

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### Introduction

Based primarily on the goals and objectives, the Action Plan is designed to answer the question, “How do we get there?” It describes the recommended actions that will allow Greene County and its partners to achieve identified goals and objectives and turn the potential for improvement (i.e., as expressed in the vision statement) into reality. The Action Plan also assigns responsibility, resources, and time frames and establishes priorities for implementation.

In this document, the term “actions” is used to refer to the strategies, activities, projects, and programs recommended in the Comprehensive Economic Development Plan. On the following page is an explanation of the categories used in describing each of the recommended actions as well as abbreviations of referenced agencies and organizations.



# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Explanation of Categories</b>	
<b>Strategy/Action</b>	Strategy, action, or initiative description
<b>Time Frame</b>	<i>Ongoing</i> (already in place and/or continuing); <i>Short-Term</i> (less than 2 years); <i>Mid-Term</i> (2-5 years); or <i>Long-Term</i> (5 years or more).
<b>Goal-Objective</b>	Reference to the number of the goal and objective with which the strategy, action, or initiative is aligned.
<b>Region</b>	Countywide, or focused on one or more subregions: Historic River Towns, Valley Towns, or Mountaintop Towns.
<b>Responsible Lead Agency</b>	Agency (or agencies) to be charged with implementation.
<b>Potential Public or Private Partners</b>	Public and/or private partners, agencies, etc. to be involved or to assist with implementation.
<b>Funding Sources</b>	Potential sources of funding for implementation, including local, state, federal, private, foundations, etc.
<b>Comments</b>	Where applicable, additional issues or explanation.

<b>Lead Agency, Partners, and Funding Source Abbreviations</b>	
<b>CGCC</b>	Columbia Greene Community College
<b>CWC</b>	Catskill Watershed Corporation
<b>ESDC</b>	Empire State Development Corporation
<b>GC CCE</b>	Greene County Cornell Cooperative Extension
<b>GCCC</b>	Greene County Chamber of Commerce
<b>GCDPED</b>	Greene County Department of Planning & Economic Development
<b>GCIDA</b>	Greene County Industrial Development Agency
<b>GCR&amp;HA</b>	Greene County Resort & Hospitality Association
<b>GCSWCD</b>	Greene County Soil & Water Conservation District
<b>GCTP</b>	Greene County Tourism Promotions Department
<b>GLT</b>	Greene Land Trust
<b>Municipalities</b>	Towns and Villages in Greene County
<b>NYC DEP</b>	New York City Department of Environmental Protection
<b>NYS DEC</b>	New York State Department of Environmental Conservation
<b>NYS DHCR</b>	New York State Division of Housing & Community Renewal
<b>NYS DOL</b>	New York State Department of Labor
<b>NYS DOS</b>	New York State Department of State
<b>NYS DOT</b>	New York State Department of Transportation
<b>NYSED</b>	New York State Education Department
<b>NYS OPRHP</b>	New York State Office of Parks, Recreation, & Historic Preservation
<b>USDOLETA</b>	U.S. Department of Labor, Employment & Training Administration
<b>WIB</b>	Workforce Investment Board (Columbia-Greene)
<b>WIO</b>	Workforce Investment Office (Columbia-Greene)

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### ACTIONS: BUSINESS DEVELOPMENT & TARGET INDUSTRY ATTRACTION

<b>Action 1.1</b>		
Continue to implement a formal Business Retention and Expansion (BR&E) program, with site visits on an annual basis.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	1a	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	GCIDA	
<b>Funding Source(s):</b>		
Existing department and agency resources		
<b>Comments:</b>		
As the number of companies grows, consider assigning staff according to specific target industry sectors.		

<b>Action 1.2</b>		
Provide technical assistance to assist businesses in addressing environmental or natural resource issues related to business development or expansion.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	1a, 1b	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCSWCD	GCDPED	
<b>Funding Source(s):</b>		
Greene County Legislature		

<b>Action 1.3</b>		
Continue to work with funding institutions and banks to develop financing and loan packages for new and existing businesses within the County.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	1a, 1b, 1d	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	Realtors, banks	
<b>Funding Source(s):</b>		
Banks; existing department and agency resources		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 1.4		
Provide technical assistance, including access to specialized consultants, to existing businesses for assistance in all aspects of business development: financial, management, marketing, etc.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1a, 1d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Mid-Hudson Small Business Development Center, WIB, CGCC, BOCES/Questar	
Funding Source(s):		
Existing department and agency resources; Governor's Office for Small Cities		

Action 1.5		
Develop a Greene Ambassador Program for the business community by providing outreach, developing leadership skills, and supporting a positive image of Greene County.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1a, 1d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCCC	Local businesses, local school districts, local chambers of commerce, GCR&HA	
Funding Source(s):		
In-kind		

Action 1.6		
Work with the newly formed Hudson Valley Agri-Business Development Corporation to support, enhance and promote sustainable agricultural enterprises.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	1a, 1d, 1f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GC CCE, , GCSWCD, Greene County Agriculture and Farmland Protection Board, Columbia Hudson Partnership, American Farmland Trust, adjacent Hudson Valley counties	
Funding Source(s):		
None required until specific projects are identified		
Comments:		
The new corporation is charged with attracting new agri-businesses and helping existing farmers and agriculture-related businesses thrive. Currently funded by Columbia and Orange Counties, the organization may eventually grow to include other Hudson Valley counties.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 1.7		
Consider adding local farms to the BR&E visitation program and working with other partners, such as Cornell Cooperative Extension, to assist with agri-business retention and expansion efforts.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	1a, 1d, 1f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GC CCE, GCSWCD, Greene County Agriculture and Farmland Protection Board, American Farmland Trust, NYS Department of Agriculture and Markets	
Funding Source(s):		
Existing department and agency resources		

Action 1.8		
Conduct target attraction marketing to medical/health care providers. Seek out state incentives and programs to attract new health care facilities, especially in the mountaintop communities.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	1a, 1d, 5a	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCIDA	
Funding Source(s):		
ESDC, Governor's Office for Small Cities		

Action 1.9		
Conduct target attraction marketing to the identified strategic and targeted industries specified in the Comprehensive Economic Development Plan.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCIDA	GCDPED, Regional economic development partners, municipalities	
Funding Source(s):		
Existing department and agency resources		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 1.10		
Publish a summary of loans and incentives for target industries in a formal brochure.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	1b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA		
Funding Source(s):		
Existing department and agency resources		

Action 1.11		
Encourage mixed-use development in appropriate locations.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities	
Funding Source(s):		
None required		

Action 1.12		
Continue to partner with CEG, HVEDC, and other regional organizations to promote business development services.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1b, 1c, 1e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCIDA	GCDPED, Center for Economic Growth, Hudson Valley Economic Development Corporation, NYSEG, Central Hudson, ESDC, Verizon, CWC, CSX, et al	
Funding Source(s):		
Existing department and agency resources, utility partners		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 1.13		
Work with local municipalities on action-specific business development projects.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1b, 1c, 1e	Initially, Mountaintop and Valley Towns
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA	Municipalities, GCSWCD	
Funding Source(s):		
None required until specific projects are identified		

Action 1.14		
Work with local municipalities to site small business parks that fit in appropriately with the character of each community, particularly in the mountaintop communities.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	1b, 1c, 1e, 6b, 6c	Initially, Mountaintop and Valley Towns
Lead Agency:	Potential Public & Private Partners:	
GCIDA, GCDPED	Municipalities	
Funding Source(s):		
ESDC, Governor's Office for Small Cities; municipal bonding		

Action 1.15		
Explore the potential for a business incubator, such as a food processing incubator / shared community kitchen facility to provide space, equipment and training for prospective entrepreneurs who have an idea for a product but lack the means of getting it to market.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	1b, 1d, 1f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA	Municipalities, GCSWCD, GLT, GC CCE	
Funding Source(s):		
TBD		
Comments:		
The Greene Land Trust is interested in acquiring a farm and subdividing it for communal use (similar to the Intervale in Burlington). Catskill's Comprehensive Plan also presents the concept of a food incubator.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 1.16		
Develop specific implementation and financial policies for Greene County attraction and incentive programs to new and existing businesses in the County.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	1c, 1f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCIDA, GCDPED	GC Legislature	
Funding Source(s):		
Existing department and agency resources		

Action 1.17		
Continue to enhance, improve and implement the County's Microenterprise Assistance Program (MAP). Ensure a process of continuous improvement through ongoing staff training, the study of best practices and client feedback (survey and focus group discussions). Make programmatic changes and establish a system for tracking business results to be used for benchmarking. Strive to make the Greene County MAP a national model.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GC Legislature	
Funding Source(s):		
Existing department and agency resources, Governor's Office for Small Cities		

Action 1.18		
Provide networking opportunities to support entrepreneurship and small business growth.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCCC	Chambers of Commerce	
Funding Source(s):		
None required		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 1.19		
Provide money saving opportunities (such as the Energy Alliance, health insurance, member-to-member discounts, etc.) to support entrepreneurship and small business growth.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCCC	Chambers of Commerce	
Funding Source(s):		
GCCC budget		

Action 1.20		
Seek partnerships with local businesses to redevelop underutilized or vacant buildings.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term to Mid-Term	1d, 4e	Countywide, with specific targets by subregion
Lead Agency:	Potential Public & Private Partners:	
GCIDA, GCDPED	Local businesses, realtors	
Funding Source(s):		
Governor's Office for Small Cities; private		

Action 1.21		
Work with other chambers on projects that foster economic growth in the Hudson Valley Region (such as the Buy Local Expo).		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	1e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCCC	Chambers of commerce	
Funding Source(s):		
None required until specific projects are identified		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Action 1.22</b>		
Continue to provide financial incentives and technical assistance to businesses for expansion of facilities and employment.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	All	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED, GCIDA	ESDC, Governor's Office for Small Cities, CWC, private sector	
<b>Funding Source(s):</b>		
Existing Quantum Fund, Microenterprise Assistance Program, and Tourism Enhancement Program; IDA bonds; Governor's Office for Small Cities and other state programs		

<b>CROSS-REFERENCED ACTIONS</b>	
Inventory sites and buildings for prospect calls, especially for small businesses.	
<b>Goal-Objective(s):</b>	6b, 6c, 1b
<b>Cross-Referenced With:</b>	<b>INFRASTRUCTURE AND FACILITIES DEVELOPMENT</b>
Continue County initiatives to develop and promote regional "destination retail" facilities and downtown main street shopping districts consistent with community needs and desires.	
<b>Goal-Objective(s):</b>	5d, 2b, 2g, 1b
<b>Cross-Referenced With:</b>	<b>QUALITY OF LIFE</b>
Develop a "Buy Local" initiative to enhance support for Greene County farms and other locally-owned businesses and increase awareness of the benefits of purchasing local products.	
<b>Goal-Objective(s):</b>	5d, 1d, 1f, 4f
<b>Cross-Referenced With:</b>	<b>QUALITY OF LIFE</b>

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### ACTIONS: TOURISM

Action 2.1		
Develop guidelines for the creation of unique, yet uniform signage to designate tourism areas throughout the County.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2a	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCTP	Municipalities, Chambers, GCTP, NYS DOT (state routes), NYS DEC (Catskill Park), NYC DEP (NYC watershed)	
Funding Source(s):		
County budget, municipalities		
Comments:		
May include Greene County gateway signs, sign directories, etc. Signage guidelines will need to be adopted at the municipal level; see Land Use actions. Will need to work with the NYS Department of Transportation on state routes.		

Action 2.2		
Develop more things to do to complement and/or as an alternative to skiing, hiking, and other outdoor activities.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2a, 2b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP	Municipalities, private sector, not-for-profit organizations, chambers of commerce	
Funding Source(s):		
Existing department and agency resources, I Love NY Matching Fund Program, municipalities, private, not-for-profit		
Comments:		
Could encompass diverse activities depending on the season: wildlife and plant walks, live music, history-themed tours, eco-tourism, etc. See also Action 2.7.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Action 2.3</b>		
Consider additional set-aside of Main Street Revitalization Program funds for enhancing important community gateways.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2a, 2b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities, property owners, chambers of commerce	
Funding Source(s):		
Main Street Revitalization Program, municipalities, private and in-kind		
Comments:		
Visitors' first impressions are important.		

<b>Action 2.4</b>		
Continue reinvestment in Main Street areas and village centers.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	2a, 2b, 2g	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	municipalities, property owners, chambers of commerce	
Funding Source(s):		
Existing Main Street Revitalization Program, municipalities, private		

<b>Action 2.5</b>		
Develop large-scale tourism destination facilities for use by both visitors and residents and as amenities for economic development attraction (this could include but is not limited to year-round indoor and outdoor multi-use recreational facilities, YMCA, performing arts center, sports complex, motorsports, water parks, etc.).		
Timeframe:	Goal-Objective(s):	Region:
Ongoing/Short-Term	2a, 2b, 5c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA	Investors and business owners, foundations, not-for-profits	
Funding Source(s):		
Private, with potential for funding assistance through existing County resources such as the Quantum Fund, Governor's Office for Small Cities.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 2.6		
Continue to conduct familiarization tours and work with travel writers to improve the image of "The Catskills" and what's happening in Greene County.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	2a, 2c, 2h	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP, GCDPED	Private sector where necessary	
Funding Source(s):		
Existing department and agency resources		

Action 2.7		
Develop a program to generate a schedule of activities that can be published on a monthly basis in an easily-reproducible format and distributed to lodging venues.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2a, 2d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP	Chambers of commerce, not-for-profit organizations, Greene County Historical Society, GCSWCD, GC CCE, others	
Funding Source(s):		
Existing department and agency resources, GC Legislature, others TBD		
Comments:		
It is important to have a central schedule that visitors can check to see what may be going on that is of interest to them. If organizations could commit to hosting 2-3 events or activities per month, the County could also develop an impressive schedule with more things to do. See also Action 2.2.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 2.8		
Increase tourism promotion for special events in the spring and fall to boost lodging occupancy in the off-season/shoulder season.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2a, 2f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP	Private sector, not-for-profit organizations, chambers of commerce	
Funding Source(s):		
Existing department and agency resources, I Love NY Matching Fund Program, municipalities, private, not-for-profit		
Comments:		
Consider developing an annual event that is unique to Greene County, perhaps a connection with area history, culture, and/or agriculture. Fall events could include Harvest Festivals and corn mazes.		

Action 2.9		
Enhance and promote opportunities for agri-tourism, eco-tourism, and nature-based tourism.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	2a, 2f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP	GCDPED, GC CCE, municipalities, private sector, chambers of commerce and business organizations, Greene County Agriculture and Farmland Protection Board, American Farmland Trust, NYS Department of Agriculture and Markets, et al	
Funding Source(s):		
Existing department and agency resources		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 2.10		
Enhance visibility of and/or access to natural resources for outdoor recreation, including walking, birding, fishing, and other activities, particularly outside the Catskill Forest Preserve.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	5a, 5c	Historic River Towns, Valley Towns
Lead Agency:	Potential Public & Private Partners:	
GCTP, GCDPED	GLT, GCSWCD, Scenic Hudson, NYS DEC, municipalities, others	
Funding Source(s):		
NYS Environmental Protection Fund, GCIDA [for grasslands adjacent to business parks], private, not-for-profit		
Comments:		
Need to identify and target specific sites for acquisition and/or easements, interpretive signage, trail development, etc.		

Action 2.11		
Attract prospective and existing entrepreneurs to establish and operate tourism-related businesses, including lodging facilities.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCIDA, GCTP, GCR&HA, private sector, chambers of commerce and business organizations	
Funding Source(s):		
Existing department and agency resources, chambers of commerce and business organizations		
Comments:		
Primarily a marketing effort to attract qualified entrepreneurs and encourage new investment		

Action 2.12		
Continue reinvestment in lodging facilities and tourist attractions.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	2b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCIDA, private sector	
Funding Source(s):		
Existing Tourism Enhancement Program, IDA incentives, private		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Action 2.13</b>		
Develop a plan to get every lodging facility in the County connected via e-mail and a website. Encourage lodging facilities to orient their web sites and marketing to best match the type of customers they are trying to attract.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2b, 2c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP, GCDPED	GCR&HA, private sector, chambers of commerce	
Funding Source(s):		
Existing County Promotion of Industry budget, existing Tourism Enhancement Program; private		
Comments:		
GCDPED has conducted seminars on e-marketing to engage the lodging industry. Consider an E-Commerce Grant Program to assist businesses with the cost of establishing or improving a website.		

<b>Action 2.14</b>		
Utilize e-mail marketing to visitors to build relationships and encourage repeat visitation.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2b, 2c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP	Private sector	
Funding Source(s):		
Minimal investment required; mostly in-kind		
Comments:		
The advent of Internet-based e-mail marketing services such as Constant Contact, SubscriberMail, and PatronMail (to name a few examples) has made the creation of professional e-mail newsletters and announcements easy and relatively inexpensive. Several organizations in Greene County already use e-mail to market themselves; others should be encouraged to do so.		

<b>Action 2.15</b>		
Conduct a market feasibility study to determine the number, size, and location of needed conference facilities in Greene County.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2b, 2e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCIDA, Private sector	
Funding Source(s):		
Promotion of Industry Funds, private; possibly a legislative member item (estimated \$50,000-\$100,000 study)		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Action 2.16</b>		
Attract appropriately scaled and designed hotels to accommodate large groups, meetings, and bus tours, especially on the mountaintop.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Mid-Term	2b, 2e	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	GCIDA	
<b>Funding Source(s):</b>		
Existing department and agency resources, private		
<b>Comments:</b>		
Could be an outcome of the conference center feasibility study described above		

<b>Action 2.17</b>		
Develop and enhance active bicycle and pedestrian activities and publicize the existing activities to residents and tourists.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Mid-Term	2b, 2f, 5c	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
Rails to Trail volunteers	Municipalities, GCDPED, GCTP	
<b>Funding Source(s):</b>		
NYS Environmental Protection Fund, other grants		

<b>Action 2.18</b>		
Increase the number of tourism-related retail shops and restaurants, particularly on the Mountaintop.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Short-Term	2b, 2g	Mountaintop Towns
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	GCIDA, GCTP, private sector, chambers of commerce and business organizations	
<b>Funding Source(s):</b>		
Existing County Promotion of Industry/Business Attraction Initiative, chambers of commerce and business organizations; possibly Governor's Office for Small Cities		
<b>Comments:</b>		
There is a need to develop a critical mass of retail amenities and services to satisfy visitor demand. Retail facilities targeted to tourists should be small-scale and consistent with the character of Greene County's "Main Streets" and village centers. Marketing for retail recruitment is currently conducted on a limited basis via the Business Attraction Initiative, but could be expanded.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 2.19		
Develop partnerships with educational institutions to provide technical support and formal training to tourism-related retail and service businesses.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2b, 2g, 3a, 3e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, WIO, CGCC	GCTP, private sector	
Funding Source(s):		
Workforce Investment Act resources with contributions from County		
Comments:		
Consider the feasibility of developing a formal partnership with an institution such as Cornell University because of its expertise in the areas of culinary and accommodations development and management. Could also provide training modeled after the Finger Lakes Tourism Training program.		

Action 2.20		
Pursue new ethnic and international markets more aggressively.		
Timeframe:	Goal-Objective(s):	Region:
Long-Term	2b, 2h	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP, GCDPED	GCR&HA, private sector	
Funding Source(s):		
Existing department and agency resources; existing County Promotion of Industry budget for technical assistance and training workshops for owners of lodging facilities and other tourism-related businesses		

Action 2.21		
Implement an entry-level tourism workforce training program to increase the skill level of potential workers for the region's tourism industry.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2b, 3e	Countywide
Lead Agency:	Potential Public & Private Partners:	
WIO, CGCC	GCDPED	
Funding Source(s):		
Workforce Investment Act		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Action 2.22</b>		
Maintain a vibrant and interactive Greene County Tourism website to increase the number of "hits" on the website from search engines.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP	GC IT, Data Processing	
Funding Source(s):		
Existing department and agency resources		

<b>Action 2.23</b>		
Continue to cultivate the arts, historic and cultural resources in Greene County, and encourage appropriate connections with large cultural venues.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP	Private sector, not-for-profit organizations (e.g., Catskill Mountain Foundation, historical societies), chambers of commerce	
Funding Source(s):		
Existing department and agency resources, I Love NY Matching Fund Program, municipalities, private, not-for-profit; grants for specific initiatives		

<b>Action 2.24</b>		
Consider reviving the Rip Van Winkle persona as part of Greene County's branding efforts.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP, GCDPED	TBD	
Funding Source(s):		
TBD		
Comments:		
Could be part of an overall brand and identity development effort		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 2.25		
Designate additional themed "trails" or self-guided tours to introduce visitors to key natural, historic, and/or cultural assets of Greene County.		
Timeframe:	Goal-Objective(s):	Region:
Long-Term	2d, 2e, 2f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP	Municipalities, private sector, not-for-profit organizations, chambers of commerce	
Funding Source(s):		
Municipalities, private, not-for-profit; may be grant funding available (e.g., NYS Council on the Arts)		

Action 2.26		
Encourage hotels and restaurants to incorporate elements of Greene County's cultural heritage, local folklore, etc. in their décor, on menus, etc.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2d, 2h	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP, GCCC	GCR&HA, private sector, chambers of commerce	
Funding Source(s):		
None required		
Comments:		
Supports Greene County's image/identity and possibly branding in the future.		

Action 2.27		
Add sales staff to the Greene County Tourism Promotion Department to cultivate the meetings and conferences market and promote motorcoach tour packages.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GC Legislature	GCTP	
Funding Source(s):		
County budget		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 2.28		
Investigate the viability of a shuttle service linking the ski areas, hotels, and village centers in Hunter, Tannersville, and Windham during the ski season.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2g	Mountaintop Towns
Lead Agency:	Potential Public & Private Partners:	
Ski areas, local foundations	Municipalities, chambers of commerce	
Funding Source(s):		
TBD		
Comments:		
May need to wait until greater critical mass is established in each community		

Action 2.29		
Contract with an independent company to establish standard metrics/benchmarks to evaluate tourism and summarize the economic impact of the tourism industry on a regular basis.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	2i	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP, GCDPED	Private sector	
Funding Source(s):		
County budget		

Action 2.30		
Increase capacity of County resources dedicated to tourism and Main Street-related business attraction and development.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	All	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GC Legislature, GCTP	
Funding Source(s):		
County budget		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 2.31		
Establish an ongoing Tourism Advisory Committee appointed by the Legislature to regularly review the progress of tourism planning and initiatives.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	All	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCTP, GC Legislature, GCDPED	GCR&HA, municipalities, private sector; possibly chambers of commerce and business organizations	
Funding Source(s):		
None required except in-kind		

Action 2.32		
Recognizing that labor shortages will intensify in certain industries, partner with local businesses to facilitate the employment of foreign-born workers to Greene County in support of tourism and emerging technologies.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	2b, 3c, 3e	Countywide
Lead Agency:	Potential Public & Private Partners:	
Local businesses	GCDPED, WIO, NYS DOL	
Funding Source(s):		
None required		
Comments:		
The County cannot rely on graduates from area high schools to meet all of its future labor needs, as the number of graduates is shrinking. While the County will continue to assist local residents who want to work, industries such as tourism often need to bring in students from overseas to fill seasonal positions. Agriculture, forestry, and construction have also experienced labor shortages and will likely continue to need migrant workers.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>CROSS-REFERENCED ACTIONS</b>	
Continue County initiatives to develop and promote regional "destination retail" facilities and downtown main street shopping districts consistent with community needs and desires.	
<b>Goal-Objective(s):</b>	5d, 2b, 2g, 1b
<b>Cross-Referenced With:</b>	<b>QUALITY OF LIFE</b>
Develop recreational trail systems that connect various communities and existing trails, such as the Rip Van Winkle Golf Trail, Art Trail, greenways, scenic byways, snowmobile trails, etc.	
<b>Goal-Objective(s):</b>	5c, 2b, 2f
<b>Cross-Referenced With:</b>	<b>QUALITY OF LIFE</b>



# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### ACTIONS: WORKFORCE DEVELOPMENT

Action 3.1		
Continue to offer career expos and job fairs to provide information about career development opportunities and link job seekers with local businesses.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	3a, 3b	Countywide
Lead Agency:	Potential Public & Private Partners:	
WIO, local school districts	Local businesses, chambers of commerce and business organizations	
Funding Source(s):		
Existing department and agency resources		

Action 3.2		
Assess the funding requirements needed by Columbia-Greene Community College to develop additional courses to help meet the workforce needs of Greene County target industries.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	3a, 3b, 3c, 3f	Countywide
Lead Agency:	Potential Public & Private Partners:	
WIB, CGCC	GCDPED, GCIDA, WIO, GCIDA, GC Legislature	
Funding Source(s):		
GC Legislature, NYS DOL, USDOLETA		

Action 3.3		
Increase experiential learning opportunities, particularly in math, science, and technology, to introduce high school students to various careers and strengthen the development of a skilled and knowledgeable workforce.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term/Long-Term	3a, 3c, 3f, 5b	Countywide
Lead Agency:	Potential Public & Private Partners:	
Local school districts	GCIDA, GCDPED, WIO, BOCES, local businesses	
Funding Source(s):		
GC Legislature, NYSED, NYS DOL, USDOLETA, local school districts		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 3.4		
Develop career exploration and internship programs to expose high school students to targeted industries in Greene County and provide them with "real-world" work experience at local businesses.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	3a, 3c, 3f, 5b	Countywide
Lead Agency:	Potential Public & Private Partners:	
Local school districts	Local businesses, WIO, CGCC, GCDPED, GCIDA	
Funding Source(s):		
Varies		

Action 3.5		
Enhance communication about career opportunities and workforce trends in the region to educators and students.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	3a, 3c, 3f, 5b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA, local school districts	Local businesses, chambers of commerce and business organizations, WIO	
Funding Source(s):		
Existing department and agency resources		

Action 3.6		
Multiply outreach efforts of the Columbia-Greene Community College and the WIO by informing existing and incoming businesses regarding the availability of on-demand training and state grants for this purpose.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	3b, 3f	Countywide
Lead Agency:	Potential Public & Private Partners:	
WIB, WIO	GCDPED, GCIDA	
Funding Source(s):		
NYS DOL, USDOLETA		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 3.7		
Determine the feasibility of developing a certificate program for non-college-bound youth to learn about the employer/employee relationship, workplace expectations, etc.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	3b	Countywide
Lead Agency:	Potential Public & Private Partners:	
WIO, CGCC	Local businesses, possibly BOCES	
Funding Source(s):		
NYS DOL, USDOLETA		
Comments:		
Could be subsidized or supported by employers that agree to hire the students at above the minimum wage once they are certified. Envisioned as a short-term, perhaps two-week, program at CGCC to enhance the employability of students not continuing on to college.		

Action 3.8		
Increase the number of Chamber members that participate in the Business Employment Standards Transition (B.E.S.T.) program.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	3b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCCC	GCDPED, local school districts, Columbia Hudson Partnership	
Funding Source(s):		
Existing department and agency resources (a part-time coordinator operates this program with \$5,000 contributions from each county)		

Action 3.9		
Develop a workforce development partnership network (Workforce Greene) with Questar, WIB, local school districts, and the SBA to create a focus on workforce development.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing/Short-Term	3b, 3c	Countywide, with regional organizations
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA, WIO	WIB,CGCC, BOCES, NYS DOL, GCIDA, local school districts	
Funding Source(s):		
None required except in-kind		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 3.10		
Improve coordination in responding to the workforce-related issues of existing and new businesses.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	3b, 3c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA, GCCC	WIB, WIO, CGCC, BOCES, NYS DOL	
Funding Source(s):		
None required except in-kind		
Comments:		
GCDPED often takes the lead in meeting with companies and making referrals to resources for workforce training or recruitment; however, GCIDA and GCCC also have a role to play. Coordination should be conducted in the context of the GreeneBusiness Partnership so appropriate referrals can be made and follow-up can occur.		

Action 3.11		
Conduct an "Emerging Technology Careers Day" to provide opportunities for students to learn about the types of jobs expected to be in demand after high school and college.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	3b	Countywide
Lead Agency:	Potential Public & Private Partners:	
Local school districts, CGCC	GCIDA	
Funding Source(s):		
Existing department and agency resources.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

CROSS-REFERENCED ACTIONS	
Recognizing that labor shortages will intensify in certain industries, partner with local businesses to facilitate the employment of foreign-born workers to Greene County in support of tourism and emerging technologies.	
<b>Goal-Objective(s):</b>	2b, 3c, 3e
<b>Cross-Referenced With:</b>	<b>TOURISM</b>
Develop partnerships with educational institutions to provide technical support and formal training to tourism-related retail and service businesses.	
<b>Goal-Objective(s):</b>	2b, 2g, 3a, 3e
<b>Cross-Referenced With:</b>	<b>TOURISM</b>
Implement an entry-level tourism workforce training program to increase the skill level of potential workers for the region's tourism industry.	
<b>Goal-Objective(s):</b>	2b, 3e
<b>Cross-Referenced With:</b>	<b>TOURISM</b>

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### ACTIONS: LAND USE AND REGIONAL PLANNING

<b>Action 4.1</b>		
Adopt a Greenway Compact.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Mid-Term	4a	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GC Legislature	GCDPED, NYS Greenway	
<b>Funding Source(s):</b>		
Existing department and agency resources, Greenway grants.		
<b>Action 4.2</b>		
Protect and promote historic districts and structures.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	4a	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	NYS OPRHP, GCTP, GCIDA, Greene County Historical Society, individual historic sites	
<b>Funding Source(s):</b>		
Existing department and agency resources		
<b>Action 4.3</b>		
Develop a toolbox series on planning topics, model zoning ordinances, and regulatory tools that promote sound development principles. A series of workshops and seminars should be conducted regularly to educate local government representatives regarding these topics.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	4a, 4c	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	NYS DOS, NYS DEC, NYS OPRHP, NYS DHCR, Greenway Communities Council, municipalities	
<b>Funding Source(s):</b>		
Existing department and agency resources; NYS DOS-Quality Communities, Governor's Office for Small Cities, Heritage Areas Program		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 4.4		
Assist local municipalities with training opportunities for municipal planning and zoning officials.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	4a, 4c, 4h	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCSWCD, GCCC, GC CCE, GCLT	
Funding Source(s):		
Existing department and agency resources; NYS DOS		
Comments:		
Part of continuing education and training for municipalities.		

Action 4.5		
Undertake a countywide cost of community services study to frame local zoning and planning issues and educate municipalities about the comparative fiscal implications of residential, commercial, and agricultural development.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	4a, 4h	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED		
Funding Source(s):		
Existing department and agency resources		
Comments:		
A cost of community services study is a type of fiscal impact analysis, used to determine the net fiscal contribution of existing local land uses by comparing the cost of providing municipal services, including education, with revenues. Although it essentially represents a “snapshot in time” and does not predict future costs or revenues, a cost of community services can help municipal officials make more informed land use and policy decisions.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Action 4.6</b>		
Encourage the incorporation of conservation subdivision principles into subdivision review.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	4a, 4b, 4c, 4g	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities, GCSWCD, GCLT	
Funding Source(s):		
CWC Local Technical Assistance Grants, NYS DOS Planning Grants (NYC Watershed), Greenway		

<b>Action 4.7</b>		
Assist local municipalities in developing and updating sign, site plan, subdivision, and zoning laws with specific development standards and guidelines.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	4a, 4c, 4e, 4g	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities	
Funding Source(s):		
Existing department and agency resources		
Comments:		
Can provide templates and resource materials, but it is up to each municipality to decide whether or not to adopt standards and guidelines.		

<b>Action 4.8</b>		
Encourage municipalities to incorporate sound development principles when reviewing development proposals: e.g., mixed use development, compact infill development in villages and hamlets, walkable communities, conservation subdivision design, performance standards, design guidelines, architectural and historic guidelines, etc.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	4a, 4c, 4g	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCPDED, GCIDA	Municipalities	
Funding Source(s):		
Existing department and agency resources		
Comments:		
Will provide templates, but it is up to each municipality to decide whether or not to adopt standards and guidelines.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 4.9		
Encourage towns and villages to adopt comprehensive plans, land use regulations, including cost of services studies, fiscal impact analysis, and build-out models to foster sound development principles.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	4a, 4c, 4h	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCPDED	Municipalities	
Funding Source(s):		
Existing department and agency resources; GCIDA		
Action 4.10		
Assist towns and villages to prepare Downtown Development Plans that would identify downtown commercial and mixed use projects desired by each community.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	4a, 4f, 5d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCPDED	Municipalities	
Funding Source(s):		
NYS Quality Communities; CDBG Grants; Greenway Grants; GC MSRP Funds, NY Main Street		
Action 4.11		
Create and maintain a natural resources inventory for Greene County.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	4a, 4g	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCSWCD, GC CCE, municipalities	
Funding Source(s):		
TBD		
Action 4.12		
Authorize Greene County Planning Board to review subdivisions under GML 239.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	4c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GC Legislature	GCDPED	
Funding Source(s):		
None required		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Action 4.13</b>		
Undertake a countywide comprehensive plan that would gather input from individual municipalities and take into consideration existing local comprehensive plans and regulatory tools to implement sound development principles.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	4b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	NYS DOS, NYS OPRHP, GCIDA	
Funding Source(s):		
NYS DOS-Quality Communities, Governor's Office for Small Cities, Heritage Areas Program		

<b>Action 4.14</b>		
Encourage business friendly development review practices including requirements and development standards that are clear and uniformly enforced; use of clearly written forms and instructions; streamlined review process for small-scale development; and more thorough, comprehensive review of larger projects.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	4b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	NYS DOS, NYS OPRHP	
Funding Source(s):		
NYS DOS, NYS Quality Communities		

<b>Action 4.15</b>		
Adopt clear development review policies for the Greene County Planning Board's review of projects under GML 239.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	4c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GC Legislature	GCDPED, GCPB	
Funding Source(s):		
None required		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 4.16		
Create and maintain an accurate list of cultural, historical and recreation sites in Greene County.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	4d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities, GCTP, Greene County Historical Society	
Funding Source(s):		
NYS OPRHP		

Action 4.17		
Maintain and enhance the County "Greene & Clean" initiative to improve the image and appearance of blighted travel corridors. Initiative could include an assessment of existing garbage, junk car and other ordinances; model ordinances could be provided to communities to assist in the revision or adoption of new codes.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	4e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCCC	GCDPED, GC CCE "First Impressions" Program	
Funding Source(s):		
Existing department and agency resources		

Action 4.18		
Encourage the development of websites for all towns and villages in Greene County with contact information, land use regulations, municipal forms, and business attraction materials and information.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	4d, 4e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities	
Funding Source(s):		
Existing department and agency resources; GCIDA		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 4.19		
Develop a funding formula for a planning circuit rider program providing a low cost mechanism for professional planning services.		
Timeframe:	Goal-Objective(s):	Region:
Long-Term	4e, 4g	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GC Legislature	
Funding Source(s):		
NYS DOS, NYS Quality Communities; Existing department and agency resources		
Action 4.20		
Promote and develop parks and recreational facilities on property owned by NYC DEP.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	4e, 4g	Countywide
Lead Agency:	Potential Public & Private Partners:	
NYC DEP, GCTP	GCSWCD, GCLT, municipalities, local sporting organizations	
Funding Source(s):		
CWC Local Technical Assistance Program, NYS DOS Planning Grants, NYC DEP Stream Management Plan implementation funding, NYS DEC grants, other grants		
Comments:		
Utilization of NYC DEP lands for enhanced recreational access is a complicated issue. The Mountaintop Recreation Master Plan being developed by the GCSWCD will specifically address these issues and make detailed recommendations.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 4.21		
Work with existing agencies and organizations to develop open space strategies and conservation standards to be met by new development projects.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Mid-Term	4g	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	Municipalities, GCSWCD, GCLT, others	
<b>Funding Source(s):</b>		
Existing department and agency resources, various grant sources		
<b>Comments:</b>		
There are many benefits to be achieved from a balanced approach that allows for community growth and development while at the same time setting aggressive standards or requirements for open space conservation. In addition to the obvious benefits related to environmental permitting, consideration of open space has a positive impact on the local tax base.		

Action 4.22		
Identify, promote and develop future leaders (Leadership Greene) in Greene County to serve on local and County planning boards.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	4h	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCCC		
<b>Funding Source(s):</b>		
Existing department and agency resources		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>CROSS-REFERENCED ACTIONS</b>	
Develop a "Buy Local" initiative to enhance support for Greene County farms and other locally-owned businesses and increase awareness of the benefits of purchasing local products.	
<b>Goal-Objective(s):</b>	5d, 1d, 1f, 4f
<b>Cross-Referenced With:</b>	<b>QUALITY OF LIFE</b>
Seek partnerships with local businesses to redevelop underutilized or vacant buildings.	
<b>Goal-Objective(s):</b>	1d, 4e
<b>Cross-Referenced With:</b>	<b>BUSINESS DEVELOPMENT</b>
In partnership with local municipalities, conduct an assessment of short- and long-term infrastructure needs, complete a detailed evaluation of current capacity and condition, and develop a long range plan to address infrastructure upgrade, replacement or expansion needs.	
<b>Goal-Objective(s):</b>	6d, 4h
<b>Cross-Referenced With:</b>	<b>INFRASTRUCTURE AND FACILITIES DEVELOPMENT</b>
Maintain an inventory of vacant commercial and industrial buildings and sites in the County's existing and future business parks.	
<b>Goal-Objective(s):</b>	6c, 4f, 4g
<b>Cross-Referenced With:</b>	<b>INFRASTRUCTURE AND FACILITIES DEVELOPMENT</b>
Maintain an inventory of vacant commercial and industrial buildings in downtown and Main Street areas, outside the business parks, and promote opportunities for reuse and redevelopment.	
<b>Goal-Objective(s):</b>	6c, 4f, 4g
<b>Cross-Referenced With:</b>	<b>INFRASTRUCTURE AND FACILITIES DEVELOPMENT</b>
Develop a technical assistance based program that would utilize existing agencies to help communities with the development of smaller business parks by addressing wetland and other natural resource issues, especially with regard to SEQRA and permitting.	
<b>Goal-Objective(s):</b>	6b, 6c, 6d, 4g
<b>Cross-Referenced With:</b>	<b>INFRASTRUCTURE AND FACILITIES DEVELOPMENT</b>

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### ACTIONS: QUALITY OF LIFE

<b>Action 5.1</b>		
Develop a County-wide recreation plan – building from the Mountaintop communities' open space plan led by GCSWCD – that considers the recreational facilities and amenities necessary to support an improved quality of life for residents and additional attractions for visitors.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Mid-Term	5c	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCSWCD	GCDPED, GC CCE, others	
<b>Funding Source(s):</b>		
Greenway, other grant sources		
<b>Comments:</b>		
Approximately 40% of the County's land area will be covered by the already funded Mountaintop plan, to be completed in next 18 months. Funds will only be needed to expand this activity to the remainder of Greene County.		

<b>Action 5.2</b>		
Develop recreational trail systems that connect various communities and existing trails, such as the Rip Van Winkle Golf Trail, Art Trail, greenways, scenic byways, snowmobile trails, etc.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	5c, 2b, 2f	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCTP	GCDPED, GCSWCD, GC CCE, others	
<b>Funding Source(s):</b>		
Greenway, NYSDOT, other grant sources		

<b>Action 5.3</b>		
Conduct a feasibility study for a sports complex in the County.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Short-Term	5c	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	GCIDA	
<b>Funding Source(s):</b>		
Existing promotion of industry and economic development funds		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 5.4		
Promote community recreational enhancements and open space set-asides as part of housing development projects.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	5c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities as part of land use regulations, GCSWCD, GLT, others	
Funding Source(s):		
Various grant sources, development impact fees		
Action 5.5		
Continue County initiatives to recruit and develop appropriately-sized retail, restaurant, and service establishments consistent with community needs and desires.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	5d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA	Municipalities, local businesses, chambers of commerce	
Funding Source(s):		
Existing department and agency resources		
Action 5.6		
Develop regional, tourist and retail destination facilities to reduce retail sales leakage and enhance sales tax revenues.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	5d, 5g	Countywide, appropriately scaled on the Mountaintop
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA, municipalities	ESDC	
Funding Source(s):		
ESDC, Governor's Office for Small Cities, Investigate useage of County budget (bonding for infrastructure development		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 5.7		
Continue County initiatives to develop and promote regional "destination retail" facilities and downtown main street shopping districts consistent with community needs and desires.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	5d, 5g, 2b, 2g, 1b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA	Municipalities	
Funding Source(s):		
ESDC, Governor's Office for Small Cities, private		

Action 5.8		
Develop a "Buy Local" initiative to enhance support for Greene County farms and other locally-owned businesses and increase awareness of the benefits of purchasing local products.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	5d, 1d, 1f, 4f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCCC, GCDPED	Chambers of commerce, local businesses, GC CCE	
Funding Source(s):		
Existing department and agency resources		
Comments:		
There are numerous examples of Buy Local campaigns nationwide. Components often include public education, cooperative advertising, marketing (use of a logo), special events, and community participation through the use of a vehicle such as "Ithaca Dollars." Buy Local helps locally-owned, independent businesses and farmers compete, builds community pride, and enhances economic prosperity. It also supports entrepreneurship and downtown commercial revitalization.		

Action 5.9		
Update and expand on the County's 1990 report on seasonal homeowners to better understand the impact of part-time residents on the local economy, assess retail needs, and identify potential business opportunities.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term/Long-Term	5d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED		
Funding Source(s):		
NYS Grant Programs		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 5.10		
Conduct a countywide affordable housing study and work with developers and municipalities to site affordable projects.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	5e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities, developers, not-for-profits	
Funding Source(s):		
Governor's Office for Small Cities, GC Legislature.		

Action 5.11		
Develop incentive programs to encourage the construction and rehabilitation of affordable, subsidized, and below-market housing.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	5e	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, municipalities	NYS DHCR, Governor's Office for Small Cities, not-for-profit housing organizations	
Funding Source(s):		
NYS DHCR, Governor's Office for Small Cities		
Comments:		
Could be an outcome of the previous action listed.		

Action 5.12		
Promote the development of new affordable housing in appropriate locations, particularly in municipalities with sufficient infrastructure capacity, based on community needs and desires as outlined in recently adopted comprehensive plans.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	5e, 5f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities as part of land use regulations	
Funding Source(s):		
Existing department and agency funds		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 5.13		
Support the collaborative efforts of municipalities, not-for-profit agencies, property owners, developers, and state agencies to renovate older structures and utilize the upper floors of downtown buildings for multi-family housing.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	5e, 5f	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	NYS DHCR, Governor's Office for Small Cities, not-for-profit housing organizations, developers, property owners	
Funding Source(s):		
County budget, NYS DHCR, Governor's Office for Small Cities, private		

Action 5.14		
Increase social, cultural and recreational activities and networking opportunities for young adults (ages 18-34) to encourage them to stay in or relocate to Greene County.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	All	Countywide
Lead Agency:	Potential Public & Private Partners:	
GC Youth Bureau	Local community centers	
Funding Source(s):		
TBD		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>CROSS-REFERENCED ACTIONS</b>	
Conduct target attraction marketing to medical/health care providers. Seek out state incentives and programs to attract new health care facilities, especially in the Mountaintop communities.	
<b>Goal-Objective(s):</b>	1a, 1d, 5a
<b>Cross-Referenced With:</b>	<b>BUSINESS DEVELOPMENT</b>
Develop and enhance active bicycle and pedestrian activities and publicize the existing activities to residents and tourists.	
<b>Goal-Objective(s):</b>	2b, 2f, 5c
<b>Cross-Referenced With:</b>	<b>TOURISM</b>
Develop large-scale tourism destination facilities for use by both visitors and residents and as amenities for economic development attraction (this could include but is not limited to year-round indoor and outdoor multi-use recreational facilities, YMCA, performing arts center, sports complex, motorsports, water parks, etc.).	
<b>Goal-Objective(s):</b>	2a, 2b, 5c
<b>Cross-Referenced With:</b>	<b>TOURISM</b>
Enhance visibility of and/or access to natural resources for outdoor recreation, including walking, birding, fishing, and other activities, particularly outside the Catskill Forest Preserve.	
<b>Goal-Objective(s):</b>	2a, 5c
<b>Cross-Referenced With:</b>	<b>TOURISM</b>
Increase experiential learning opportunities, particularly in math, science, and technology, to introduce high school students to various careers and strengthen the development of a skilled and knowledgeable workforce.	
<b>Goal-Objective(s):</b>	3a, 3c, 3f, 5b
<b>Cross-Referenced With:</b>	<b>WORKFORCE DEVELOPMENT</b>
Develop career exploration and internship programs to expose high school students to targeted industries in Greene County and provide them with "real-world" work experience at local businesses.	
<b>Goal-Objective(s):</b>	3a, 3c, 3f, 5b
<b>Cross-Referenced With:</b>	<b>WORKFORCE DEVELOPMENT</b>
Enhance communication about career opportunities and workforce trends in the region to educators and students.	
<b>Goal-Objective(s):</b>	3a, 3c, 3f, 5b
<b>Cross-Referenced With:</b>	<b>WORKFORCE DEVELOPMENT</b>
Assist towns and villages to prepare "Downtown Development Plans" that would identify downtown commercial and mixed use projects desired by each community.	
<b>Goal-Objective(s):</b>	4a, 4f, 5d
<b>Cross-Referenced With:</b>	<b>LAND USE AND REGIONAL PLANNING</b>

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>CROSS-REFERENCED ACTIONS</b>	
Establish wireless access in all downtown commercial districts. Install signage at village entry points to signify that wireless access is available (e.g., a "Greene Wired Access Point" sign).	
<b>Goal-Objective(s):</b>	7b, 5g
<b>Cross-Referenced With:</b>	<b>TELECOMMUNICATIONS</b>



# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### ACTIONS: INFRASTRUCTURE AND FACILITIES DEVELOPMENT

Action 6.1		
Strengthen working relationships with organizations such as Greene Land Trust which can help facilitate natural resource impact mitigation at the local level.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	6a, 6b	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCIDA, GCSWCD	GLT, GCDPED	
<b>Funding Source(s):</b>		
GC Legislature, grants, donations, mitigation fees, other sources		
<b>Comments:</b>		
The GCIDA and GCSWCD have demonstrated the benefits of having a strong, proactive relationship with the non-profit Greene Land Trust to meet various mitigation requirements on previous business parks. Greene County should continue to strengthen and promote this relationship.		

Action 6.2		
Seek state funding including Build-Now NY funds to continue to pursue "shovel-ready" status for the future Athens Industrial Park, Catskill Industrial Park, and other potential locations.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Ongoing	6a	Historic River Towns
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCIDA	GCSWCD, GCDPED, municipalities, NYS DOS	
<b>Funding Source(s):</b>		
Build-Now NY, Restore NY, NYS DOT grants, US EDA		

Action 6.3		
Seek funding to pursue planning of additional sites for industrial development in alignment with the Empire Zones using adopted criteria .		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Short-Term	6b	Historic River Towns and Valley Towns
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCIDA	GCDPED, Municipalities, ESDC	
<b>Funding Source(s):</b>		
Build-Now NY, Restore NY, NYS DOT grants, US EDA		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 6.4		
Identify potential reuse alternatives for remediated brownfield sites and prepare them for future redevelopment (through, for example, demolition of existing structures).		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term/Long-Term	6b	Historic River Towns and Valley Towns
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA	Municipalities, NYS DEC, property owners	
Funding Source(s):		
NYS Brownfield Opportunity Areas Program		

Action 6.5		
Inventory sites and buildings for prospect calls, especially for small businesses.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	6b, 6c, 1b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCIDA within business parks, GCDPED outside them	Realtors	
Funding Source(s):		
Existing department and agency resources		

Action 6.6		
Develop a technical assistance based program that would utilize existing agencies to help communities with the development of smaller business parks by addressing wetland and other natural resource issues, especially with regard to SEQRA and permitting.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	6b, 6c, 6d, 4g	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA, GCSWCD	Municipalities	
Funding Source(s):		
GC Legislature, possibly fee structure for some percentage		
Comments:		
Smaller to medium sized developments not associated with one of the larger shovel-ready business parks face the same challenges related to wetlands, habitat, flood plains, etc. To achieve a balanced mix of large and small business, businesses and communities would benefit greatly from access to technical assistance. Some assistance is currently provided by the GCSWCD, but staff capacity is limited.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 6.7		
Develop an inventory and analysis of brownfield sites in the County with recommendations for their management, remediation, and disposition.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	6b, 6d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCIDA, GCSWCD, local development corporations at municipal level	
Funding Source(s):		
Existing department and agency resources		

Action 6.8		
Facilitate brownfield site redevelopment and investigate the need for a non-profit corporation to manage the redevelopment process.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	6b, 6d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCIDA, GCSWCD, local development corporations at municipal level	
Funding Source(s):		
GC Legislature, grants, donations, mitigation fees, other sources		
Comments:		
Concern over future liability is the primary reason local governments do not take on brownfield reuse projects. A separate non-profit corporation may be able to insulate local government from liability issues, as well as provide for additional benefits should the County or local municipalities decide to seek a NYS Brownfield Opportunity Area. Added points are given when projects have a private-public-nonprofit partnership in place.		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 6.9		
Develop an action-based mitigation plan to address future wetland and habitat impacts associated with development, and implement a wetland and habitat protection mitigation bank.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Long-Term	6b	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCSWCD	GCDPED, GCIDA	
<b>Funding Source(s):</b>		
Examine funding potential from Greene County Legislature; NYS Economic Development Funding Sources		
<b>Comments:</b>		
Wetlands, habitat and other environmental factors present a significant challenge to the development of future parks. Creative, proactive mitigation measures will be required. Current policy at the Army Corps of Engineers promotes the use of mitigation banks to address wetland mitigation needs.		

Action 6.10		
Maintain an inventory of vacant commercial and industrial buildings and sites in the County's existing and future business parks.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Short-Term	6c, 4f, 4g	Targeted to business parks
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCIDA	GCDPED, municipalities, property owners	
<b>Funding Source(s):</b>		
Empire State Development, Governor's Office for Small Cities		

Action 6.11		
Maintain an inventory of vacant commercial and industrial buildings in downtown and Main Street areas, outside the business parks, and promote opportunities for reuse and redevelopment.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Short-Term	6c, 4f, 4g	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED	GCIDA, municipalities, property owners	
<b>Funding Source(s):</b>		
Empire State Development, Governor's Office for Small Cities		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 6.12		
Identify sites that could be utilized to provide affordable flexible space for small and start-up businesses.		
Timeframe:	Goal-Objective(s):	Region:
Short-Term	6d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCIDA Municipalities, NYS DOS	
Funding Source(s):		
Restore NY, NYS DOS, NYSDOT grants, USEDA, New Market Tax Credits		
Comments:		
Countywide, sites should be located along major transportation corridors. In the Valley Towns, the County will have to work with water and wastewater infrastructure limitations. On the Mountaintop, NYC Watershed Rules and Regulations impact the type of development and costs of compliance with environmental requirements.		

Action 6.13		
Continue to improve road, rail and river transportation to better serve Greene County residents, businesses, and visitors.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing	6d	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA	Municipalities, Greene County Highway Department, NYSDOT	
Funding Source(s):		
State and Federal funds; Will depend on projects identified		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 6.14		
In partnership with local municipalities, conduct an assessment of short- and long-term infrastructure needs, complete a detailed evaluation of current capacity and condition, and develop a long range plan to address infrastructure upgrade, replacement or expansion needs.		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Short-Term/Mid-Term	6d, 4h	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCIDA, GCSWCD, GCDPED	Municipalities	
<b>Funding Source(s):</b>		
Existing County budget; NYS Environmental Facilities Corp.		
<b>Comments:</b>		
Currently available water/wastewater infrastructure is limited in all areas of the County. Significant investment in new or upgraded systems will be required. Space for expansion is a primary issue at most facilities.		

CROSS-REFERENCED ACTIONS	
Work with local municipalities to site small business parks that fit in appropriately with the character of each community, particularly in the mountaintop communities.	
<b>Goal-Objective(s):</b>	1b, 1c, 1e, 6b, 6c
<b>Cross-Referenced With:</b>	<b>BUSINESS DEVELOPMENT</b>

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### ACTIONS: TELECOMMUNICATIONS

<b>Action 7.1</b>		
Prepare applications to funding sources that could be used to fill connectivity gaps in underserved areas.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing/Short-Term	7a, 7b, 7c	Countywide, but targeted to specific areas
Lead Agency:	Potential Public & Private Partners:	
GCDPED	GCIDA; Municipalities, telecom providers (Verizon, State Telephone Company, Mid-Hudson Cable, SurferzNet/NY Air, American Wi-Fi)	
Funding Source(s):		
USDA Rural Broadband Access Loan Program, USDA Rural Development Community Connect Broadband Grant Program, ESDC Wired Buildings Grant Program, Public Telecommunications Facilities Program (PTFP), Governor's Office for Small Cities, Public Works & Economic Development Program, Quantum Fund, NTIA Technology Opportunities Program, NYS Universal Broadband Initiative		
Comments:		
Some underserved communities do not have the critical mass to make projects financially feasible for telecom providers; use of subsidies and grants should be considered.		

<b>Action 7.2</b>		
Partner with service providers and prepare applications to funding sources that could be used to extend telecommunications services to existing Greene IDA and future business parks.		
Timeframe:	Goal-Objective(s):	Region:
Ongoing/Short-Term	7a, 7b, 7c	Targeted to business parks
Lead Agency:	Potential Public & Private Partners:	
GCIDA	Municipalities, telecom providers (Verizon, State Telephone Company, Mid-Hudson Cable, SurferzNet/NY Air, American Wi-Fi)	
Funding Source(s):		
USDA Rural Broadband Access Loan Program, USDA Rural Development Community Connect Broadband Grant Program, ESDC Wired Buildings Grant Program, Public Telecommunications Facilities Program (PTFP), Governor's Office for Small Cities, Public Works & Economic Development Program, Quantum Fund, NTIA Technology Opportunities Program, NYS Universal Broadband Initiative		



# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Action 7.3		
Seek funding to study the cell phone coverage gaps in the County and provide service in the identified areas.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	7a, 7c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities, telecom providers (Verizon, State Telephone Company, Mid-Hudson Cable, SurferzNet/NY Air, American Wi-Fi)	
Funding Source(s):		
USDA Rural Broadband Access Loan Program, USDA Rural Development Community Connect Broadband Grant Program, ESDC Wired Buildings Grant Program, Public Telecommunications Facilities Program (PTFP), Governor's Office for Small Cities, Public Works & Economic Development Program, Quantum Fund, NTIA Technology Opportunities Program, NYS Universal Broadband Initiative		

Action 7.4		
Develop a "Greene Telecommunications Team" of County economic development organizations and service providers that assists existing and new business ventures in developing and improving connectivity gaps.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	7a, 7b, 7c	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED, GCIDA, GCCC	Telecom providers	
Funding Source(s):		
None required		
Comments:		
Would provide a forum for service providers to facilitate a look at the broader interest of service to the County		

Action 7.5		
Periodically survey the telecommunication needs of businesses and identify opportunities for those needs.		
Timeframe:	Goal-Objective(s):	Region:
Mid-Term	7a, 7b	Countywide
Lead Agency:	Potential Public & Private Partners:	
GCDPED	Municipalities, telecom providers (Verizon, State Telephone Company, Mid-Hudson Cable, SurferzNet/NY Air, American Wi-Fi)	

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

<b>Action 7.5</b>	
	Fi)
<b>Funding Source(s):</b>	
Existing department and agency resources	

<b>Action 7.6</b>		
Establish wireless access in all downtown commercial districts. Install signage at village entry points to signify that wireless access is available (e.g., a "Greene Wired Access Point" sign).		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Mid-Term	7b, 5g	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED, GCIDA	Municipalities, telecom providers (Verizon, State Telephone Company, Mid-Hudson Cable, SurferzNet/NY Air)	
<b>Funding Source(s):</b>		
ESDC		
<b>Comments:</b>		
Will need to ensure that network technology will allow for longer range wireless as technology and funding permits. Initiative will support a progressive image of the community.		

<b>Action 7.7</b>		
Coordinate with the NYS Office of Technology to initiate participation in the Statewide Wireless Network (SWN)		
<b>Timeframe:</b>	<b>Goal-Objective(s):</b>	<b>Region:</b>
Mid-Term	7c	Countywide
<b>Lead Agency:</b>	<b>Potential Public &amp; Private Partners:</b>	
GCDPED, GCIDA	NYS Office for Technology, National LambdaRail, CGCC, municipalities	
<b>Funding Source(s):</b>		
USDA Rural Broadband Access Loan Program, USDA Rural Development Community Connect Broadband Grant Program, ESDC Wired Buildings Grant Program, Public Telecommunications Facilities Program (PTFP), Governor's Office for Small Cities, Public Works & Economic Development Program, Quantum Fund, NTIA Technology Opportunities Program, NYS Universal Broadband Initiative		
<b>Comments:</b>		
Participation in the SWN would reduce start-up costs for telecommunications providers by allowing them to piggyback on publicly funded infrastructure. Participation in National LambdaRail (NLR)		

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

**Action 7.7**  
would also benefit Greene County; the industrial parks and community college would be able to tap into the national scale of infrastructure, research and experimentation that NLR provides. This would provide a great opportunity for CGCC to have access to the latest technologies and research available across the nation.



# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

### Implementation Schedule/Timeline

The schedule below summarizes the time frame – ongoing, short-term, mid-term, and long-term – for each of the recommended actions. The implementation schedule will be further elaborated by the Greene County Department of Planning and Economic Development based on the availability of resources and will be reviewed on an annual basis to assess performance (see Annual Updates).

Implementation Schedule				
Action	Ongoing	Short-Term	Mid-Term	Long-Term
Action 1-1	X			
Action 1-2	X			
Action 1-3	X			
Action 1-4	X			
Action 1-5	X			
Action 1-6		X		
Action 1-7			X	
Action 1-8			X	
Action 1-9	X			
Action 1-10		X		
Action 1-11	X			
Action 1-12	X			
Action 1-13	X			
Action 1-14			X	
Action 1-15			X	
Action 1-16		X		
Action 1-17	X			
Action 1-18	X			
Action 1-19	X			
Action 1-20		X	X	
Action 1-21	X			
Action 1-22	X			
Action 2-1		X		
Action 2-2			X	
Action 2-3		X		
Action 2-4	X			
Action 2-5	X	X		
Action 2-6	X			
Action 2-7			X	
Action 2-8			X	
Action 2-9	X			
Action 2-10			X	

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Implementation Schedule				
Action	Ongoing	Short-Term	Mid-Term	Long-Term
Action 2-11		X		
Action 2-12	X			
Action 2-13		X		
Action 2-14		X		
Action 2-15			X	
Action 2-16			X	
Action 2-17			X	
Action 2-18		X		
Action 2-19		X		
Action 2-20				X
Action 2-21			X	
Action 2-22	X			
Action 2-23			X	
Action 2-24			X	
Action 2-25				X
Action 2-26			X	
Action 2-27		X		
Action 2-28			X	
Action 2-29		X		
Action 2-30			X	
Action 2-31		X		
Action 2-32			X	
Action 3-1	X			
Action 3-2		X		
Action 3-3			X	X
Action 3-4	X			
Action 3-5	X			
Action 3-6	X			
Action 3-7		X		
Action 3-8	X			
Action 3-9	X	X		
Action 3-10	X			
Action 3-11			X	
Action 4-1			X	
Action 4-2	X			
Action 4-3	X			
Action 4-4	X			
Action 4-5			X	
Action 4-6	X			



# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Implementation Schedule				
Action	Ongoing	Short-Term	Mid-Term	Long-Term
Action 4-7	X			
Action 4-8	X			
Action 4-9	X			
Action 4-10		X		
Action 4-11	X			
Action 4-12		X		
Action 4-13		X		
Action 4-14	X			
Action 4-15			X	
Action 4-16			X	
Action 4-17		X		
Action 4-18		X		
Action 4-19				X
Action 4-20			X	
Action 4-21			X	
Action 4-22	X			
Action 5-1			X	
Action 5-2	X			
Action 5-3		X		
Action 5-4		X		
Action 5-5	X			
Action 5-6	X			
Action 5-7	X			
Action 5-8	X			
Action 5-9			X	X
Action 5-10		X		
Action 5-11			X	
Action 5-12			X	
Action 5-13			X	
Action 5-14	X			
Action 6-1	X			
Action 6-2	X			
Action 6-3		X		
Action 6-4			X	X
Action 6-5		X		
Action 6-6			X	
Action 6-7		X		
Action 6-8			X	
Action 6-9				X

# Greene County Comprehensive Economic Development Plan



## 12. Action / Implementation Plan

Implementation Schedule				
Action	Ongoing	Short-Term	Mid-Term	Long-Term
Action 6-10		X		
Action 6-11		X		
Action 6-12		X		
Action 6-13	X			
Action 6-14		X	X	
Action 7-1	X	X		
Action 7-2	X	X		
Action 7-3			X	
Action 7-4			X	
Action 7-5			X	
Action 7-6			X	
Action 7-7			X	





## 12. Action / Implementation Plan

### Project Selection Criteria

Project selection criteria have been developed to provide guidance in evaluating and prioritizing community-supported projects and programs which should become the focus of Greene County's economic development efforts and/or should be considered for funding by the U.S. Economic Development Administration in future years. The criteria are as follows:

- Consistency with Greene County goals and objectives as outlined in the Comprehensive Economic Development Plan
- Consistency with local comprehensive plan and land use regulations
- Creation or retention of full-time equivalent jobs (private sector only)
- Benefits unemployed and underemployed residents
- Benefits low and moderate income residents
- Degree of project "readiness" for implementation (e.g., engineering plans completed, permits approved, matching funds committed)
- Degree of community/applicant capacity
- Appropriateness for funding through state and federal sources
- Conserves energy and maintains environmental quality

## 12. Action / Implementation Plan

### Annual Updates

With approval by the Legislature, Greene County will submit an annual report on the Comprehensive Economic Development Plan to the U.S. Economic Development Administration (EDA). The report will:

- document the progress achieved on each of the economic development actions outlined in the plan, preferably in a table or chart format to simplify updates;
- provide information on economic development activities undertaken during the course of the year to address the issues and needs identified in the plan;
- describe any necessary adjustments to the plan to take advantage of unforeseen opportunities or address unexpected problems; and
- evaluate the County's progress in achieving plan goals and objectives.

The annual progress report will also include a list of priority economic development projects supported by Greene County based on the project selection criteria described previously. Preparation of the report will be the responsibility of the Greene County Department of Planning and Economic Development under the guidance of the County's Economic Development Committee.<sup>1</sup> The Committee also has the central role of overseeing plan implementation and setting priorities.

The annual report submissions are intended to meet the requirements of the U.S. Department of Commerce so that the County has access to EDA public works funding. To qualify for EDA funding, however, Greene County must meet one or more of the following economic distress criteria on the date that EDA receives an application for investment assistance: (1) an unemployment rate that is, for the most recent 24-month period for which data is available, at least 1% greater than the national average unemployment rate; (2) per capita income that is, for the most recent period for which data is available, 80% or less than the national average per capita income; and/or (3) a Special Need as determined by EDA.<sup>2</sup>

A new, updated, or revised Comprehensive Economic Development Plan is required at least every five years, or sooner if the EDA or the planning organization determines that the plan is inadequate due to changed circumstances. Any part of the plan document, however, may be changed upon resolution of the Economic Development Committee and concurrence of the EDA.

<sup>1</sup> According to EDA requirements, this committee should include representation from the "main economic interests" in Greene County: public officials, business leaders, chambers of commerce, financial institutions, educational institutions, education and training providers, agriculture, community organizations, labor, etc.

<sup>2</sup> For economic distress based upon a Special Need, EDA will conduct an independent analysis of the facts and circumstances in a given case. "Special needs" typically involve sudden and severe economic dislocations, such as those resulting from natural disasters, conversions of military installations, changing trade patterns and the depletion of natural resources.

## 12. Action / Implementation Plan

### Evaluation Process

According to the *CEDS Manual*, evaluation should be an element of the ongoing economic development planning process, answering the questions “How are we doing?” and “What can we do better?”

Associated with each of the seven goals are performance measures that may be used to evaluate Greene County’s success in achieving its economic development goals. The proposed performance measures include the following:

#### **Goal 1 - Business Development and Target Industry Attraction**

*Expand the quantity and quality of employment opportunities through the development of a balanced, diverse, and year-round economy.*

- Net increase in the number of businesses and jobs (year-round) annually from the 2007 baseline.
- Annual increase in new businesses created from the 2007 baseline.
- Increase in total employment in identified target industries.
- Annual increase in rate of business retention.
- Increase in number of businesses provided with financial and technical assistance.
- Business investment in new or expanded facilities, equipment, and machinery.
- Additional qualitative performance measures to be determined.

#### **Goal 2 – Tourism**

*Generate long-term revenue growth in the tourism industry as a strategy for economic development.*

- Annual increase in the number of visitors.
- Annual increase in number of tourism dollars spent per visit.
- Increase in number of meetings, conferences, and conventions held in Greene County from 2007 baseline.
- Number of lodging facilities with web sites.
- Increase in restaurant and lodging sales.
- Increase in occupancy rates.
- Decline in seasonal unemployment.
- Additional qualitative performance measures to be determined.

#### **Goal 3 – Workforce Development**

*Develop a skilled and educated workforce that will meet the needs of existing businesses and emerging industries in Greene County.*

- Increase in the percentage of residents aged 25 and over with 4 years of college or higher.



## 12. Action / Implementation Plan

- Increase in the percentage of workers earning more than 80% of the median household income.
- Decline in unemployment rate.
- Number of Greene County residents participating in training programs.
- Annual increase in number of higher-paying jobs (greater than 120% of median wage).
- Annual increase in the number of workforce-training programs from 2007 baseline.
- Annual increase in retention rate of recent graduates.

### **Goal 4 – Land Use and Regional Planning**

*Preserve and enhance the physical and environmental characteristics that make Greene County a distinct and identifiable place, while providing for the needs of existing and prospective residents.*

- Percentage of municipalities with adopted comprehensive plans and land use regulations updated within the last five years.
- Number of workshops, seminars, and conferences held to educate municipal leaders and planning and zoning officials about various topics related to land use and planning.
- Additional qualitative performance measures to be determined.

### **Goal 5 – Quality of Life**

*Improve the quality of life in Greene County by upgrading and expanding community services, facilities, and amenities.*

- Decrease in retail vacancy rates on County Main streets.
- Additional qualitative performance measures to be determined.

### **Goal 6 – Infrastructure and Facilities Development**

*Develop a steady supply of business and industrial land, sites and buildings that support the needs of existing and emerging businesses in Greene County.*

- Completion of shovel-ready sites for economic development.
- New public sector investment in industrial sites/parks (for infrastructure and buildings).
- New private sector investment in industrial sites/parks (for business).
- Square footage of office and industrial space in industrial parks.
- Square footage of office and industrial space outside industrial parks.

### **Goal 7 – Telecommunications**

*Support the creation of reliable, high-quality telecommunications infrastructure that meets the needs of existing and emerging industries in Greene County, ensures connectivity, and allows all communities throughout the County to participate in economic development.*

- Increased access to broadband telecommunication services across the County.
- Number of businesses using high-speed Internet access.