- Program funds may only be used to offset 50% of costs (1:1 funding match required).

Restore NY Communities Initiative:

Eligibility Guidelines:

- All projects require no less than 10 percent of the award amount in matching contributions. Cash and in-kind contributions are allowed.
- Strong emphasis will be placed on projects from economically distressed communities.
- Priority will be given to projects that leverage other state or federal redevelopment, remediation, or planning programs included Brownfield Opportunity Areas and Empire Zones.
- Strong emphasis will also be placed on project feasibility, project readiness, transportation and utility readiness, and environmental readiness.
- Applicants that can demonstrate that plans are in place, project financing has been committed, and that the project is expected to start within a year will be considered more competitive.
- Individual properties must be bundled into a definable project.

Funding:

- Municipalities under 40,000 people are limited to one project of up to \$2.5 million in funding.
- Maximum allowance of \$20,000 for residential demolition/deconstruction.
- Maximum allowance of \$100,000 for residential rehabilitation/reconstruction.
- Maximum allowances per square foot for commercial demolition:
 - Structural Steel - \$6.47
 - Reinforced Concrete - \$8.00
 - Masonry Walls - \$5.08
 - Wood or Steel - \$4.43
 - Metal Bents or Columns - \$4.25
- Maximum allowances per square foot for commercial construction:
 - Office:
 - Structural Steel - \$161.23
 - Reinforced Concrete - \$149.76
 - Masonry or Concrete - \$105.37
 - Wood/Steel Studs - \$97.73
 - Light Manufacturing:
 - Structural Steel - \$80.90
 - Reinforced Concrete - \$74.15
 - Masonry Walls - \$47.88
 - Wood/Steel Studs - \$43.97
 - Retail/Mixed:
 - Masonry or Concrete - \$83.28
 - Wood/Steel Studs - \$77.51
- Maximum allowances per square foot where certain hazardous materials are present for demolition or reconstruction:
 - Asbestos Abatement - \$41.75
 - Lead Removal - \$13.23

Endnotes:

¹ Form-Based Zoning Codes:

Form-Based Zoning is an innovative zoning technique which focuses on shaping the form of the built environment rather than on the uses in it. It puts primary emphasis on the physical form of the built environment directed towards the creation of a specific type of place. Traditional land use regulations tend to encourage a separate-use, auto-dependent pattern of development which does not enhance today's society.

This option is being explored due to its ability to tie together many of the recommendation from the Broadway Corridor Master Plan and incorporate the Village Design Guidelines as standards into a singular land-use based tool. Many of the reports recommendations are facial in quality; speaking more about the aesthetic appeal of the Village rather than land use considerations. This current report is an effort to find solutions on how to go about funding the economic development of the Village through incentive options and key parcel identification. Form-based zoning is capable of focusing all pieces of the development puzzle within one particular framework.

Form-based zoning came about as a response to use-based zoning's inability to define and create character and walkable, mixed use communities. It has begun to be used in higher growth areas throughout the country including the City of Saratoga Springs. Those communities who choose to enact this zoning have greater control over their desired character at the neighborhood level.

The focus of form-based zoning is on building exteriors, the placement of buildings on lots, the nature of streets, and public spaces. Land use is secondary to design in the format of this type of code. Its gives municipalities the ability to prohibit certain uses without necessarily stating which types are allowable. They tend to be most useful in urban centers but have also been used in existing or new village centers. This type of zoning can be implemented as a mandatory zone or an overlay district depending upon the individual municipalities land use goals. Incentives are often offered in the form of faster permitting or higher density development; making pedestrian-oriented, mixed-use development more attractive towards developers.

The advantages of form-based codes have been identified as creating better results on the ground, stronger connections between plans and regulations, effective illustration of building rules, and greater consistency of the built environment with stated community desires.

² Description of NYS Real Property Tax Law, Section 485-b:

Section 485-b of the Real Property Tax Law authorizes a partial exemption from real property taxation for commercial, business, or industrial property constructed, altered, installed or improved subsequent to July 1, 1976 or a later date as specified in a county's, city's, town's, or village's local law or in a school district's resolution. The cost of such construction, alteration, installation or improvement must exceed \$10,000 or a higher minimum, not to exceed \$50,000, as may be provided in such local law or resolution. Ordinary maintenance and repairs do not qualify for exemption. The property must not be receiving or have received any other exemption authorized by the Real Property Tax Law with respect to the same improvements, unless during the period of the prior exemption, payments in lieu of taxes were made in amounts that were at least equal to the taxes that would have been paid had the property been receiving the section 485-b exemption. Municipalities may limit the exemption to specific geographic areas and to sectors and sub sectors of businesses as defined in the North American Industry Classification System.

³ Description of Benefits of the NYS Empire Zone Program:

This program was established in 1986 to encourage growth and expansion of new and existing business in economically depressed areas by attracting businesses, investment, and creating new jobs. The Menands Empire Zone is located on New York Route 32, just minutes away from Downtown Albany. The zone, consisting of a mix of retail, manufacturing, distribution, and commercial office space, is at the center of the Village's redevelopment plan.

- *Wage Tax Credits (WTC)* – It is a credit for new or increased Empire Zone created positions/employees. The credit amount varies by the employee's salary.
- *Investment Tax Credits (ITC)* – It is available to manufacturing and financial service businesses which purchase production equipment for each time qualified equipment is purchased. C-Corps receive ten percent of their investment in tangible property for a year while S-Corps, partnerships, and individuals receive eight percent of their investment.
- *Employment Incentive Credit (EIC)* – It is a credit that equals thirty percent of Investment Tax Credit for three years immediately following the year the Empire Zone investment tax credit was allowed.
- *Utility Rate Reduction* – Those businesses that locate or expand their operations in an Empire Zone may receive significantly reduced rates on utilities. The credit is based on the increase of usage and is calculated by the utility company.
- *Zone Capital Credits* – The credit calculates to twenty-five percent of the investments/contributions against personal or corporate income taxes. Sales Tax Refunds – The credit is based on the rebate of the State or local portion sales tax for building materials that are incorporated into a qualifying commercial or industrial structure being constructed, expanded, or rehabilitated.
- *Real Property Tax Exemption for Improvements or New Construction* – It is a ten year abatement of local property taxes based on improvements to property by the percent of abatement and longevity.
- *Tax Reduction Credit (Income Tax Credit)* – It is applied against corporate taxes or personal taxes on a formula based on increased employment and the percent of NYS real property taxes paid on the Zone property. The maximum credit is ten years at one-hundred percent and then decreasing twenty percent each year thereafter and is available up to fourteen years.
- *Real Property Tax Credit* – It is a refundable credit based on the percentage increase in employment and is factored with the amount of property taxes paid.
- *Sales Tax Exemption* – A company must register with the NYS Department of Taxation and Finance to receive a tax exempt certificate. Tangible personal properties and services that are sold to qualified businesses are eligible for an exemption of the NYS and local tax percentages.

⁴ Industrial Development Agencies:

Low-Cost Financing Assistance via Industrial or Civic Revenue Bonds – IDAs can purchase land and/or improvements in a project or equipment using the proceeds of bonds sold by the IDA. Under a separate agreement, the business leases the facilities from the IDA and the lease payments are pledged to retire the bond obligations.

Real Property Tax Savings – Real property owned by an IDA is exempt from local property taxes. Payments in lieu of taxes are negotiated with the businesses and developers to provide full or partial remuneration to one or more of the taxing jurisdictions. Project beneficiaries can take advantage of the five-year declining exemption under Section 485-b of the New York State Real Property Tax Law.

Mortgage Recording Tax – Mortgages on IDA properties are exempt from the New York State Mortgage recording Tax.

Sales Tax Savings – Purchases of supplies and materials for IDA projects are exempt from New York State and local sales taxes.

Town of Colonie IDA – Supports industrial developments along significant gateways in the town, does not support retail services, interested in Route 32 at a significant gateway to the town, and efforts are in progress to create a community development corporation with a revolving loan fund for new businesses to locate in the town.

⁵ The WG also interviewed Elizabeth Staubach of the Albany County Economic Development Department. She emphasized that the County IDA preferred to direct projects to the local IDA, and, generally, did not insert itself in the economic development process in this regard.

⁶ It should be noted that the Executive Director strongly suggested against adopting or becoming subject to the Town's site or building code provisions. However, consistency in interpretation and implementation of such code and regulations are essential for economic development.