

Village of Schoharie
Long Term Community
Recovery Strategy
Final September 2014

Part 2

(Appendix 1 Market Analysis and Economic
Development Recommendations)



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**VILLAGE OF SCHOHARIE
MARKET STUDY**

January 2014

Prepared by



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Introduction

Two years after flooding from Hurricane Irene and Tropical Storm Lee caused major damage to businesses, homes, and public buildings throughout the community, the Village of Schoharie completed a draft Long Term Community Recovery (LTCR) Strategy in 2013. Funded by the State of New York, the LTCR Strategy is designed to build on work already completed, promote community consensus and involvement, identify opportunities, recommend specific actions and projects, and ultimately provide a detailed blueprint for the community's economic recovery.

Among the multitude of issues facing the Village of Schoharie is the need for economic and business development, especially in the Main Street business district. As the LTCR Strategy indicates: "Business recruitment is a challenge and a need. Long-term issues, such as businesses leaving Main Street, were exacerbated – [though] not necessarily created – by the flood event." Indeed, the Comprehensive Plan for the Town and Village of Schoharie, adopted in 1997, also identifies economic development and downtown revitalization as an issue, noting that "a majority of consumer dollars leave the Town and Village... There is great concern about the long term viability of the central business district in the Village."

In an effort to address these issues, the draft LTCR Strategy recommends numerous actions, including hiring a business development specialist to assist existing businesses and attract new businesses into the Village, developing business incentives as "critical activity-drivers," creating a business start-up or expansion program, and strengthening the Schoharie Local Development Corporation by adding staff support and capacity. The Strategy also calls for undertaking a comprehensive marketing and public relations program that includes marketing to new businesses.

This study is aimed at supporting the proposed marketing program and the Village's overall economic development activities. The purpose of the Market Study is to assess market opportunities in the Main Street area and provide recommendations regarding business development and recruitment, marketing, and other strategies to enhance economic activity in Schoharie. The study includes market data that can be used to promote Schoharie's assets and recruit prospective entrepreneurs and retailers.¹

¹ A Market Analysis was completed for the Village of Schoharie by J. Logue in 2009. However, that study was limited to determining the market potential of a new supermarket in Schoharie. It did not assess supply and demand for other business categories, and much of the data on which the analysis was based is now out of date.

Scope of Work

To address the objectives of the project, E.M. Pemrick and Company completed a scope of work comprised of the following:

- **Review of existing materials** generated by Community Planning & Environmental Associates as part of the Schoharie Long-Term Community Recovery (LTCR) process, as well as other reports and studies with relevant information on economic and market trends and tourism in Schoharie County.
- **A survey of employees** based at the County Office Building and at the campus of the Schoharie Central School District to determine demographic and socioeconomic characteristics, interest in retail goods and services not currently available locally, the types of businesses/activities likely to be successful on Main Street, barriers to support for local businesses, and related topics.
- **Interviews with various stakeholders** to discuss current and past marketing efforts, identify opportunities and challenges for economic and business development, and solicit input on the types of businesses/activities likely to be successful in the Village of Schoharie.
- **Compilation and analysis of market demographics**, lifestyle characteristics, and consumer spending patterns within the local trade area, and an assessment of non-resident markets.
- **Evaluation of the existing retail environment** in the Village of Schoharie relative to competing retail locations in Middleburgh and Cobleskill, among other nearby locations.
- **Compilation and analysis of data on retail sales** by store type to evaluate the current mix of goods and services and determine which types of establishments and/or product lines have unmet sales potential that could be captured by businesses in the Village of Schoharie.
- **Research on best practices** in retail and marketing and successful business recruitment techniques used by communities similar to Schoharie.
- **Identification of business opportunities and development of recommendations.**

Notes on Methodology and Data Sources

The methodology for the Market Study involved the compilation and analysis of a broad range of quantitative data on the Village of Schoharie and surrounding area. This data was compiled from various sources, including the U.S. Census Bureau. In addition, demographic, socioeconomic, and retail sales data was purchased from ESRI, a leading national provider of market information. ESRI prepares demographic updates and projections based on federal data sources, and offers retail market data derived from public and proprietary sources.

The findings and conclusions presented in this report are solely the opinion of E.M. Pemrick and Company based on the analysis and interpretation of the information available during the completion of the study. The report should be used as an overall guide to market opportunities, but should not substitute for detailed market and financial feasibility analysis on the part of anyone interested in establishing a business location or investing in property in the Village of Schoharie. While the sources used herein are believed to be reliable, it is impossible to thoroughly verify all data utilized and no warranty is given for its accuracy.

Existing Conditions

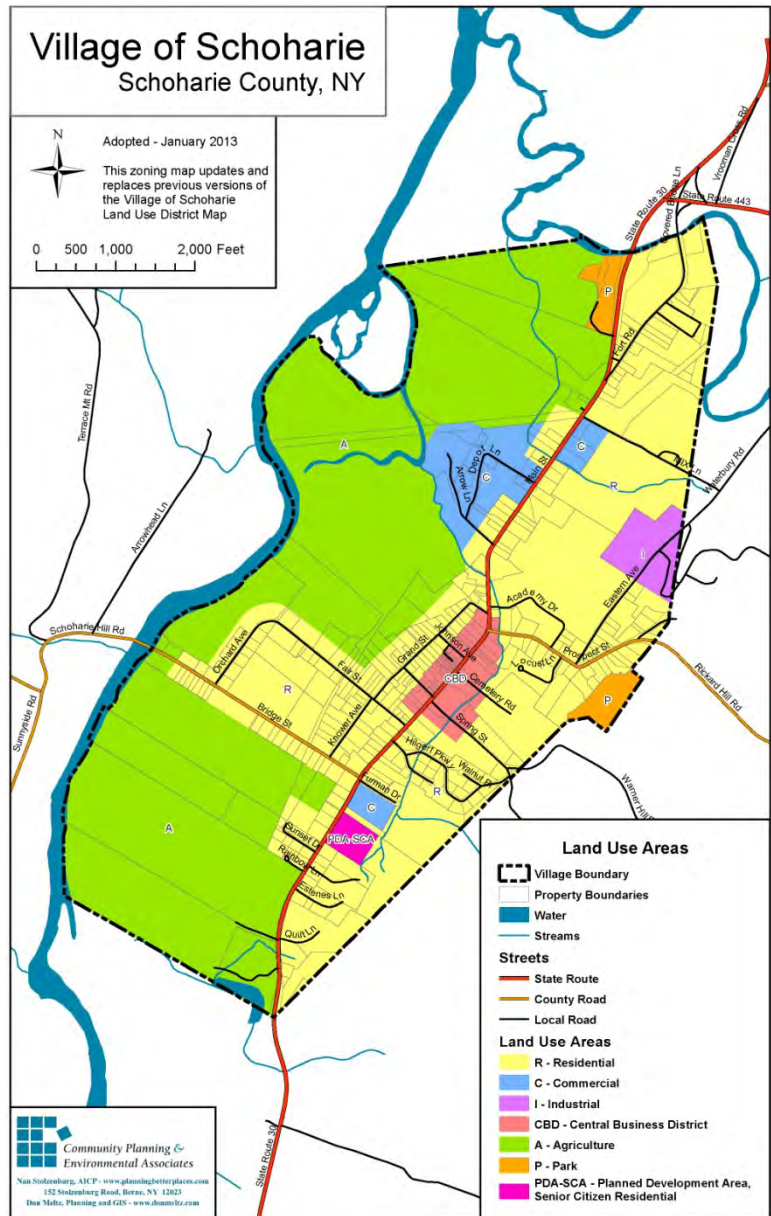
The Village of Schoharie is located in northeastern Schoharie County. Covering 1.7 square miles, it is surrounded on all sides by the Town of Schoharie and is bisected by NY Route 30, known locally as Main Street (see map at right).

The majority of the commercial uses in the Village are along Main Street between Grand and Fair Streets. Civic uses are also on Main Street; as the seat of Schoharie County government, the Village of Schoharie is the site of the County Office Building and the County Courthouse. There are additional businesses along Route 30 north of the central business district and a few on side streets.

Traffic Counts

Access to the Village of Schoharie is through use of federal, state, and county highways, town roads, and village streets. Schoharie is approximately 35-40 minutes from the city of Albany, 30 minutes from the cities of Schenectady and Amsterdam, and 15 minutes from the Village of Cobleskill, the largest community in Schoharie County with respect to population.

Completed in the early 1980s, Interstate 88 connects Schoharie to Interstate 90 (the NYS Thruway) in Schenectady, facilitating travel to and from the Capital Region. I-88 has an interchange in Schoharie at Route 30A. There are additional exits in Richmondville and



Cobleskill. According to the NYS Department of Transportation, traffic volumes in this portion of I-88 range from 9,250 to 14,440 AADT.²

NY Route 30 links Schoharie with Middleburgh, Gilboa, Grand Gorge, and the Catskill Mountains to the south, providing access to and from two state parks, Max V. Shaul and Mine Kill. It also connects Schoharie to Esperance, Amsterdam, and the Adirondack Mountains to the north. In Schoharie County, average daily traffic along Route 30 ranges from about 1,150 just north of Gilboa to 8,630 in Schoharie. The latter represents a significant increase: according to the 1997 Comprehensive Plan, “In 1964, 3,850 cars was the average daily traffic through Main Street in the Village, while today, it is estimated to be above 7,450.”³

Route 30A just south of Route 7 connects Schoharie to I-88. The average daily traffic volume along this route is 6,310, a slight increase from the 6,137 AADT reported in the 1997 Comprehensive Plan.

NY Route 443 is a secondary road that provides access between Schoharie and the Hilltowns of neighboring Albany County (Berne, Knox, Rensselaerville, and Westerlo). The route segment nearest to the intersection of Route 30 has a reported traffic volume of 1,900 AADT.

Business Mix

Fieldwork conducted in fall 2013 identified a total of 38 active businesses⁴ – excluding museums, churches, and not-for-profit organizations – in the Village of Schoharie (see Appendix A for a complete list). As shown in Table 1, 24% of these businesses are retail establishments, two of which are convenience stores. Two new retail stores, Creekside Sports and Hive, have opened within the last two years.

The Village currently lacks both a grocery store and a pharmacy. The Community Apothecary, a pharmacy, closed its doors in the summer of 2013, and it has been many years since the Village had a supermarket.

Table 1. Business Mix in the Village of Schoharie, Dec. 2013		
Category	Number	Percentage
Banks	3	7.9%
Health Care	1	2.6%
Insurance and Real Estate	4	10.5%
Manufacturing	1	2.6%
Personal and Repair Services	7	18.4%
Professional Services	5	13.2%
Restaurants and Bars	5	13.2%
Retail	9	23.7%
All Other Businesses	3	7.9%
TOTAL	38	100.0%

² Annual Average Daily Traffic.

³ Town and Village of Schoharie Comprehensive Plan, 1997, p. 20.

⁴ The list includes the laundromat scheduled to reopen in January 2014.

There are five eating and drinking establishments in the Village, one of which – Little Italy Pizzeria – was among the first businesses to reopen after Hurricane Irene. Until recently, it was the only restaurant in town open for dinner during the week. In the fall of 2013, however, Blue Star Café expanded its hours, staying open until 7 pm Wednesday through Sunday.

Most of the businesses in the Village provide various kinds of services: professional services (e.g., attorneys), personal services (hair salons, funeral home), and repairs (automotive, computers). The Village of Schoharie is also home to three banks, an insurance agency, and three businesses engaged in various aspects of the real estate industry.

Vacancies

The field survey identified a number of commercial vacancies in the Village of Schoharie, defined as vacant storefronts and buildings that are suited to retail and/or restaurant use. These are shown in Table 2.

Table 2. Commercial Vacancies in the Village of Schoharie, Dec. 2013		
Address	Owner of Record	Comments
218 Main Street	Mark VanWoeart	Former location of the Great American Supermarket, now a building shell. Site was used for flood clean-up debris after Hurricane Irene and has been cleared. 4.3 acres. Not actively marketed, although owner has received purchase offers in the past.
294 Main Street (Parrott House)	Salvatore M. and Christopher Lisio	20,000 SF historic building; vacant since April 2013. Structural condition unknown at this time. Has off-street parking. On the market for \$350,000.
295 Main Street (Taylor Block)	JTL Liquors LLC / Stiff Wiesel Inc.	11,000 SF historic building; vacant since the August 2011 flood but appears to have been partially cleaned out. Two commercial spaces on the first floor, with 4 apartments upstairs.
305 Main Street	George Kastis, Varvara Lefkaditis	4,200 SF historic building. Once had a restaurant on the first floor and an apartment with exposed brick walls on the second.
309-311 Main Street	Parcels Plus LLC	Small building (< 1,000 SF). Former location of the Community Apothecary. For rent sign on front.
315 Main Street	Michelle and William Griffin	Vacant lot of .04 acres. Building demolished due to damage from Hurricane Irene.
322 Main Street	Jeffrey A. Relyea	Partially vacant building on 0.5 acres occupied by All Seasons Construction prior to the flood. Has off-street parking. For rent sign on front.
333 Main Street	Hans Schoenecker	5,480 SF office building on 0.8 acres with 30 off-street parking spaces. On the market for \$199,000.

Table 2. Commercial Vacancies in the Village of Schoharie, Dec. 2013

Address	Owner of Record	Comments
404 Main Street	William and Michelle Griffin	1,200 SF commercial property that once housed a greenhouse/flower shop. Second-floor apartment, off-street parking, and 0.75-acre lot.
445 Main Street	Robert Vanderveen	13,000 SF building on 1 acre; former lawn and landscape supply business. Building was heavily damaged and has been vacant since Hurricane Irene. On the market in 2012 for \$39,900.

SF = Square Feet

A review of LoopNet and other commercial real estate sites revealed that many of these properties have been listed for sale within the last five years, both before and after Irene, and some have in fact changed hands. However, many of them are not being actively marketed for lease, other than a small sign with a phone number on the front of the building. It is worth noting that there is no formal building vacancy list compiled for the Village of Schoharie, nor is there a complete list of businesses maintained by any organization.

A significant challenge to increasing the commercial occupancy rate in the Village is the condition of the available space. Larger properties like the Parrott House and the Taylor Block probably need major renovations before they can be marketed to prospective tenants. The former Picture Perfect property (445 Main) has been virtually untouched since the flood. Other buildings may simply need updating, but their structural condition has not been formally evaluated by architects, engineers, or other professionals associated with the Village of Schoharie.



Competing Retail Locations

Town of Schoharie. Although it is not technically a “competing” retail location, the Town of Schoharie is home to several retail businesses that lie outside village boundaries. Two of these – Schoharie Valley Farms, home of The Carrot Barn, on Route 30 and the Apple Barrel Country Store and Café on Route 30A – are popular among visitors to the Schoharie Valley. In many respects, they serve as attractions themselves, complementing the Valley’s rich history and natural beauty. The success of these establishments, however, has failed to benefit the Village business district, as visitors do not seem to go into the Village to further explore shopping and dining

opportunities. The Town of Schoharie also has a Days Inn hotel, a Dunkin' Donuts and a gas station and convenience store with a Subway inside near the I-88 interchange.

Village of Middleburgh. Located approximately five miles south of the Village of Schoharie, the Village of Middleburgh also has an historic Main Street business district with a mix of commercial, civic, and cultural uses. And, as in Schoharie, many businesses and commercial buildings on Main Street in Middleburgh sustained major damage from Hurricane Irene.

A Downtown Strategic Plan completed for Middleburgh in 2005 notes that

as recently as 1987, the Village of Middleburgh still housed a relatively robust retail center that rivaled the region's malls. Main Street housed a department store – first Bulson's, then Strong's – since the early 1900s, other clothing boutiques, an electronics showroom, hardware store, an antique shop, auto sales and auto repair shops, several appliance shops, [and] several eateries... to name just a few... Today, while a number of the retail shops and restaurants still remain, most are gone.⁵

The Strategic Plan goes on to describe the now-familiar pattern of large regional shopping centers and chain stores attracting consumers and making it difficult for local businesses to compete. Many residents of both Middleburgh and Schoharie now travel to Cobleskill – or even further, to suburban communities in Albany County – to do their shopping.

Nevertheless, the Main Street business district in Middleburgh is currently experiencing a resurgence, aided in part by what the Village mayor describes as a “healthy business community.” As described in a recent article in the *Daily Gazette*, the Village of Middleburgh has added several businesses, including a new accounting office, architecture and engineering firms, and an auto repair shop. Green Wolf Brewery, a start-up microbrewery, is expected to open soon. In addition, the Middleburgh Area Business Association has re-formed after many years of inactivity. According to the blog *Middleburgh Community News*, the Village has reached a major milestone: the number of businesses in the community is now equal to the number that existed prior to Hurricane Irene.⁶

The Village of Middleburgh has roughly the same number of businesses as the Village of Schoharie (see list in Appendix A), but more eating and drinking establishments, and a somewhat larger population - 1,500 residents to Schoharie's 922, according to the 2010 Census. In addition, there are more occupied storefronts in Middleburgh than Schoharie, with fewer commercial buildings in disrepair.

⁵ Laberge Group, *Village of Middleburgh Downtown Strategic Plan*, February 2005, p. 42.

⁶ Edward Munger, Jr., “Village of Middleburgh Enjoying Post-Flood Rebirth,” *Daily Gazette*, December 9, 2013; “Middleburgh's Business Community Reaches Pre-Flood Level,” *Middleburgh Community News*, September 9, 2013 (accessed at <http://middleburghny.blogspot.com/2013/09/middleburghs-business-community-reaches.html>).

Village of Cobleskill. Located about ten miles west of the Village of Schoharie, Cobleskill is the largest incorporated village in Schoharie County, with a 2010 population of 4,676. Well over a third of its population is between the ages of 18 and 24, reflecting the presence of SUNY Cobleskill, which has a total enrollment of approximately 2,500 students.

Cobleskill is considered the County’s retail center, serving as the location for numerous stores and restaurants. Major retailers in Cobleskill include a WalMart Supercenter, Price Chopper supermarket, RiteAid and CVS pharmacies, Tractor Supply Company, Dollar Tree, and Dollar General. Home improvement store Lowe’s was expected to build a store on the Village’s eastern end in 2008, but the company decided not to move ahead with its plans, citing “escalating site development costs.”⁷ The majority of these retail businesses are located on the outskirts of Cobleskill’s downtown business district, in plazas, strip centers, and freestanding buildings with large parking lots along Route 7.

Like the Village of Middleburgh, downtown Cobleskill is characterized by historic architecture and a mix of retail, restaurant, and office uses (see list in Appendix A). It has a small array of unique local businesses, including a used book store, an arts and crafts supply store that has classes, and a music store, as well as a furniture store that has been in business since 1934. In fact, the downtown has more retail stores (15) than either Middleburgh or Schoharie. There is also a vintage theater that shows first-run movies. Coby’s Café, a Main Street establishment owned by SUNY Cobleskill, provides opportunities for students in the culinary arts program to develop their professional skills.



Like many small downtowns, downtown Cobleskill has struggled with disinvestment and high vacancy rates. A Downtown Economic Enhancement Strategy was completed for the Village of Cobleskill in 2007. The strategy offered many recommendations and led to the establishment of a not-for-profit organization, Cobleskill Partnership, Inc. Cobleskill Partnership has administered a state-funded façade improvement program, coordinates special events (e.g., an annual holiday parade and tree lighting), and works with business and property owners to promote the downtown.

⁷ “No Lowe’s for Cobleskill,” *Cobleskill Times Journal*, June 25, 2008.

Conclusion

The Villages of Schoharie and Middleburgh and downtown Cobleskill have many characteristics in common. All three have faced a loss of economic vitality as consumer habits and the retail industry have changed. All have experienced business turnover, reduced resident support for local businesses, and disinvestment, although each community seems to have responded differently. The Village of Schoharie is at a point where addressing these conditions is critical, given the large number of vacancies in its business district. Nevertheless, Schoharie is blessed with unique assets, including attractive historic buildings, small town character, and natural beauty, that can be used as the basis for a revitalization program.

Public Input

Employee Survey

In cooperation with Schoharie County and the Schoharie Central School District, E.M. Pemrick and Company conducted a brief survey of County and school district employees in October 2013. The goal of the survey was to determine demographic and socioeconomic characteristics, interest in retail goods and services not currently available locally, the types of businesses/activities likely to be successful on Main Street, and related topics. The survey was made available for completion online; employees received an e-mail with a link to the survey, requesting their participation and assuring their anonymity. A random drawing for a \$50 gift certificate was offered as an incentive for survey completion.

This section provides a summary of the survey results. Full tabulations are included in Appendix B.

A total of 140 responses were completed online, resulting in a rate of response of approximately 28% and a margin of error of +/- 5.3% at a 90% confidence level (or +/- 6.3% at a 95% confidence level).

- **Primary Reasons to Visit.** Respondents were asked the reasons that they visit the Village of Schoharie, other than for work purposes. Multiple responses were permitted. The main reason why respondents visit is for banking (59.3%), going to the post office (56.4%), and dining (52.9%). Shopping was selected by less than half of the respondents, while 20.7% indicated that they visit cultural amenities such as the library or museums. Only 11.4% of the respondents said that they don't visit the Village of Schoharie outside of work; notably, the rate was lower (6.4%) among school district employees.
- **Frequency of Visits.** Outside of work, most respondents visit 1-2 times per week (23.0%), followed by once a month (17.3%) and 3-4 times per week (15.1%). Again, school district employees were more likely than County employees to make frequent trips to the Village, 3-4 times per week (31.3% vs. 6.6%).
- **Familiarity with Local Businesses.** The majority of employees are very familiar (55.1%) or somewhat familiar (41.3%) with the businesses and mix of goods and services currently available in the Village of Schoharie. This indicates that lack of awareness is not an issue affecting workers' support for local businesses.
- **Improvements Needed.** Respondents were asked to indicate what types of improvements would encourage them to spend more time in the Village of Schoharie. Multiple responses were allowed. *More places to shop* was the top response, selected by 69.8% of the participants; it was the number one answer among both County and school district employees. Other responses included *more places to eat* (56.1%), *an*

increased selection of goods (43.9%), and *more recreational activities* (33.1%). Fewer than one in four respondents said that they would visit more for *lower priced goods and services* (24.5%), *special promotions/discounts* (19.4%), *longer/more convenient store hours* (14.4%), *more cultural activities* (14.4%), or *better customer service* (4.3%). Many participants added comments about various types of stores or restaurants they would like to see, with a grocery store or supermarket cited most often.

- **Current Shopping Habits.** Asked where they currently do most of their grocery shopping, the majority of employees indicated that they patronize either the Price Chopper (29.3%) or WalMart Supercenter (25.7%) in Cobleskill. Fifteen percent said that they shop at the Hannaford Supermarket in Esperance. Smaller numbers of employees do their grocery shopping outside Schoharie County, in the counties of Montgomery, Schenectady, Albany, or Otsego, depending on where they live.

As for other purchases, Schoharie County is where most workers purchase garden supplies (60.7%) and hardware (47.8%). Housewares are usually purchased in either Schoharie County (32.1%) or Albany County (31.4%), while employees buy office supplies in either Schoharie County (26.3%) or Schenectady County (24.1%). Albany County seems to be the go-to location when respondents shop for sporting goods (43.8%), clothing (39.3%), and – to a lesser extent – gift items (32.4%). This probably reflects the large selection of retailers at shopping centers like Crossgates Mall and Colonie Center in Albany County. Nearly 40% of the respondents indicated they usually buy books online, a reflection of the enormous market share held by Amazon.



- **Desired Businesses or Product Lines.** Respondents were presented with a list of 15 different types of retail stores or services and asked which ones they would like to see come to the Village of Schoharie. Multiple responses were permitted. The survey results indicate overwhelming support for a grocery store among the respondents, with 91.3% selecting this type of business. Only three options were selected by more than one in four employees: a fitness center (34.8%), clothing store (32.6%), and dry cleaner (28.3%). There was less support for a bookstore (24.6%), shoe store (23.9%), health food store (23.9%), pet supplies retailer (23.2%), or fabric/sewing store (14.5%). The employees showed relatively little interest in jewelry, antiques, home furnishings, or an art gallery.
- **Dining Patterns.** Asked about their eating habits during a typical work week, most respondents indicated that they eat breakfast at home (65.7%) or bring breakfast with them from home (16.4%). Most workers bring a packed lunch to work (69.1%) or buy a take-out meal (14.4%). Less than 7% have lunch at a sit-down or fast-food restaurant during the week. Similar habits exist with respect to dinner: 86.3% of the employees

said that they eat dinner at home, and only 7.2% have dinner at a restaurant. These figures suggest that restaurants in the Village of Schoharie do not receive much patronage from workers.

- **Desired Restaurants.** Respondents were given a list of various types of restaurants and asked which ones they would like to see come to the Village of Schoharie. Again, multiple responses were permitted. None of the answers was supported by more than 55% of the survey participants. The top response was a deli/sandwich shop (54.1%), followed by a bakery (51.1%). This is an interesting finding since two existing restaurants in the Village offer sandwiches, and Hive sells a selection of local baked goods. Other responses for which there was moderate support included a brewpub (35.6%), café/coffee shop (30.4%), and fine dining restaurant (24.4%).



- **Keys to Success.** The survey asked the employees how important they feel various initiatives are to the success of the Village of Schoharie. The majority of employees identified *focusing on the retention of existing businesses* (84.7%) and *attracting independent, locally-owned businesses* (83.3%) as “very important.” With respect to the latter, only one in five workers indicated that they considered *attracting national chains and franchises* as “very important.” This suggests that employees could be encouraged to buy local and make more purchases from independent retailers if businesses offering desired goods and services could be attracted to the Village of Schoharie. Other choices perceived as very important by a large percentage of respondents included *working with other Schoharie County communities to promote the area* (70.2%), *promoting the Village as a tourist destination* (61.9%), and *providing financial incentives for businesses to locate here* (57.9%).
- **Demographic Information.** A series of survey questions gathered information about the respondents’ primary place of residence, employment tenure, gender, age, and household size.

More than four out of five respondents reside within Schoharie County, including 10% who live in the Village of Schoharie and 12.9% who live in the Town of Schoharie but outside the Village. Sizable percentages commute to the Village of Schoharie from locations in the counties of Schenectady (9.3%), Albany (4.2%), and Montgomery (2.1%).

Most of the employees who participated in the survey have worked in the Village of Schoharie for many years: 56.9% have been employed in the Village for at least 10 years and 28.1% for 20 years or more.

Of the respondents, 80.1% are female and 19.9% are male. None of the respondents is under age 25; 32.6% are ages 25 to 44, 38.4% are 45 to 54, 27.5% are 55 to 64, and 1.4% are age 65 or older. The average respondent has 2.14 adults and 0.95 children in their household.

Resident Survey

A Resident Survey was conducted by Community Planning & Environmental Associates as part of the development of the Long-Term Community Recovery Strategy, with 81 people participating. While broader in scope than the Employee Survey, the Resident Survey included several questions about the Village business district. Relevant findings are summarized below.

- **Overall Village Needs.** Respondents were asked to rate the importance of various needs in the Village (e.g., aesthetic improvements on Main Street, housing development, additional funding opportunities). Fully 91.4% rated *business development* as “very important,” while the remainder rated it as “somewhat important.”
- **Business Development Activities.** Asked the rate the importance of different activities or initiatives for attracting new businesses to the Village, 81.2% of the respondents identified the *rehabilitation and maintenance of vacant properties* as “very important.” Other items considered by the majority of the survey participants to be “very important” to business attraction were *marketing to entrepreneurs* (75.0%), *attracting more residents to the Village* (73.5%), *offering incentives such as low rents and tax breaks* (67.2%), and *programs to encourage residents to support local businesses* (56.7%).
- **Desired Business Types.** Respondents were presented with a list of 9 types of businesses and asked which ones are needed in the Village. Multiple choices were allowed. As with the Employee Survey, respondents were most interested in a grocery store, with 85.1% identified it as “very important” and the remainder as “somewhat important.” Slightly over half of the residents rated a laundromat as “very important.” All other answers (e.g., a restaurant, professional services, lodging) were rated by the majority of respondents as merely “somewhat important.”
- **Main Street Appearance and Improvements.** Two questions on the survey addressed the aesthetic appearance of and needed improvements to Main Street. No respondents rated the appearance of Main Street as “excellent,” while 47.9% said it was “good” and 42.5% called it “fair.” Asked what things could improve Main Street, 58.6% of respondents identified *extending Main Street improvements like period lighting, banners, and flowers north to the Blue Star/Grandpa Georges/ Post Office area*. Only two other answers were supported by more than 50% of the residents participating in the survey: *benches* and *more flowers and trees*.



Stakeholder Interviews and Meetings

Through a series of interviews and meetings held in fall 2013, stakeholders identified the following strengths, challenges, and opportunities for the Village of Schoharie from a business development perspective.

Strengths

- New business activity, including the opening of Hive and Creekside Sports
- Streetscape enhancements over the last 30 years, including the Village clock, flower barrels, and banners
- The volume of drive-through traffic
- Schoharie’s status as the seat of County government, which draws people to the Village
- Special events: e.g., village-wide yard sale, Holiday Craft Show, Old Stone Fort Days
- The natural beauty and scenery of the Schoharie Valley
- Historic buildings and museums
- Many local farms and artisans
- Financial resources for business development available through National Grid’s Main Street Revitalization Program, NYS Office of Community Renewal, Schoharie County IDA Microenterprise Revolving Loan Fund, Schoharie LDC, etc.
- The success of the Apple Barrel and the Carrot Barn just outside the Village
- Proximity to and from the Capital Region via I-88

Challenges

- No anchor on Main Street
- Large vacant buildings that need renovation, and unwilling or uncooperative property owners
- High business turnover
- Lack of a grocery store or pharmacy, basic services needed to encourage people to move to Schoharie
- Businesses not open to new ideas, or not social media-savvy, but not taking advantage of small business training opportunities
- Animosity between business owners, making it difficult for people to work together effectively
- Minimal budgets for marketing and promotion
- Lack of coordination and limited collaboration between various groups and organizations, both inside and outside the Village
- Competition with malls and discount stores
- Perception in the Albany area that Schoharie is “far”

Interviews Conducted

- Richard Ball, Schoharie Valley Farms / Schoharie Valley Association / Schoharie Local Development Corporation
- Jessica Loden Kirby and Sue Loden, The Apple Barrel
- Darlene Patterson, Schoharie Promotional Association
- Ann Radar, Magical Printing & Design / SPA HUGS
- Alicia Terry, Schoharie County Department of Planning & Economic Development
- Nancy Wolfe, Schoharie Laundromat / Village property owner

Meetings were also held with the Schoharie Promotional Association and the Village Board.

Opportunities

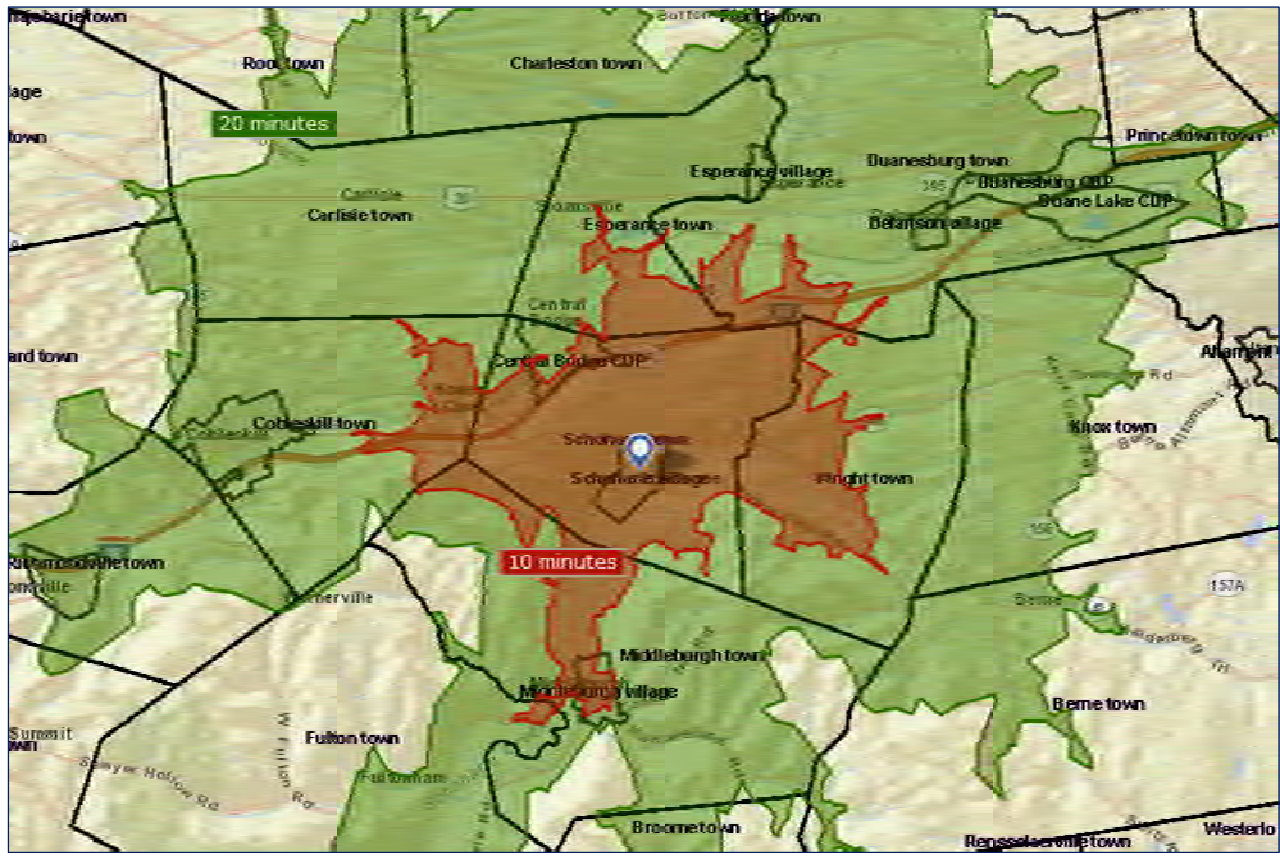
- Construction of a kiosk on Main Street showing maps with points of interest, scenic views, etc.
- Development of a bandstand in the County courtyard as a location for concerts and other activities
- Creation of a hiking/biking path from Central Bridge to Middleburgh with public access to the Schoharie Creek
- More special events to attract people from outside the area to the Village
- Joint marketing of Schoharie, Middleburgh, and Cobleskill through the Schoharie County Alliance
- Renovation of upper-story space for residential use, providing a built-in market for Main Street businesses
- Development of the Birches senior housing complex
- Recruitment of niche businesses
- Redevelopment of the Parrott House as a focal point for the Village

Trade Area Market Demographics

The Village of Schoharie’s primary markets for retail and services include local residents, area employees, and tourists visiting for the day or overnight. This chapter describes the features of the resident market, which provides the Main Street business district with opportunities for year-round sales.

Market Definition

A trade area is defined as the geographic area from which local retail stores and restaurants can expect to draw the majority of their business. The definition is typically based on such factors as distance and driving time (“drivetime”) to the store or commercial district, the perceived attractiveness of particular stores or locations, the location of competing retail centers, and natural or psychological barriers that may impact consumer behavior.



To better understand Schoharie’s market potential, we have defined its trade area as being **within a 20-minute drivetime** of the Main Street business district. As illustrated in the map above, the Schoharie trade area encompasses the Towns of Carlisle, Cobleskill, Esperance, Middleburgh, Richmondville, Schoharie, and Wright in

Schoharie County; and the Town of Duanesburg in Schenectady County.⁸ Portions of Broome and Fulton in Schoharie County, Berne and Knox in Albany County, and Charleston and Root in Montgomery County are also included in the trade area. (The much smaller *10-minute drivetime zone*, shaded in orange, is also shown on the map for comparison.)

The delineation of the Village of Schoharie trade area is not meant to suggest that customers of local businesses are, or will be, drawn *solely* from this geographic area. Some businesses in Schoharie are in fact patronized by people who live outside the 20-minute drivetime zone (as well as visitors from elsewhere; see discussion of tourism later in this study). However, based on the factors listed above, we believe that this trade area provides a reasonable basis for understanding existing/prospective customers and assessing market potential.

Trade Area Resident Characteristics

This section examines the demographic and socioeconomic characteristics of residents in the defined trade area. Demographics are provided for the Schoharie trade area (i.e., the 20-minute drivetime zone), the smaller 10-minute drivetime zone, and the Village of Schoharie for comparison purposes.

Population and Households. As shown in Table 2, the population of Schoharie trade area was 29,705 in 2010. This reflects an increase of 2.4% or a net gain of 684 residents since 2000. A marginal population increase of 1.1% is projected for the trade area, lagging the statewide growth rate of 2.6%, by 2017. With 922 residents, the Village of Schoharie accounted for just 3% of the trade area population in 2010.

The Census Bureau defines a household as all persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more persons living together, or any other group of individuals who share living arrangements outside of an institution. There are approximately 11,700 households currently residing in the Schoharie trade area, with an average household size of 2.41 persons. The average household size is smaller in the Village of Schoharie (1.99 persons), reflecting the relatively large proportion of individuals living alone and residents age 65 and older.

Figures from the 2010 Census reported by ESRI indicate that 51.8% of households in the trade area are married-couple families, 14.7% are other family households, and 7.4% are nonfamily households. Nearly 29% of trade area households have related children under age 18 present.

⁸ This definition is similar though not identical to the trade area defined in the 2009 Market Study, which appears to have been delineated based on town boundaries.

Table 2. Trade Area Demographics

	Schoharie Trade Area (20-Minute Drivetime)	10-Minute Drivetime	Village of Schoharie
Population			
2000 Census	29,021	5,940	1,038
2010 Census	29,705	6,223	922
2017 projection	30,022	6,546	976*
% Change, 2000-2010	2.4%	4.8%	-11.2%
% Change, 2010-2017 (proj.)	1.1%	5.2%	5.9%*
Households			
2000 Census	10,889	2,335	425
2010 Census	11,715	2,666	437
2017 projection	11,885	2,818	468*
% Change, 2000-2010	7.6%	14.2%	2.8%
% Change, 2010-2017 (proj.)	1.5%	5.7%	7.1%*
Average Household Size			
2000 Census	2.53	2.51	2.18
2010 Census	2.41	2.31	1.99
2017 projection	2.41	2.30	2.00*
% Change, 2000-2010	-4.7%	-8.0%	-8.7%
% Change, 2010-2017 (proj.)	-	-0.4%	0.5%*
Population by Age, 2010			
Under age 15	4,752 16.0%	970 15.6%	111 12.1%
15-24	4,842 16.3%	759 12.2%	112 12.1%
25 - 34	2,911 9.8%	647 10.4%	97 10.5%
35 - 44	3,653 12.3%	778 12.5%	102 11.1%
45 - 54	4,812 16.2%	1,045 16.8%	162 17.6%
55 - 64	4,426 14.9%	1,014 16.3%	143 15.5%
65 - 74	2,376 8.0%	554 8.9%	95 10.3%
75 and over	1,901 6.4%	454 7.3%	100 10.8%
Median Age	41.6	44.5	46.7
Households by Type, 2010			
Single-Person Households	3,057 26.1%	762 28.6%	192 43.9%
Households with Two or More People	8,657 73.9%	1,904 71.4%	245 56.1%
Family Households	7,790 66.5%	1,730 64.9%	221 50.6%
Husband-Wife Families	6,068 51.8%	1,336 50.1%	172 39.4%
Other Family (No Spouse Present)	1,722 14.7%	395 14.8%	49 11.2%
Non-Family Households	867 7.4%	173 6.5%	24 5.5%
All Households with Children	3,374 28.8%	728 27.3%	88 20.1%

Source: U.S. Census Bureau, ESRI (estimates and projections), and E.M. Pemrick and Company.

* Projections for the Village of Schoharie do not take into account the fact that an estimated 30% of Village residents displaced by the 2011 flood have not returned.

Population by Age. The median age of trade area residents is 41.6, older than the New York State median of 37.9. Within the trade area, only the Town of Cobleskill has a median age under 40, due to the presence of a large college student population. Approximately 12% of trade area residents are between the ages of 35 and 44, while 16.2% are 45-54, peak earning years for most individuals. In the Village of Schoharie, one in every five residents is age 65 and older; in the trade area, however, seniors account for just 14.4% of the population.

Within the trade area, growth is anticipated primarily among the 55-64 and 65-74 age groups as the postwar baby boom generation continues to age (individuals born at the end of the baby boom are now entering their 50s). This is consistent with trends observed in many other communities around the state.

Household Income. Household income is an important indicator of personal wealth and purchasing power. In 2012, the trade area had an estimated median household income of \$55,731 (see Table 3 below). More than one-third of households in the trade area have incomes of \$75,000 or more per year, while 17.8% have incomes in excess of \$100,000 per year.

Table 3. Trade Area Socioeconomic Characteristics			
	Schoharie Trade Area (20-Minute Drivetime)	10-Minute Drivetime	Village of Schoharie
Median Household Income			
2000 Census	\$40,974	\$38,216	\$33,203
2012 estimate	\$55,731	\$54,641	\$62,353
2017 projection	\$65,016	\$62,613	\$73,186
% Change, 2000-2012 (est.)	36.0%	43.0%	87.8%
% Change, 2012 (est.)-2017 (proj.)	16.7%	14.6%	17.4%
Household Income, 2012 Estimates			
Households w/income of \$50,000 or more	6,681 57.0%	1,511 55.8%	N/A*
Households w/income of \$75,000 or more	4,091 34.9%	918 33.9%	
Households w/income of \$100,000 or more	2,087 17.8%	455 16.8%	
Housing Characteristics, 2010			
Owner-occupied units	74.6%	72.5%	56.1%
Renter-occupied units	25.4%	27.5%	43.9%

Source: U.S. Census Bureau, ESRI (estimates and projections), and E.M. Pemrick and Company.

* 2007-2011 American Community Survey Five-Year Estimates from the Census Bureau indicate that 49.3% of households in the Village of Schoharie earn \$50,000 or more, 34.4% earn \$75,000 or more, and 20.0% earn \$100,000 or more.

Housing Tenure. The homeownership rate in the trade area is high: fully three-quarters of the 11,715 occupied housing units are owner-occupied. Due to a concentration of multi-family housing for seniors, residents living in the Village of Schoharie are less likely to own a home than those living further away.

New Housing. Data from the U.S. Census Bureau on the number of authorized residential building permits indicates that there has been some new housing construction in the trade area over the last few years. Between 2010 and 2012, 146 permits were issued for single-family housing in the communities that make up the Schoharie Trade Area.⁹

No permits were issued for multi-family residential structures – buildings of 5 units or more – during this period. However, plans for a 72-unit senior housing project called The Birches were approved by the Village of Schoharie in 2013. Funded in part by the NYS Office of Community Renewal, this project will provide housing for people aged 62 or older on a site just south of the former Great American grocery store. Construction is scheduled to begin in 2014.

Market Segmentation

Market segmentation is a technique often used to classify consumers based on demographic and socioeconomic attributes, lifestyles, and spending behaviors. This information is utilized by businesses to better understand existing and prospective customers, develop effective marketing strategies, and identify future locations for growth.

Developed by ESRI Business Information Systems, Community Tapestry categorizes U.S. neighborhoods into 65 distinct clusters, or market segments, each reflecting a range of characteristics and preferences relative to the general population. The top Tapestry segments in the Schoharie trade area are briefly described in Table 4 below.

While each of the key segments is different, there are some common features: e.g., conservative spending habits, frugality, and lifestyles centered on family and community. Mostly homeowners, these households do not often move from one place to another; they tend to plant roots in the area. This is especially true of households in the rural Salt of the Earth and Midlife Junction segments. The Rustbelt Retirees and Midlife Junction segments are largely made up of middle-income seniors. These are not retirees supported by large pensions, however; many continue to work or rely on Social Security. They have good reason to watch their spending.

⁹ No data was available for the Towns of Broome or Fulton in Schoharie County.

Table 4. Top 5 Tapestry Market Segments in the Schoharie Trade Area			
Segment	Demographic	Socioeconomic	Preferences
Salt of the Earth (21.2% of households)	Married-couples with and without children and singles who live alone. Ethnically homogenous.	Middle class. Work in professional and managerial positions and skilled and unskilled labor jobs. High rate of homeownership.	Traditional, hardworking, and self-reliant. One of Tapestry's top segments for owning or leasing multiple vehicles. Eat out at family restaurants. Own multiple pets.
Green Acres (18.3%)	Married-couple families with and without children. Ethnically homogenous.	Middle to upper-middle class. Educated and hard-working. High rates of homeownership and labor force participation. 17% of households earn income from self-employment.	Country living; dogs and cats are considered part of the family. Tend to own pick-up trucks or motorcycles. Avid do-it-yourselfers; own power and lawn tools. Top market for sewing machine ownership. Enjoy fishing, kayaking, horseback riding, power boating and bowling.
Rustbelt Retirees (10.1%)	Mostly married couples with no children or singles who live alone. One-third are age 65 and over.	Middle class. Many still work, but most also earn income from interest and dividends and Social Security benefits. Household incomes slightly below the U.S. median.	Have lived in the same house for years. Politically conservative. Participate in political activities, fraternal organizations, or unions. Eat out at family restaurants. Tend to watch their pennies and look for bargains.
Midlife Junction (7.7%)	A mix of family types and singles who live alone or share housing. 20% are age 65 and over.	Middle class. Most are still working, though labor force participation rates are slightly below the U.S. average. One-third receive Social Security.	Generally live quiet, settled lives. Careful spenders, always looking for bargains. Eat at family and fast food restaurants. Go fishing and take walks.
Prosperous Empty Nesters (6.3%)	60% are over age 55. Transitioning from child-rearing to retirement.	Upper middle class; invest prudently for the future. 39% have bachelor's or graduate degrees. Solid professional and management careers, often in education or health care.	Value their financial well-being and health. Exercise regularly; play golf. Avid readers of books and newspapers. Take pride in their families, homes, and communities. Involved in civic clubs and charitable organizations.

Source: ESRI and E.M. Pemrick and Company.

Households in the Prosperous Empty Nesters segment are the most affluent in the Schoharie trade area. Preferring to live in bucolic settings away from dense suburbs, these households often commute long distances to work, and spend their off-hours indulging their hobbies and enjoying recreational activities. They are likely to do much of their shopping outside the trade area where they have a wider array of options. Along with the Green Acres segment, this market may offer the greatest opportunities for new stores and restaurants.

Consumer Spending

Current estimates of consumer spending by households in the Schoharie trade area are shown in Table 5. The data are derived from the annual Consumer Expenditure Survey conducted by the Bureau of Labor Statistics and reflect expenditures regardless of where the purchases are made. It should be noted that the categories listed represent purchases by product type, and goods may be sold by multiple types of establishments.

Table 5. Estimated Spending on Selected Retail Goods by Households in the Schoharie Trade Area			
Expenditure	Total Annual Spending	% Share	Average Per Household
Retail	\$78,517,762	39.5%	\$6,699
Apparel and Accessories	\$15,662,504	7.9%	\$1,336
Books, Music, and Hobbies	\$5,289,324	2.7%	\$451
Computers and Electronics	\$29,716,158	14.9%	\$2,536
Household Furnishings and Appliances	\$11,615,774	5.8%	\$991
Lawn and Garden	\$5,178,215	2.6%	\$442
Pets	\$7,392,597	3.7%	\$631
Sports, Recreation, and Exercise Equipment	\$1,736,579	0.9%	\$148
Miscellaneous	\$1,926,611	1.0%	\$164
Dining Out	\$34,668,420	17.4%	\$3,262
Food Away from Home	\$33,594,865	16.9%	\$2,866
Food and Drink on Trips	\$1,073,555	0.5%	\$396
Alcoholic Beverages	\$5,544,877	2.8%	\$473
Groceries and Convenience	\$80,247,677	40.3%	\$6,846
Food and Beverages	\$60,195,947	30.3%	\$5,136
Housekeeping and Cleaning Supplies	\$8,015,636	4.0%	\$684
Nonprescription Drugs	\$1,446,673	0.7%	\$123
Personal Care Products	\$4,656,263	2.3%	\$397
Prescription Drugs	\$5,933,158	3.0%	\$506
Total, Selected Consumer Expenditures	\$198,978,736	100.0%	\$17,827

Source: ESRI and E.M. Pemrick and Company.

Based on the ESRI data, the trade area has a market potential of nearly \$200 million. Average household expenditures on the retail goods listed are estimated at \$17,827 per year. Households in the trade area spend almost equal proportions on groceries (40.3%) and other retail (39.5%).

A Spending Potential Index (SPI) measures the amount spent for a product or service relative to a national average of 100. In most categories, the Spending Potential Index for the Schoharie trade area is close to the national average. The data indicate that trade area households spend *more* than average on pet supplies and foods (SPI = 125), prescription drugs (110), and lawn and garden supplies (110).

Employees in Schoharie

Individuals who work in the Village of Schoharie represent another important market. The size and nature of this employment can contribute to the success of retail stores, restaurants, and other businesses.

Table 6 shows the number of workers in the Village of Schoharie, as well as those flowing into and out of the Village. The Village has a net worker inflow of approximately 790; in other words, there are more people commuting *into* the Village for employment than there are residents leaving to work elsewhere.¹⁰

Table 6. Inflow/Outflow Job Counts – Village of Schoharie		
Category	Count	Share
Employed in the Village of Schoharie	992	100.0%
Employed in the Village of Schoharie, but living outside the Village of Schoharie	953	96.1%
Employed and Living in the Village of Schoharie	39	3.9%
Living in the Village of Schoharie	202	100.0%
Living in the Village of Schoharie, but employed outside the Village of Schoharie	163	80.7%
Living and Employed in the Village of Schoharie	39	19.3%
Net Inflow (Outflow)	790	-

Source: U.S. Census Bureau, LED OnTheMap Origin-Destination Database, and E.M. Pemrick and Company; 2011 data, the most recent year available (2012 data is expected to be available in March 2014).

The Village of Schoharie serves not only as the County seat, but also as an employment center for the surrounding town; approximately 85% of all jobs in the Town of Schoharie are within Village limits. The largest employers in the Village are Schoharie County, with a workforce of approximately 300, and the Schoharie Central School District, with about 200, followed by the Schoharie County ARC and Harva Company, a plastics manufacturer.

About 75% of the jobs in the Village are in the public sector. Other industries include health care and social assistance (5.8%), finance and insurance (4.7%), and manufacturing (3.0%).

Selected characteristics of individuals employed in the Village of Schoharie are shown in Table 7.

¹⁰ This is not the case with the Village of Middleburgh, which has a net worker *outflow* of 246.

Table 7. Selected Characteristics of Individuals Working in the Village of Schoharie

Where Workers Live		Worker Age	
Schoharie County	59.5%	Age 29 and younger	13.2%
Schenectady County	7.5%	Age 30 to 54	56.1%
Albany County	6.1%	Age 55 and older	30.6%
Greene County	4.5%	Worker Educational Attainment	
Montgomery County	3.4%	High school diploma or higher	81.7%
All other locations	19.0%	Bachelor's degree or higher	24.8%

Source: U.S. Census Bureau, LED OnTheMap Origin-Destination Database, and E.M. Pemrick and Company; 2011 data.

A 2012 ICSC study of retail spending by U.S. office workers found that workers in small-town/rural communities spend about \$91 per week on the purchase of goods and services (excluding transportation and online purchases) near where they work during the week. On average, approximately \$74 per week is spent on retail goods, mostly at grocery and discount stores, while \$17 per week is spent at full-service and fast-food restaurants combined. Not surprisingly, the study found that whether the workplace is located in a rural, suburban, or urban setting, office workers spend more in places with a greater variety of retail and dining options.

The ICSC concludes that while office worker spending accounts for only 2% of total consumer expenditures, there *are* opportunities for providers of goods and services: “Creativity by retailers, restaurateurs and managers of services establishments will be needed to more effectively tap into this office-worker market. Obviously, that triad needs to be cognizant of the limited non-work time to shop, eat and recreate, but they also need to be mindful of the potential opportunity.”¹¹

Employees in the Trade Area

The Schoharie trade area overall has approximately 7,400 workers, less than 40% of whom also *live* in the trade area (see Table 8). Workers who do not reside locally commute from western Schoharie County; from the Town of Rotterdam and City of Schenectady in Schenectady County; and from the Towns of Berne, Colonie, and Guilderland in Albany County.

¹¹ International Council of Shopping Centers, *Office-Worker Retail Spending in a Digital Age*, 2012.

Table 8. Estimated Job Counts and Selected Characteristics of Individuals Working in the Schoharie Trade Area			
Category		Count	Share
Employed in the Schoharie Trade Area		7,405	100.0%
Employed in the Schoharie Trade Area, but living outside the Schoharie Trade Area		4,526	61.1%
Employed and Living in the Schoharie Trade Area		2,879	38.9%
Where Workers Live		Worker Age	
Schoharie County	41.7%	Age 29 and younger	21.2%
Schenectady County	9.1%	Age 30 to 54	54.1%
Albany County	8.6%	Age 55 and older	24.6%
Otsego County	4.5%	Worker Educational Attainment	
Montgomery County	4.5%	High school diploma or higher	73.0%
All other locations	31.7%	Bachelor's degree or higher	21.8%

Source: U.S. Census Bureau, LED OnTheMap Origin-Destination Database, and E.M. Pemrick and Company; 2011 data, the most recent year available (2012 data is expected to be available in March 2014).

Most of the large and mid-sized employers within the trade area, other than County government and local school districts, are in Cobleskill, Howes Cave, and Richmondville. These include the following:

- SUNY Cobleskill, Cobleskill (250-499 employees)
- WalMart Supercenter, Cobleskill (250-499)
- Cobleskill Regional Hospital, Cobleskill (100-249)
- Kintz Plastics, Inc., Howes Cave (100-249)
- Howe Caverns, Inc., Howes Cave (100-249)
- Cobleskill Stone Products, Cobleskill (50-99)
- KSI Products, Cobleskill (50-99)
- Sterling Insurance Company, Cobleskill (50-99)
- Lancaster Development, Richmondville (50-99)
- Best Western Inn, Cobleskill (50-99)

Retail Market Analysis

Potential and Estimated Retail Sales

Estimates of retail demand (market potential) and supply (retail sales) were purchased from ESRI and are presented in Table 9 below. The analysis excludes motor vehicle dealers and parts suppliers, gas stations, and nonstore retailers, as these are not typically suited to a dense village setting.

Table 9. Retail Market Analysis, Schoharie Trade Area (20-Minute Drivetime Zone)		
	Retail Potential (Demand) <i>In thousands</i>	Retail Sales (Supply) <i>In thousands</i>
Convenience Retail	\$80,330	\$162,649
Grocery Stores	\$47,616	\$98,716
Specialty Food Stores	\$2,598	\$224
Beer, Wine, and Liquor Stores	\$4,352	\$1,208
Health and Personal Care Stores	\$25,765	\$62,501
Shoppers' Goods Retail	\$97,437	\$81,999
Building Material and Supplies Dealers	\$8,093	\$999
Lawn and Garden Equipment and Supply Stores	\$1,415	\$1,744
General Merchandise/Department Stores	\$33,887	\$62,370
Furniture and Home Furnishings Stores	\$7,013	\$1,475
Electronics and Appliance Stores	\$9,977	\$937
Clothing and Clothing Accessories Stores	\$21,043	\$2,641
Sporting Goods/Hobby/Musical Instruments Stores	\$6,032	\$1,254
Book, Periodical, and Music Stores	\$898	\$3,121
Florists	\$869	\$175
Office Supplies, Stationery, and Gift Stores	\$1,991	\$461
Used Merchandise Stores	\$937	\$1,613
Other Miscellaneous Store Retailers	\$5,283	\$5,209
Eating & Drinking Places	\$29,445	\$14,116
Full-Service Restaurants	\$15,088	\$1,407
Limited-Service Eating Places	\$11,040	\$12,010
Special Food Services	\$2,455	\$95
Drinking Places	\$862	\$604
Total Retail Sales*	\$207,213	\$258,764

Source: ESRI, Dun & Bradstreet, and E.M. Pemrick and Company.

* Excluding Motor Vehicle and Parts Dealers, Gas Stations, and Nonstore Retailers.

Demand (retail potential) estimates the expected amount spent by consumers at retail establishments; supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded.

ESRI calculates market potential by store type based on national averages, with adjustments made according to various demographic characteristics of the trade area. It is important to note that the retail demand data does *not* factor in potential spending by customers from outside the trade area, including day trippers and overnight visitors, nor does it include workers who may be employed within the trade area but reside elsewhere.

Retail sales in the trade area are estimated at \$258.8 million. The strongest performing retail categories with respect to sales are grocery stores (\$98.7 million), health and personal care stores¹² (\$62.5 million), and general merchandise and department stores (\$62.4 million). In fact, these three store types account for *more than 85%* of trade area retail sales.¹³ None of these stores is present in the Village of Schoharie.

Retail Gap Analysis

The demand for goods and services that is not being met locally is referred to as *sales leakage*. The leakage occurs because consumers make purchases outside the trade area, or buy online from non-local stores.

Table 10 shows the retail gap for various retail categories within the trade area. The Leakage/Surplus Factor, calculated by ESRI, presents a snapshot of retail opportunity. It is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents a leakage of retail opportunity outside the trade area, with the potential for local businesses to recapture a portion of the sales that are leaving the area. A negative value represents a *surplus* of retail sales, a market where customers are drawn in from outside the trade area.

Based on the analysis, retail categories that appear to be capturing the local market most effectively include:

- Grocery stores
- Health and personal care stores
- General merchandise stores
- Fast food restaurants
- Book, periodical and music stores
- Used merchandise stores
- Lawn and garden equipment dealers and nurseries

¹² This category includes retailers of such items as drugs, medicines, optical goods, cosmetics and beauty supplies, etc.

¹³ Based on the total of the retail categories listed in Table 8. Even if motor vehicles and parts suppliers, gas stations, and nonstore retailers are factored into the analysis, however, these three store types account for more than three-quarters of all retail sales in the trade area.

Table 10. Retail Gap Analysis, Schoharie Trade Area

	Estimated Surplus <i>In thousands</i>	Estimated Leakage <i>In thousands</i>	Leakage/Surplus Factor
Convenience Retail	\$82,319		NA
Grocery Stores	\$51,101		(34.9)
Specialty Food Stores		(\$2,374)	84.1
Beer, Wine, and Liquor Stores		(\$3,143)	56.5
Health and Personal Care Stores	\$36,736		(41.6)
Shoppers' Goods Retail		(\$15,438)	NA
Building Material and Supplies Dealers		(\$7,094)	78.0
Lawn and Garden Equipment and Supply Stores	\$330		(10.4)
General Merchandise/Department Stores	\$28,483		(29.6)
Furniture and Home Furnishings Stores		(\$5,538)	65.3
Electronics and Appliance Stores		(\$9,040)	82.8
Clothing and Clothing Accessories Stores		(\$18,402)	77.7
Sporting Goods/Hobby/Musical Instruments Stores		(\$4,778)	65.6
Book, Periodical, and Music Stores	\$2,223		(55.3)
Florists		(\$694)	66.5
Office Supplies, Stationery, and Gift Stores		(\$1,530)	62.4
Used Merchandise Stores	\$676		(26.5)
Other Miscellaneous Store Retailers		(\$74)	0.7
Eating & Drinking Places		(\$15,330)	35.2
Full-Service Restaurants		(\$13,681)	82.9
Limited-Service Eating Places	\$969		(4.2)
Special Food Services		(\$2,360)	92.5
Drinking Places		(\$258)	17.6
Total Surplus and Leakage	\$119,511	(\$83,398)	NA

Source: ESRI, Dun & Bradstreet, and E.M. Pemrick and Company.

The Leakage/Surplus Factor is a snapshot of retail opportunity. A positive value represents a leakage of retail opportunity, while a negative value indicates a surplus of retail sales.

A retail surplus does not necessarily mean that the trade area cannot support additional business activity. On the contrary, it indicates that certain types of businesses are attracting non-local consumers to the trade area. This can serve as the basis for the development of new businesses offering similar or complementary products – for example, a furniture store might locate next to an appliance dealer. Some types of retail establishments, such as apparel stores and antique stores, are more successful when they are “clustered”; this gives customers the opportunity to visit multiple stores, and creates a destination for shopping.

Categories with the greatest sales *leakage*, or unmet consumer demand, include the following:

- Clothing stores
- Full-service restaurants
- Electronics and appliance stores
- Building material and supplies dealers
- Furniture and home furnishings stores
- Sporting goods, hobby, and musical instruments stores
- Beer, wine, and liquor stores
- Specialty food stores
- Special food services
- Office supplies, stationery, and gift stores
- Florists
- Drinking places
- Other miscellaneous store retailers

A “leakage of retail opportunity” in a particular category does not necessarily guarantee the success of a new business in that category. It merely indicates that resident demand is not currently being captured by businesses within the trade area.

Some of the retail categories with significant sales leakage are *not* recommended as potential targets for the Village of Schoharie, however. One example is building material and supply dealers, which includes home centers, paint and wallpaper stores, hardware stores, and lumberyards. These establishments typically have business sales that are not reflected in the ESRI data, so the extent of leakage is probably overstated. Another example is special food services, a category comprised of catering establishments and mobile food carts that do not usually operate from a fixed location. There are also retail store types that are already represented in the Village of Schoharie, including liquor stores and florists. Instead of recruiting new establishments, these businesses should be afforded the opportunity to expand their merchandise mix or make other changes to attract customers who are going elsewhere to purchase their products.

Market Opportunities

Table 10 estimates the amount of additional retail development that could be supported in the Village of Schoharie if a portion of the sales leakage could be captured locally. The projected capture rates are conservative – a capture rate of 20% is standard for a downtown – but it is not realistic to expect that new retailers will be able to capture *all* of the leakage. For one thing, most of the retail activity in the trade area is in Cobleskill (overall, businesses in Schoharie and Middleburgh account for no more than 5% of total retail sales). Another factor is the “magnet effect” associated with the regional shopping malls and chain stores in Albany and Schenectady. Nevertheless, the numbers do show the potential for new stores and/or expansion of existing retailers in the Village of Schoharie. Specific opportunities are described below.

Table 10. Selected Business Opportunities, Schoharie Trade Area

Category	Leakage	Projected Capture	Amount of Capture	SF Support @ Sales PSF of \$100
Clothing and Clothing Accessories Stores	\$18,401,727	5%	\$920,086	9,201
Full-Service Restaurants	\$13,680,911	10%	\$1,368,091	13,681
Electronics & Appliance Stores	\$9,039,674	5%	\$451,984	4,520
Furniture & Home Furnishings Stores	\$5,538,264	5%	\$276,913	2,769
Sporting Goods and Hobby Stores	\$4,777,945	10%	\$477,795	4,778
Specialty Food Stores	\$2,373,738	15%	\$356,061	3,561
Office Supplies, Stationery, and Gift Stores	\$1,529,751	15%	\$229,463	2,295
Other Misc Store Retailers	\$73,897	15%	\$11,085	111

Source: E.M. Pemrick and Company, based on ESRI data.

Note: The retail demand data in the gap analysis only includes potential spending by trade area residents; it does not incorporate spending by employees who live outside the trade area, or by visitors. As a result, the sales leakage in certain categories may actually be higher.

Clothing and Clothing Accessories Stores. This category consists of retail establishments that sell new clothing and footwear; clothing accessories, such as hats and caps, costume jewelry, gloves, handbags, ties, and belts; and jewelry, luggage, and leather goods.

Over \$21 million in potential spending at clothing and clothing accessories stores is generated within the Schoharie trade area, but very little of it is captured locally due to insufficient retail offerings in this category. Consumer demand exceeds supply in all three subcategories: clothing, shoes, and jewelry, luggage, and leather goods.

Some of the unmet demand is probably captured by other types of stores that sell apparel (e.g., WalMart), but most of the sales are leaking to Capital Region shopping malls; nearly two-thirds of the participants in the Employee Survey indicated that they make most of their clothing purchases in either Albany or Schenectady County. About a third of the employees would like to see a clothing store in the Village of Schoharie and 24% would be interested in a shoe store, but there was little support for a jewelry store.

Apparel stores tend to perform better when clustered with other similar establishments. However, there could be an opportunity

Case Study: Adrian’s Boutique

Since 1983, the small community of Buhler, Kansas (pop. 1,300) has been the home of Adrian’s Boutique, a retailer of clothing, jewelry, gifts, and home décor. Owner Vicki Adrian describes the business as “not just a store,” but “a contemporary and eclectic destination that offers shoppers an experience.” In addition to a website where retail items may be purchased online, Adrian’s has a blog with more than 4,000 subscribers, and is on both Facebook and Pinterest.

for an existing retailer to add merchandise lines in this category. Another option might be a small, moderately-priced boutique store targeted to women 45 and older that carries clothing as well as jewelry, crafts, and other merchandise.

Full-Service Restaurants. This category is comprised of establishments that provide food services to patrons who order and are served while seated (i.e., waiter/waitress service) and pay after eating. Businesses vary widely in terms of menu and price, and may or may not serve alcoholic beverages or provide carryout service.

There is substantial unmet demand for full-service restaurants in the trade area. Since the data does not incorporate demand by visitors or workers who live outside the trade area, the estimated sales leakage is likely higher.

According to the National Restaurant Association, food quality, customer service quality and value are the top attributes consumers look for in a full-service restaurant. Nearly three-quarters of consumers say they are more likely to visit a restaurant that offers locally produced food items, and more than half of all restaurants currently offer locally sourced produce.¹⁴

There are already 3 restaurants in the Village of Schoharie, and several others in the Village of Middleburgh. In addition, there are cafés at the Apple Barrel and the Carrot Barn in the Town of Schoharie. It will be critical to attract a dining establishment that complements, rather than *competes* with, existing offerings.

Although it is not the only property available in the Village that could be used for a dining establishment, the historic Parrott House represents a unique opportunity for the development of a full-service restaurant and tavern that showcases Schoharie’s heritage while supporting local farms. In the hands of an experienced restaurant operator, such a business could provide the Village of Schoharie with an anchor, attracting residents, workers, and visitors. The restaurant could also accommodate banquets, parties, and other special events.



Furniture, Home Furnishings, and Electronics Stores. This sector combines two related categories: furniture and home furnishings stores, and electronics and appliance stores. The first includes businesses selling new furniture for households and offices and a range of home furnishings including curtains, draperies, blinds, shades, kitchenware, glassware, outdoor furniture, floor coverings, and decorative accessories. The second category is comprised of retailers that sell new household appliances and consumer electronics such as televisions, computers, and cameras.

¹⁴ National Restaurant Association, *2012 Restaurant Industry Forecast*. Cited in “Restaurant Industry Set to Outpace National Job Growth, Reach Record Sales in 2012,” National Restaurant Association press release, January 30, 2012.

As with apparel, some of the unmet demand in this category is probably being captured locally by general merchandise stores. The Village of Middleburgh used to have a furniture store, Wayman’s Furniture, on Main Street; however, the building was damaged during Hurricane Irene and the store has not reopened. Other than Scholet Furniture in downtown Cobleskill, the nearest furniture stores are outside the trade area.

Many furniture, electronics, and appliance stores today require large amounts of space, upwards of 15,000, 25,000, even 50,000 square feet. The electronics industry in particular is dominated by national retail chains like Best Buy, while appliances are sold by home centers like Lowe’s and Home Depot and by large regional retailers. Furniture, electronics, and appliance stores also prefer to locate on busy commercial strips with other major retailers. There are exceptions, however. Two examples of furniture stores in small communities are Armstrong Furniture in the Village of Altamont, Albany County and the Pattersonville Furniture Store in Schenectady County; these establishments are roughly 15 and 25 miles, respectively, from the Village of Schoharie.

While competition is expected to continue, rising consumer confidence, disposable income and home ownership levels are anticipated to lead to the industry's resurgence... the industry is projected to benefit from consumers seeking higher-quality products and customer service, thus allowing industry operators to gain a competitive edge over mass merchandisers who have for several years been squeezing them out of the industry.

- IBISWorld, *Home Furnishings Stores Market Research Report*, September 2013.

In contrast to furniture retailers, home furnishings stores are often small businesses and are quite varied. Within the Schoharie trade area, the potential exists for a specialty retail store selling unusual or distinctive items for the home – possibly kitchenware, pottery, or textiles.

Sporting Goods and Hobby Stores. This category consists of establishments that sell various goods associated with sports, recreation and leisure activities, including sporting goods, exercise equipment, and bicycles; toys and games; sewing supplies, patterns, yarn, and other needlework accessories; arts and crafts supplies; and musical instruments.



Fishing Rods at Creekside Sports

There are several retailers of sporting goods in the Schoharie trade area. Creekside Sports, in the Village of Schoharie, specializes in fly fishing and sport fishing, hunting, and trapping. Cobleskill Outdoor Sports in downtown Cobleskill targets a similar market. Other stores in this category include Reed’s Sporting Goods in Berne and Off the Beaten Path, a bait and tackle shop in Central Bridge. Nevertheless, the high level of sales leakage in this category suggests that some items are being purchased outside the trade area, at big box retailers like Dick’s Sporting

Goods, at specialty stores, or online. There could be an opportunity for an existing retailer to expand to their product lines. Given the local resources available for hiking and biking, proximity to the Catskill Mountains, and the possibility of a bike trail along the Schoharie Creek in the future, the sales and/or rental of bicycles and camping equipment might be worth pursuing.

Among the retailers in the trade area that sell goods associated with various hobbies are Needlepoint Boutique in the Town of Middleburgh; the Studio for Arts and Crafts and Backstreet Music Shop in downtown Cobleskill; The Yardstick, a sewing supply store and sewing machine dealer in the Town of Cobleskill that has been in business for more than 30 years; and Quiltbug, an Esperance retailer that carries a full line of quilting fabrics, patterns, batting, sewing notions and supplies. Some of these establishments also offer classes. Additional research may be required to determine whether there are niche market opportunities not currently being filled locally, but the possibilities include businesses that offer retail goods and classes for scrapbooking, making jewelry (beads), or knitting/crocheting.

The economic recovery will lead to significant improvement within the industry as consumers spend their increasing discretionary incomes on craft products. While competition from e-commerce websites and online auctions will be strong, demand from baby boomers and the young do-it-yourself market will bolster revenue. Additionally, positive returns will create opportunities for some operators to expand and new stores to enter the industry.

- IBISWorld, *Fabric, Craft & Sewing Supplies Stores Market Research Report*, July 2013.

Specialty Food Stores. The gap analysis indicates nearly \$2.4 million in unmet demand associated with specialty food stores, which includes retailers of fresh fruits and vegetables, meats, baked goods, candy, nuts, coffee and tea, and other specialized lines of food. Demand for these products is being captured in part by existing supermarkets and general merchandise stores, but there are opportunities for stores that are able to capitalize on Schoharie County agriculture without competing directly with existing businesses.

Specialized food stores have individually carved out a niche following by specializing in certain items, such as health foods, premium coffee or organic treats. Many establishments prefer to remain small and local to preserve uniqueness and community loyalty.

- IBISWorld, *Specialty Food Stores Market Research Report*, November 2013.

According to the USDA Economic Research Service, specialty food stores accounted for 3.4% of the \$571 billion in U.S. retail food store sales in 2011, with traditional grocery stores and supermarkets accounting for the largest share. Major trends influencing the specialty food store industry include the growing market for local, organic, natural, and allergen-free food products; an increase in the demand for small, individually sized products; and concerns about food safety, packaging, and the quality of processed foods from overseas. Although the down economy has had a negative impact

on some retailers of specialty foods – particularly those selling higher-priced goods – other retail outlets have seen a benefit; baked goods, for example, are often considered an affordable indulgence.

The Employee Survey indicated a moderate level of support for a bakery and - to a lesser extent - a health food store in the Village of Schoharie. Currently, the nearest retail bakeries, other than those located within grocery

stores, are outside the trade area, in Schenectady and Altamont; however, there is a local wholesale bakery, The Bakery at Lilac Hollow Farms, that supplies gourmet pastries, pies, and desserts to Hive, the Apple Barrel, and other local businesses and restaurants. An Italian bakery, as one survey respondent suggested, might be appropriate, as it is not likely to compete directly with an existing trade area business.

With the Carrot Barn and numerous local farmstands retailing fresh produce, other opportunities for the Village of Schoharie include businesses selling coffee or tea, chocolates, or fresh meats. A retail butcher shop featuring locally sourced meats would be a great addition to the business mix. Hickory Hill Smokehouse in Delanson sells handcrafted meats and cheeses, but it is primarily a mail order operation (although it is open on weekends).

A good example of a successful small-town retail meat market is Route 66 Meats and Smokehouse in Wynantskill, NY. Open for nearly 8 years, this business sells its own chicken, pork, and beef products, including grass-fed beef raised nearby, and processes game meats for local hunters. It also sells local produce and homemade pies during the holidays.



In sum, while the Village of Schoharie does not have a grocery store (see further discussion later in this chapter), it may be able to establish itself as a destination for specialty food products, especially foods grown or made in Schoharie County. These specialty food stores would provide shopping opportunities for residents and employees, as well as visitors from outside the Schoharie Valley.

Office Supplies, Stationery and Gift Stores. This category is comprised of establishments that sell stationery, school supplies, and office supplies, as well as retailers of gifts, novelty merchandise, souvenirs, greeting cards, seasonal and holiday decorations, and curios.

Unmet demand in this category is estimated at \$1.5 million, and the gap is likely higher, since the ESRI data does not account for business demand. It is not clear whether the leakage is primarily with respect to office supplies – a market dominated by big-box retailers like Staples – or to gift stores.

There are several stores in Schoharie and Middleburgh that sell gifts, including Hive, the Apple Barrel, and the Conglomerate. It may be more advantageous to increase sales activity at existing stores rather than pursuing additional retail development in this category, unless a prospective retailer plans to sell merchandise that is somehow unique and different from what is currently available.

The gift shop industry began as a small industry with stores in tourist destinations, at train stations, and in airports to serve travelers. Today, gift stores are frequented by shoppers of nearly age and income level. To stay competitive, retailers must offer goods that are not found in other stores. Nationally, approximately 75% of all gift stores have an online presence, enabling them to reach a much larger market. Some have established

“virtual” stores on Etsy, an online marketplace with a global reach where people buy and sell unique, handmade, or vintage goods. Just as some retailers with physical stores have created virtual stores online, there may be an opportunity for an successful Etsy “e-tailer” to establish a physical location in the Village of Schoharie.

Other Business Types. Other types of businesses for which there appears to be market potential in the Schoharie trade area include a *pet supplies store* (covered under the Miscellaneous Retail Stores category) and a *gym or fitness center*. As indicated in the discussion of trade area demographics, there is a high rate of pet ownership locally, and trade area households spend more than the national average on pet supplies and foods. About one in four participants in the Employee Survey said they would like to see a business selling pet supplies in the Village of Schoharie. There used to be a pet grooming business, Waggin' Tails Pet Grooming, in Richmondville, but it has relocated to Otsego County.

Pet ownership will continue to rise, driving revenue growth in this industry, particularly within the pet food segment. Further, the trend of pet indulgence is increasing the popularity of diverse pet services such as grooming, walking and even pet therapy. Nonetheless, specialty pet stores continue to compete with supermarkets and big-box stores that carry large inventories of similar products at lower prices.

- IBISWorld, *Pet Stores Market Research Report*, September 2013.

About 35% of the respondents to the Employee Survey said they were interested in having a fitness center in the Village of Schoharie. Within the trade area, there are fitness facilities at the Duanesburg Area Community Center in Delanson, and at Marantha Family Center in Richmondville. However, Marantha Family Center, which offered a wide array of fitness classes and personal training programs, has been closed since September 2013 for reasons that appear to be unrelated to its market potential. Heavily leveraged with loans from various state and local agencies, the business is now the subject of a foreclosure action.

Grocery Stores

Surveys of both residents and employees based in the Village of Schoharie have indicated overwhelming interest in attracting a grocery store to the community. This section examines the market for such a business and the trends currently impacting the grocery store industry.

The 2009 Market Study conducted to determine the potential of opening a supermarket in Schoharie identified five competing grocery stores affecting the trade area, in Cobleskill, Middleburgh, Amsterdam, and Schenectady. With three stores, Price Chopper was determined the market share leader, at 38.1%, followed by WalMart with 24.1% and the small Grand Union (which had a store on Route 30 between Schoharie and Middleburgh at that time) with 11.1%.

Although the 2009 study showed that there was a “retail void” (i.e., sales leakage) in the area that would support a new grocery store, it also noted potential disadvantages, including a proposed Hannaford likely to “erode potential to the site” and the possibility that stronger stores on the perimeter of the trade area would continue to attract population and maintain market share.

Since 2009, the Grand Union has closed, but additional grocery stores have entered the market, including the Hannaford Supermarket in Esperance, as shown in Table 11. This has almost certainly eroded the potential for a store in Schoharie. In fact, a grocery chain contacted by Schoharie County Department of Planning and Economic Development declined an invitation to locate in Schoharie or Middleburgh because, they said, it would pull sales from one of their existing stores.

Table 11. Grocery Stores Within the Schoharie Trade Area & Beyond				
Name	Address	Location	Approx. Square Footage	Notes
Price Chopper	105 Plaza Lane	Cobleskill	50,000	SF based on chain average
WalMart Supercenter	139 Merchant Place	Cobleskill	197,000	Built ~1995; SF based on chain average
Hannaford Supermarket	11140 Western Tpke	Esperance (Duanesburg)	36,000	Built 2010; targets Esperance, Duanesburg, the Schoharie Valley, Cobleskill, and I-88 traffic
Hannaford Supermarket	4901 State Highway 30	Amsterdam	44,000	Built 1988
Price Chopper	141 Sanford Farms Shopping Ctr	Amsterdam	63,500	Built 1995
WalMart Supercenter	101 Sanford Farms Shopping Ctr	Amsterdam	197,000	Built 1995; SF based on chain average
Save-A-Lot Food Store	4908 State Highway 30	Amsterdam	11,500	Built 2002
ALDI	4888 State Highway 30	Amsterdam	17,000	SF based on chain average

Source: E.M. Pemrick and Company research.

Another factor that impacts efforts to attract a supermarket to Schoharie is the growth in WalMart’s share of U.S. grocery sales over the last decade. According to a recent analysis:

The retailer did not introduce full-line grocery to its stores until 1988. Ten years later, Wal-Mart introduced Neighborhood Markets to stay ahead of the local grocery and convenience stores. Since then, groceries have been one of the prime focus areas for Wal-Mart. The share of groceries in the retailer’s total revenues has been on a consistent rise. In 2002, groceries accounted for about 24% of Wal-Mart’s revenues... [this figure] currently stands at around 55%.¹⁵

Unlike other retail goods, groceries are a non-discretionary purchase; consumer spending on food is more or less stable and not tied to economic conditions. Retailers have found that customers who visit a store to buy groceries are more likely to purchase other items, too. This has driven many retailers other than traditional supermarkets – e.g., general merchandise stores, drug stores, convenience stores – to fill their aisles with food sections.¹⁶ (Dollar stores are also pulling market share from conventional supermarkets by expanding their selection of food and household items; notably, a grocer who looked at the old Grand Union site between Schoharie and Middleburgh cited an inability to compete with Dollar General on paper products and household cleaning supplies as one of the reasons he would not put a supermarket there.) Analysts predict that WalMart will continue to sustain a price advantage over its closest competitors, gaining an even greater share of the U.S. grocery market.¹⁷

As stated in a recent study of the grocery industry: “Cost control is extremely important in this low-margin business where strong and weak players may be decided by a mere 1% difference in net margins.”¹⁸ Supermarkets have had to manage their costs meticulously, not an easy task in an industry in which product costs account for 70 to 73 cents per dollar of sales.

Key Trends Affecting the U.S. Grocery Industry

- Shifting consumer habits due to a weakened (post-recession) national economy, with increased shopping at discount stores and warehouse clubs
- Increased sales of less expensive private label goods
- Increased competition between grocery chains as well as against other types of stores
- Shifting trends in health and nutrition leading to greater demand for fresh foods and organic products
- Focus on improving operational efficiencies and profitability – includes investing heavily in information technology
- Analysis of consumer data (collected through customer loyalty cards) for target marketing
- Product assortment strategies to expand sales of higher-margin goods and improve inventory control
- A convergence of supermarket and drug store business models, with each attempting to attract the others’ consumer base

Source: The Reinvestment Fund, *Understanding the Grocery Industry*, September 2011. Produced for the U.S. Department of the Treasury CDFI Fund Capacity Building Initiative.

¹⁵ “How Wal-Mart Became A Grocery Giant In The U.S.,” Trefis.com, January 18, 2013. Accessed at www.trefis.com/stock/wmt/articles/163390/how-wal-mart-became-a-grocery-giant-in-the-u-s/2013-01-18

¹⁶ Stephanie Clifford, “Big Retailers Fill More Aisles with Groceries,” *New York Times*, January 16, 2011.

¹⁷ Estimates of WalMart’s market share range from 18% to as much as 30%, though 25% is the figure cited most often. In some metro markets, Wal-Mart accounts for more than 50% of grocery sales.

¹⁸ The Reinvestment Fund, *Understanding the Grocery Industry*, September 2011, p. 10.

U.S. Grocery Store Formats

- **Conventional supermarket:** Sells dry groceries, canned goods, nonfood products, and perishables; often has multiple service departments (e.g., bakery, butcher, deli, seafood, floral, pharmacy). 20,000 to 65,000 SF.
- **Limited-assortment supermarket:** Carries a limited selection of items in a reduced number of categories; few, if any, service departments. 13,000 to 25,000 SF.
- **Supercenters:** Combined food/drug store and mass merchandiser under a single roof, devoting as much as 40% of their space to grocery items. Average over 170,000 SF.
- **Convenience stores:** Sells mostly dry groceries, with a limited selection of perishables, prepared foods, and general nonfood merchandise. <1,000 to 5,000 SF.
- **Superettes (“mom and pop” stores):** Sells mostly packaged and perishable food items; narrow selection.
- **Natural/gourmet stores:** Specialty retail stores focused on healthy living and/or gourmet prepared foods, with a limited selection of general merchandise. Size varies.

Source: The Reinvestment Fund, *Understanding the Grocery Industry*, September 2011.

In such a competitive environment, supermarkets are tailoring their product offerings to satisfy consumer needs: adding more organic, natural, and gluten-free products and ethnic foods to their shelves; expanding their private labels (store brands) for budget-conscious households; offering prepared meals for take-out; and designing new store formats.

Grocery stores are also sourcing and promoting locally-grown foods. One example is the Hudson Valley-based Adams Fairacre Farms, a family-owned and operated market known for its huge selection of locally produced foods, from fruits, vegetables, and meats to cheese, baked goods, and dairy products. Starting in the 1920s with a small roadside farm stand, the Adams family added a garden center and a landscaping business before opening its first Country Foods store in 1977. Today, Adams Fairacre Farms has four stores with meat, seafood, and bakery departments; salad bars and delis; a coffee station; prepared food departments; and “sweet shops,” with gourmet chocolates, handmade fudge and old-fashioned candies. The Poughkeepsie store even has

a café and ice cream parlor. Adams calls itself “a super farm market that offers metropolitan selection.” In 2012, the Dutchess County Economic Development Corporation gave Adams Fairacre Farms an award for business excellence.



Adams Fairacre Farms store, Poughkeepsie, NY

During the course of preparing this study, several residents and stakeholders asked about the possibility of attracting an ALDI to Schoharie. ALDI is a leading national grocer with nearly 1,300 stores in 32 states. The company uses what it describes as a “simple retail grocery model... different from other grocers,” offering a limited assortment of grocery and household items. Stores typically average 16,400 square feet.

According to a press release issued December 20, 2013, ALDI plans to accelerate the pace of new store openings over the next five years, from an average of 80 stores per year to an average of 130, and is aggressively seeking new store sites. The company’s location criteria are as follows:

- Trade area population of 35,000+ within 3 miles
- Sites located in community and regional shopping districts with convenient access to population
- Sites zoned to allow grocery use
- Daily traffic count in excess of 20,000 vehicles per day
- Signalized, full access intersection preferred

The Village of Schoharie does not meet these criteria; it simply does not have the population density or high traffic counts that ALDI desires. The company also has specific site requirements that include lot sizes of 2.5 acres or larger for purchase and development, at least 118’ of frontage, and the ability to accommodate an approximately 17,000 square foot building with a minimum of 85 dedicated parking spaces.¹⁹

Most other grocery chains have similar requirements. The location criteria for Save-A-Lot, another limited assortment market, include traffic counts of 15,000+, a population of at least 35,000 in the primary trade area (20,000 in rural areas), a high percentage of families with children, a target median income of \$40,000 or less, and preference for “co-tenancy with other value-oriented retailers” (i.e., national chain stores). The requirements of the majority of supermarket chains are simply too onerous for communities like Schoharie.

Rural Grocery Stores. Recognizing a dramatic increase in rural grocery store closings, the Center for Engagement and Community Development (CECD) at Kansas State University applied for and received a \$50,000 USDA grant in 2007 to establish the Rural Grocery Store Initiative. Its goals were to identify challenges facing rural grocery stores, develop responses to those challenges, identify and detail sustainable business models of grocer operation, and build information networks for rural grocers. An additional objective was to help rural communities in their efforts to retain or reestablish viable grocery stores. As detailed in the project’s final report:

Food Deserts

Many articles and reports have been written about so-called “food deserts,” or Limited Supermarket Access (LSA) areas, where residents lack access to healthy, fresh foods. Based on the criteria used by the USDA and The Reinvestment Fund, respectively, neither the Village nor the Town of Schoharie has been identified as a food desert or an LSA.

¹⁹ Source: http://corporate.aldi.us/fileadmin/fm-dam/real_estates/ALDI_Real_Estate_Flyer_9.17.13.pdf

Local grocery stores represent a critical infrastructure for our rural communities. These stores are an important part of the economic engine that sustains rural communities, providing essential jobs, and taxes. They are a vital source for nutrition and health, providing a supply of fresh fruits and vegetables, dairy and protein. These groceries are especially critical for the rural young, poor, and elderly. Grocery stores, like schools, restaurants, and post offices, are community assets used to recruit and retain citizens, providing a symbol of community health.²⁰

The CECD surveyed rural grocers and residents, researched ownership models and potential funding opportunities for rural grocery stores, and facilitated discussion among grocers, food wholesalers, elected officials, state agency representatives, and citizen leaders on four significant issues: increasing community support for rural grocery stores, building regional food distribution systems, creating educational campaigns to improve the outreach and education efforts for rural grocery stores, and developing policy initiatives to enhance and sustain rural grocery stores. Although the project focused specifically on Kansas, the materials developed are shared on a website – www.ruralgrocery.org – and have been used by rural communities across the U.S. facing similar issues.

Nebraska’s Center for Rural Affairs has identified four primary models for ownership of grocery stores in rural communities:

- Independent retailer
- Cooperative
- Community-owned
- School-based enterprise

As reported by the Center for Rural Affairs, all of these models require extensive planning and adequate financing. The independent retailer model is the “traditional model of ownership” of rural grocery stores and the one that is most at-risk. The other models, however, “depend directly on local residents having a stake in the ownership, management and operation of the store. All require local support in the form of buying local for the economic feasibility of the store.”²¹

Cooperatives have long been used in rural America to meet various community needs; farmers and residents are often very familiar with the co-op model. Although community-owned stores are reportedly common in Great Britain, they were unknown in the United States until relatively recently. An example can be found in the Adirondack village of Saranac Lake (year-round population: 5,000). Following the closure of the local Ames department store, a group of village residents decided to raise money to open their own store. Shares in the

²⁰ Dr. David E. Procter, Director, Center for Engagement and Community Development, *Kansas State University’s Rural Grocery Store Initiative Final Report*, p. 2. Accessed at www.ruralgrocery.org/research/RBOG_Report.pdf.

²¹ Jon M. Bailey, Center for Rural Affairs, *Rural Grocery Stores: Ownership Models that Work for Rural Communities*, October 2010, p. 1.

business, priced at \$100 each, were marketed to local residents.²² It took five years to reach the fundraising goal of \$500,000, but the Saranac Lake Community Store finally opened in 2011. Other community-owned stores and restaurants have been established in Maine, Vermont, and Wyoming.

Unfortunately, not all communities have the leadership capacity and expertise necessary to successfully develop and operate a food co-op or a community-owned store. Information on each of the ownership models is summarized in Table 15 below.

Table 15. Comparison of Rural Grocery Store Ownership Models		
Model	Critical Elements	Potential Pitfalls
<p>Independent Retailer</p> <ul style="list-style-type: none"> Traditional model of ownership 	<ul style="list-style-type: none"> Access to capital Reliable and sufficiently-sized customer base To overcome substantial challenges, need residents to commit to shopping locally 	<ul style="list-style-type: none"> Direct competition from grocery stores in nearby larger communities Difficulty finding quality labor High utility costs Difficulty meeting minimum buying requirements from food wholesalers Lack of sales volume Lack of community support
<p>Cooperative</p> <ul style="list-style-type: none"> Owned and managed by its members, although one usually does not need to be a member to shop there Members invest time, money, or both and have a say in decision-making Non-profit; excess revenue is usually reinvested in the business 	<ul style="list-style-type: none"> Quality business plan with rigorous financial analysis Board leadership Strong operational management with clear business goals Member, community, and industry support “Reasonable” competition within 20-30 miles 	<ul style="list-style-type: none"> Direct competition from grocery stores in nearby larger communities Lack of membership support High turnover of leadership and management Lack of management expertise and basic business and financial knowledge Undercapitalization or too much debt Unrealistic expectations regarding role within the community

²² According to the *New York Times*, the organizers were able to avoid complex federal securities regulations by limiting the offering to state residents, although an attorney was needed to create a prospectus and file it with state authorities. See Amy Cortese, “A Town Creates Its Own Department Store,” *New York Times*, November 12, 2011.

Table 15. Comparison of Rural Grocery Store Ownership Models

Model	Critical Elements	Potential Pitfalls
<p>Community-Owned</p> <ul style="list-style-type: none"> ▪ Financed and owned solely by members of the community ▪ Can be tailored to meet unique local needs ▪ Typically formed as a corporation, capitalized through the sale of shares to local residents and operated by an elected board of directors ▪ For-profit, but keeps ownership in the community 	<ul style="list-style-type: none"> ▪ Quality business plan with rigorous financial analysis ▪ Board leadership ▪ Financial backing and continued patronage of local residents ▪ Solid legal advice 	<ul style="list-style-type: none"> ▪ Direct competition from grocery stores in nearby larger communities ▪ Difficulty finding quality labor ▪ It may take years to raise necessary the funds
<p>School-Based Enterprise</p> <ul style="list-style-type: none"> ▪ Less common; generally found in isolated rural communities that have no prospects of developing a grocery store through one of the other models ▪ Small, with basic products and limited hours 	<ul style="list-style-type: none"> ▪ Linkage with an entrepreneurial class or community service initiative at school ▪ Assistance from larger businesses 	<ul style="list-style-type: none"> ▪ Waning student interest

Source: E.M. Pemrick and Company, based on materials from the Center for Rural Affairs (Lyons, NE) and the Center for Engagement and Community Development, Kansas State University.

Conclusion

Based on ESRI data, more than 85% of retail sales in the Schoharie trade area can be attributed to grocery stores, drug stores, and general merchandise stores. There is nearly \$84 million in retail potential that is not being captured by local businesses. Specific market opportunities for the Village of Schoharie include stores selling specialty foods, home furnishings, handmade gifts, hobby and craft supplies, and clothing, as well as sit-down restaurants.

Support for a traditional supermarket in Schoharie has been eroded by the increasing market share of WalMart (and to a lesser extent, Dollar General) along with the addition of the Hannaford Supermarket in Esperance since the completion of the 2009 Market Study. Schoharie also does not have enough traffic volume or population density to meet the location criteria for a limited-assortment grocery store like ALDI. Nevertheless, there may be an opportunity for a specialty food store, food co-op or community-owned store to supply the community with many of the products typically found in a supermarket.

Tourism

The visitor market is another segment to be considered as a source of retail demand in the Village of Schoharie. While a detailed analysis of the attractions and amenities in Schoharie County is outside the scope of this study, the discussion provides an overview of tourism spending and the resources and activities that drive visitation to Schoharie and other communities nearby.

According to the annual *Economic Impact of Tourism in New York State* report which assesses travel and tourism in the state and its counties, visitor travel spending in Schoharie County totaled \$53,855,000 in 2012 (Table 16). This reflects a 3.4% decline from \$55,753,000 in 2011, counter to the growth in travel spending statewide of 5%. Of total visitor spending in Schoharie County in 2012, approximately 25% was spent on lodging, 19% at restaurants, 16% on retail purchases, and 3% on recreation. Overall, the tourism sector supported 666 jobs, or 8% of total employment in Schoharie County in 2012, and generated \$3.4 million in local tax revenues.

Category	Amount	Impact Metric	Value
Food & Beverage	\$9,985,000	Tourism Employment: Direct	666
Lodging	\$13,596,000	Tourism Employment: Direct/Indirect/Induced	958
Retail & Service Stations	\$8,358,000	Tourism Labor Income: Direct	\$12,296,000
Transportation	\$64,000	Tourism Labor Income: Direct/Indirect/Induced	\$20,804,000
Recreation	\$1,513,000	Tourism-Generated Taxes: Local	\$3,449,458
Second Homes	\$20,339,000	Tourism-Generated Taxes: State	\$2,955,547
Total Traveler Spending	\$53,855,000	Resulting Tax Savings Per Household	\$500

Source: *Tourism Economics. The Economic Impact of Tourism In New York State, 2012 Calendar Year, Central NY Focus.*

The 2014 Media Plan prepared for the Schoharie County Department of Planning & Economic Development (which recently took over the tourism promotion program) identifies the current traveler demographic of Schoharie County as ages 35-65 and married with “disposable income.” This information is reportedly based on Google Analytics and a branding session.



Schoharie County's New Tag Line

The Media Plan also identifies target niche groups as geologists, history buffs, motorcyclists, and the lesbian, gay, bisexual, and transgender (LGBT) community. Target markets are New York City, Albany and the Hudson Valley, Syracuse, and Schenectady in New York, plus Massachusetts, Connecticut, Vermont, and Pennsylvania.

No quantitative data is available to better understand the characteristics, motivations, or spending habits of visitors coming to Schoharie County for the day or staying overnight. However, some portion of visitor spending could be directed to businesses in the Village of Schoharie. Both the Apple Barrel and the Carrot Barn, in the Town of Schoharie, already draw many customers from outside the trade area; in fact, these businesses report that they get between 50% and 75% of their revenues from non-residents.

A list of tourism assets in and around Schoharie (excluding amenities such as lodging or restaurants) is in Appendix C. It should be noted that the compilation is not designed to be exhaustive, but rather to provide a basis for understanding the types of activities and attractions that bring visitors to the area.

From a tourism perspective, the biggest draw in the Village of Schoharie itself is its historic sites and museums. Schoharie has three museums – the 1743 Palatine House, the Old Stone Fort, and the Schoharie Valley Railroad Museum. Although none is open year-round, the Old Stone Fort Museum Complex has regular hours from May through October, and also attracts visitors for events like Old Stone Fort Days. In addition to the museums, there are several buildings in Schoharie that are listed on the National Register of Historic Places, including the 1870 County Courthouse. A walking tour of historic sites and buildings in the Village of Schoharie, held as part of Old Stone Fort Days, might be a good way to familiarize these visitors with the Main Street business district.

The village of Schoharie is brimming with historical and agricultural significance. On the historical side, Schoharie is home to the 1743 Palatine House Museum, a medieval, German style construction built by the colonists for their minister and restored in 1971... History and agriculture combine at the Old Stone Fort Museum Complex, a Dutch reformed church-turned-museum full of an eclectic mix of artifacts like tools and agricultural implements, some over 120 years old.

- Schoharie County tourism website

One of the best-known attractions in Schoharie County is Howe Caverns. Located less than 8 miles from the Village of Schoharie, Howe Caverns is one of the largest caves open to the public in the northeast, with about 160,000 visitors per year. In 2007, new owners purchased the caverns, investing several million dollars to reverse a long-term decline in attendance with new features. These have included a museum of mining and geology, gemstone mining, and a “high adventure” park with zip lines, a rock wall, and a ropes course. Future phases of the expansion plan call for a dinosaur park, with full-sized animatronic replicas, and an RV park.

Recreational tourism assets near Schoharie include an arboretum, several state forests, a state wildlife management area where bald eagles reportedly nest, and Vroman’s Nose, a popular hiking spot just south of Middleburgh that offers excellent views of the Schoharie Valley. There are also two state parks off Route 30, Max V. Shaul and Mine Kill. Located approximately 11 miles from the Village of Schoharie, Max V. Shaul has 30 wooded campsites, a nature trail, fishing access, etc., and gets nearly 20,000 visitors (both day and overnight) a year. Mine Kill State Park is twice as far from Schoharie, but it has an Olympic sized swimming pool and attracts about 73,000 visitors per year.

According to Park Manager John Lowe: “A large percentage of campers visiting Max V. Shaul are coming from Albany/Schenectady. The biggest compliment we hear from campers is how peaceful the campground is. We do know people camp at the park to utilize Howe Caverns and to attend the Warrior Dash race in Windham. Campers at MVS stay an average of 2 nights – primarily weekends as we have very few people camping during the week.” In 2013, Max V. Shaul State Park started a program in conjunction with local businesses to offer discounts to campers in exchange for advertising those businesses. They are hoping to expand that program in 2014 by including more businesses. This is an excellent opportunity to make park users aware of the stores, restaurants, and services in the Village of Schoharie.



Part of brochure handed out to campers at Max V. Shaul State Park in 2013

A relatively new initiative in the area is the Schoharie County Quilt Barn Trail, a self-guided driving tour that “celebrates the unexpectedness of art on a building or wall instead of a gallery.” Developed in conjunction with the Schoharie County Chamber of Commerce, the Quilt Barn Trail is featured in a brochure on the Chamber website, but does not appear to be marketed very effectively to potential visitors; there is no mention of it on the Schoharie County tourism website.

Seasonal Residents

Data from the Census Bureau indicate that the size of the trade area population increases when the owner-occupants of seasonal homes are taken into consideration. These residents are generally not counted in market demographics, but could influence the demand for goods and services in the Village of Schoharie.

In 2010, the Census Bureau classified roughly 1,400 housing units in the communities that make up the Schoharie Trade Area as vacant for seasonal, recreational, or use. The majority of these units were in communities south of Schoharie, and included the Towns of Broome, Fulton, and Middleburgh in Schoharie County and the Town of Berne in Albany County. There were no homes classified as seasonal in the Village of Schoharie.

Using the average household size for the year-round population, we calculated an estimated seasonal population of about 2,800 in the Schoharie Trade Area. These numbers do not include “transient” visitors: guests of local residents, campers, or individuals staying at one of the hotels, motels, and inns.

Tourism-Based Retail

According to an article in the magazine *Urban Land*, successful tourist-based retail centers share several characteristics: They typically provide a distinctive atmosphere and a strong pedestrian character, offer a wide variety of eating and drinking places, lack traditional anchor tenants, and feature ongoing special events and activities to keep the offerings “fresh.” Businesses that aim to capitalize on visitor markets tend to be most successful when they are clustered together, preferably within walking distance of local attractions and services.

Visitor destinations today provide more than fast food and t-shirts. Travelers often look for merchandise that is unique and cannot be found back home, from specialty items like local crafts or jewelry to small mementos that evoke a sense of place. Retail businesses featuring handmade chocolates, candy, or baked goods can be popular. Many visitors treat themselves while they are on vacation, either because they have spending money set aside or because they are feeling more relaxed; they may view the shopping experience itself as a form of recreation.

Although detailed demographic data on visitors to the Schoharie area are not available, the 2014 Media Plan identifies *history buffs* as among Schoharie County’s target niche groups. Research conducted by the Travel Association of America and other organizations has indicated that cultural and heritage travelers tend to be slightly older, better educated, and more affluent than other travelers. They seek out unique, interesting places where the destination has retained its historic character. Studies have also found that cultural and heritage travelers are more likely to participate in culinary activities, such as visiting farmers’ markets and sampling or shopping for specialty foods. These are characteristics worth keeping in mind in marketing to out-of-town visitors attending Old Stone Fort Days or touring the Palatine House Museum.

Recommendations

This chapter provides recommendations to the Village of Schoharie aimed at facilitating business development and retention in and more effectively promoting the Main Street business district. These recommendations focus on the rehabilitation and ownership of commercial property, the Parrott House, business development and recruitment, assistance to existing businesses, and marketing and promotion.

Rehabilitation and Ownership of Commercial Property

A critical prerequisite to recruiting additional businesses to the Village of Schoharie is to make sure that commercial space is ready and available for occupancy. As discussed in the Existing Conditions section, there are several properties in the Village of Schoharie that could accommodate retail uses. Many of them, however, are not being actively marketed for sale or lease. This includes the historic Taylor Block, one of the largest vacant structures on Main Street. Two properties are vacant lots, while another, the former location of the Community Apothecary, has only a small, single-story building. Another issue is the *condition* of vacant commercial properties; some structures have hardly been touched since Hurricane Irene. Even properties that did not sustain significant damage from the flood are likely in need of renovation and modernization, as many (if not all) of them are at least fifty years old.

Attracting businesses to the Village will require having commercial space available with the square footage, condition, and rents that such businesses need. However, the cost associated with making the necessary improvements to prepare the space for occupancy may mean that rents will be raised beyond what potential tenants can afford (i.e., typically 10% - 15% of annual revenues). This is a dilemma that is not easily resolved without some sort of public sector involvement.

Retail recruitment is also made more complicated by the fact that the Main Street business district has multiple property owners, each with their own goals, interests, and agendas. Unlike a mall owned by a single entity, where management has control over which tenants move in and where they locate, traditional business districts are subject to decisions made by individual property owners, although a formal mechanism (such as a community development organization or business improvement district) can be established to encourage collaboration.

Potential options for the Village to consider include the following:

- **Use the Schoharie Local Development Corporation (LDC) or a similar not-for-profit development corporation to take ownership of commercial properties on Main Street.** This would require funding to acquire the buildings, rehabilitate them to address any building code violations, and make the space

available for lease to interested occupants. Eventually, the properties could be purchased by their tenants. This is precisely the scenario that allowed Schoharie Hardware to buy their building at 301 Main Street.

An LDC is a non-profit corporation created by a county, city, town, or village to carry out economic development and other activities on behalf of local government. The benefits of LDC involvement include the ability to raise funds, acquire real property, borrow money, and assist businesses by offering loans or grants. Many LDCs have developed and managed real estate in cases where the private sector has failed to do so. The involvement of the Schoharie LDC would allow the Village to control building tenancy and ownership to fit community needs, linking to other Main Street initiatives such as business recruitment and incentive programming.

- **Offering a financial incentive to existing Main Street property owners in the form of a zero-interest loan or matching grant to rehabilitate their commercial buildings.** Often funded by the Community Development Block Grant (CDBG) program, commercial building improvement programs typically provide financing to cover some portion of the total project cost, up to a certain amount. A program could, for example, fund up to 50% of the project cost, up to \$40,000; the building owner would be responsible for the remainder. To establish such a program, the property owners would first need to be contacted to determine whether they are interested and would likely participate. Community need, building owner participation, and the anticipated impact of a commercial property improvement program are among the criteria considered by funding agencies.
- **Offering financial assistance to existing and/or prospective Main Street business owners to purchase commercial property in the Village of Schoharie.** The assistance could be provided through an economic development revolving loan fund. Getting more buildings into the hands of local owners would help to ensure that any important decisions made about the business district are made by people who are already vested in its success. For many business owners, owning a building with space that can be leased to additional commercial or residential tenants also provides greater financial flexibility.

All of these options will require guidance from a community development practitioner experienced in working with municipal governments and local development corporations.

As indicated above, the rehabilitation of vacant commercial property is critical to recruiting additional businesses to the Village of Schoharie. Along with other initiatives recommended in the Village's Long-Term Community Recovery Strategy, this activity will also strengthen the community's overall appeal to residents and visitors. In many communities, building renovations and streetscape improvements instill a higher level of confidence within the community, stimulating additional private capital investment. Ultimately, improving the physical appearance and condition of properties in the Village will show potential business owners and investors that Schoharie is a good place to do business.

The Parrott House

Due to its historic value and size, the reopening of the Parrott House in some capacity should be a priority for the Village of Schoharie. Its use as a hotel, tavern, restaurant, or community gathering space – or some combination of these uses – would provide the Village with an anchor around which other economic activity can be developed. There are many examples of older buildings that have been tastefully restored and turned into profitable establishments reflecting the charm and character of their host communities, from the American Hotel in Sharon Springs to the Colgate Inn in Hamilton.

The development of housing units on the upper floors of the Parrott House would provide added benefits, not least of which is rental income. Some stakeholders in the Village believe that creating upscale rental units for single or married professionals on the upper stories of some buildings would provide a built-in market for local businesses. Increasing population density on Main Street would also enhance the Village’s attractiveness as a location for retail stores and restaurants.

Other than the obvious question of funding, the biggest challenges to the reuse and redevelopment of the Parrott House appear to be its condition (unknown) and ownership (for sale). The structure reportedly lacks a sprinkler system, which is a barrier to commercial reuse. Other aspects of its condition need to be formally evaluated to determine the costs associated with addressing any structural issues, let alone redevelopment. It would be a shame to allow a building that has served the community well for over a century to fall into further disrepair, or to be acquired by a buyer who is not sensitive to its historic character. The following recommendations are offered to address these issues.



- **Consider a different approach to marketing.** Whatever its condition and asking price, the Parrott House is not the type of property that can (or should) be sold to an inexperienced business owner or developer. To get the attention it deserves, it should be marketed to specific “niche” audiences, such as the historic preservation community. For example, it could be listed in *Preservation* magazine, the publication of the National Trust for Historic Preservation, where it would be seen by people interested in preserving, maintaining, and purchasing historic property. This publication has a readership of approximately 350,000; a listing in the historic properties section, which also includes four months online, is currently \$425. Other resources include LoopNet and Costar, widely used for listing commercial property, as well as placement in trade publications for the hospitality and culinary industries. It might also be worthwhile to make local and regional food and farm organizations and restaurant associations aware of the opportunity in Schoharie.

- **Assess the structural condition of the Parrott House.** A structural evaluation of the building by a licensed architect, preferably one with experience in historic preservation, should be conducted to formally assess its condition. The architect should be able to identify and prioritize actions needed to stabilize the structure (i.e., keep it from deteriorating further) and make it more marketable, determine any limitations on its potential reuse, recommend improvements, and provide cost estimates. This information would be invaluable to prospective buyers, developers, and investors, as well as Village leaders.

- **Nominate the Parrott House for listing on the National Register of Historic Places.** Getting the Parrott House listed on the National Register of Historic Places would allow its owners to qualify for federal historic preservation grants, when such funds are available, and to access certain tax provisions. This includes a 20% investment tax credit for the certified rehabilitation of income-producing historic commercial and residential structures. There are also *state* historic property tax incentives available. Reportedly, the ability to access the historic preservation tax credit was important in the restoration of the American Hotel in Sharon Springs.



The Parrott House can be seen at left in this image from 1917.

Contrary to popular belief, National Register listing places no obligations on private property owners. There are no restrictions on the use, treatment, transfer, or disposition of private property, and listing does not require public access.

The National Register nomination process usually begins with the State Historic Preservation Office (SHPO). Nominations may be submitted to SHPO from property owners, historical societies, preservation organizations, governmental agencies, and other individuals or groups.

- **Consider a grass-roots approach to acquire, restore, and reopen the Parrott House.** Some communities have dealt with vacant historic buildings, especially those threatened by structural deterioration or demolition, by organizing and fundraising to acquire and ultimately restore these properties. A group of concerned citizens in the small town of Sherburne, NY formed the Save the Sherburne Inn Restoration Project (SSIRP) in October 2012 after learning that a historic inn was going to be torn down for a convenience store and gas station. The building had been vacant for seven years. Using social media and word of mouth, the group quickly spread the word, soliciting donations in an effort to purchase the property and block the planned demolition. The response from the community was overwhelming. Within a matter of weeks, the group was able to raise about one-third of the funds needed, enough to put down a deposit

and secure an option to purchase the landmark inn. By February 2013, the SSIRP had been incorporated as a non-profit organization, established a board of directors, secured legal and financial counsel, created a website and Facebook page, and started researching grant opportunities. The SSIRP also developed a strategic plan that includes a market analysis, architectural assessment, and a vision for the redevelopment and reuse of the inn; the plan calls for a farm-to-table restaurant and bar, a tavern, event and conference space, overnight accommodations, and retail space, including a gift shop and a bakery.

The purchase of the Sherburne Inn was finalized in April 2013. Since then, the group's effort has been recognized by the National Trust for Historic Preservation on its blog, Preservation Nation. The SSIRP has applied for and received several grants, most recently a \$500,000 award from the State of New York for restoration.

A similar effort in Schoharie could be used to acquire and redevelop the Parrott House. Many of the other recommendations for the property, including nomination to the National Register of Historic Places and a structural assessment of the building, would still apply. However, a grass-roots initiative like this does require strong leadership and support to implement successfully.

It's ambitious, and the business plan is still being finalized. But it's exactly the kind of determination and effort our region needs to cultivate the past as we look toward the future. These unique buildings won't ever be built again; they deserve a second and third chance to evoke that invaluable sense of place that makes CNY such an interesting place to live.

- "Sherburne Inn Restoration Project Offers Hope," post on Unchained Restaurants blog, March 31, 2013 (<http://unchainedrestaurants.wordpress.com>).

With respect to financing, there is no question that the redevelopment of the Parrott House would be a complex endeavor. As noted above, getting the property listed on the National Register of Historic Places would provide access to certain tax incentives and grant programs. Other possible funding sources include the Community Development Block Grant program and the New York Main Street Program, both of which are administered by the New York State Office of Community Renewal. In all likelihood, funding from an array of funding sources would be required, and assistance from a community development consultant with expertise in project financing is strongly recommended.

Business Development and Recruitment

The recommendations below address business recruitment as well as the enhancement of existing establishments in the Main Street business district.

Recruit Additional Businesses. The recruitment of additional businesses to the Village of Schoharie should build on the community's existing strengths, while capturing unmet consumer demand within the trade area. Based on the retail market analysis, the following types of businesses have the greatest potential:

- Specialty foods – e.g., bakery, confectionary, meat market
- Specialty home furnishings/housewares
- Gifts, with a focus on handmade items
- Hobby/crafts - e.g., scrapbooking, beads, knitting
- Clothing/accessories – moderately-priced boutique
- Hiking, biking, and camping equipment – sales and/or rentals
- Pet supplies/grooming
- Full-service (sit-down) restaurant, possibly with a focus on local agricultural products
- Gym or fitness center

Businesses in these categories may have operated in the trade area in the past. There are many reasons why retail stores and restaurants fail or cease operations, however. One should not assume that a particular type of business that was not successful before will not be able to do well in the future.

Given Schoharie's small size, the businesses most likely to be attracted to Main Street will be independently owned and operated. National retail and restaurant chains are unlikely prospects for the Village of Schoharie; most have specific requirements regarding the size and density of the population and the volume of traffic in the communities and neighborhoods they consider. They also have established criteria for the size, configuration, visibility, and location of potential sites, preferring large sites with surface parking in shopping centers where a strong customer base has already been established.

A strategy that is frequently used to recruit new businesses to Main Street commercial districts is to contact successful retailers and restaurateurs to determine their interest in relocating or in opening an additional location. This can be a viable and productive strategy. For Schoharie, such an effort should begin locally, within the trade area, extending to businesses located in neighboring counties, including Otsego, Montgomery, and Schenectady. Retailers in other parts of the Capital Region could also be pursued.

Reaching out to talented entrepreneurs with solid business skills is also recommended. These individuals often have the passion, the vision, and the willingness to develop the types of specialized businesses necessary to

meet local and regional market needs. Greene County has identified potential entrepreneurs for communities like Catskill through its existing Microenterprise Assistance Program.

Many Schoharie County residents have ties to family, friends, and business partners in the greater Capital Region and beyond. Using personal and professional networks can assist in identifying leads. Reaching out to professional service providers such as attorneys, accountants, and management consultants is equally important. These individuals interact regularly with existing and prospective entrepreneurs and may be able to provide referrals. Other potential sources of leads include commercial lenders, economic development officials, real estate professionals, and college faculty. Organizations that already provide technical assistance and support to small businesses may also be able to identify entrepreneurs whose vision and goals are in alignment with those of the Village of Schoharie.

Develop Business Recruitment Materials. To support business recruitment activities, materials should be developed and assembled for posting online and distributing to interested prospects. The recruitment package is designed to show potential business owners and investors why they should consider the Village of Schoharie.

The content would include:

- A “wish list” of businesses, based on the market opportunities identified
- Maps showing the location of the Village of Schoharie and the trade area
- Trade area demographic characteristics and other market data from this study
- A list of existing businesses and key institutions/attractions in the Village of Schoharie
- Available commercial properties, with contact information
- Incentives and assistance programs available to businesses
- Information about positive trends in the community: recent public and private investments (e.g., the Birches), physical improvements, press coverage, etc.

It is important to note that the recruitment package should not be used as a *substitute* for the direct outreach and networking described in the previous recommendation. Rather, the information would complement these activities and serve as a reference tool that highlights opportunities and resources for business development.

Consider “Alternative” Business Models. In the absence of individual entrepreneurs or business owners to fill specified gaps in goods and services, consideration should be given to the development or attraction of so-called “alternative” business models. Examples include cooperatives and community-owned stores, described earlier



in the context of the grocery store discussion, as well as multi-tenant markets that lease small amounts of space to multiple dealers under one roof.

Given the issues affecting the U.S. grocery industry, and the challenges faced by many rural communities interested in attracting a conventional or limited-assortment supermarket, the Village of Schoharie should consider the establishment of a food co-op and/or community owned store as a possible alternative. This is not as simple as finding a storefront and purchasing inventory. It takes considerable time, effort, and perhaps most importantly, leadership – from organizing and building community support to developing a business plan to securing financing (a three- to five-year development timeline is most common) As with any business, a cooperative requires a professional market study and realistic financial projections, and there are risks, but numerous resources, “how-to” guides and reference materials are available, both in print and online.²³ Other successful co-ops in upstate New York may be willing to answer questions or provide assistance.

Multi-tenant retail markets are often seen with antiques, but are increasingly being used with other types of goods. These facilities can effectively function as incubators for new retailers (although they do not offer the business support services and access to capital typically found in a business incubator program). Managed well, these markets offer opportunities for new retailers to test the waters before opening their own stand-alone store.

In the small town of Washington, Iowa, for example, a creative entrepreneur launched a retail complex called The Village, a unique collection of small, boutique shops surrounding a central (indoor) courtyard. Renting the first floor of a large historic building, the entrepreneur divided the area into small “shops” at her own expense and leased small amounts of retail space ranging from 80 to 144 square feet. The rent is based on square footage and includes all utilities, liability insurance, some expenses, and the use of common areas. All shops are expected to maintain the same hours of operation and participate in any promotions. Space was also made available in the courtyard for vendor carts; these are rented out on a month-to-month basis to retailers not quite ready to move into their own shop. A central checkout area allows shoppers to go from store to store without having to pay for their purchases in each shop; all shop owners take turns working at the check-out counter, eliminating the need to hire part-time help.²⁴

Another retail concept to consider is the pop-up store. A *pop-up store* is a retail business that opens quickly in a temporary location and is intended to operate for only a short amount of time. Although some pop-up stores are seasonal – set up only at Christmastime, for example, to sell holiday gifts – others are designed to test certain locations or markets, and may in fact become established stores with long-term leases. Pop-up stores

²³ See, for example, the websites of the Food Co-op Initiative (www.foodcoopinitiative.coop), the Neighboring Food Co-op Association (www.nfca.coop), and the Cooperative Grocers’ Information Network, or CGIN (www.cooperativegrocer.coop). The CGIN has developed a free online manual that provides an overview of the basic steps and procedures.

²⁴ Cathy Lloyd, “One downtown building gives life to many new retail stores,” Guest post on Becky McCray’s blog Small Biz Survival, August 7, 2013. Accessed at <http://smallbizsurvival.com/2013/08/one-downtown-building-many-new-retail-stores.html>. The store’s website is www.thevillagewashingtoniowa.com.

could provide property owners in the Village with an attractive option for filling vacant space until a long-term tenant comes along.

Promote Existing Loan Funds and Financial Assistance Programs. The start-up and small, independently-owned businesses that are most likely to locate in the Village of Schoharie may have difficulty qualifying for traditional bank financing, or they may be looking for additional funding to leverage private sources. Prospective and existing entrepreneurs should be made aware of community development financing currently available to Schoharie County businesses, including the following:

- **Schoharie County Industrial Development Agency.** The Schoharie County Industrial Development Agency’s Microenterprise Loan Program is aimed at supporting and fostering the development and expansion of microbusinesses (a *microbusiness* is defined as a commercial enterprise that has five or fewer full-time equivalent employees, one of which is the owner). “Market-driven” businesses such as retail stores and restaurants are considered when that business is “an integral part of a community’s revitalization efforts,” according to the IDA. Loan amounts range from \$5,000 to \$50,000, and may fund up to 90% of the total project cost; a minimum 10% owner equity contribution is required. Funding may be used for the acquisition of real property; building construction and renovation; financing of machinery, furniture, fixtures and equipment; and working capital and inventory. Repayment terms are determined on a case-by-case basis, but generally range from 3 to 15 years, with interest rates of 3% to 7%.

Loans are made only to credit worthy borrowers, and the borrower must have collateral which reasonably equates to the value of the loan. Like other programs funded by the federal Community Development Block Grant (CDBG) program, assisted projects are expected to create and/or retain permanent jobs, especially for low- and moderate-income persons. The standard is one new job for every \$35,000 in loan funds, but this is not an absolute requirement, and if the owner works for the business, that counts as a job.

- **Community Loan Fund of the Capital Region** (www.mycommunityloanfund.org). The Community Loan Fund of the Capital Region is a non-profit community development financial institution serving eleven counties, including Schoharie. Its Small Business Loan Fund offers financing to small businesses that are locally owned by individuals who meet certain income criteria, minorities, and women. Loans are available for up to \$25,000 for start-up businesses and up to \$50,000 for existing and expanding businesses with at least 12 months of consistent sales. Funding may be used for the acquisition and improvement of real property, equipment or inventory, cash flow or working capital, and energy-efficiency improvements. Repayment terms vary; generally, term loans will not exceed 60 months. Each loan application is evaluated on a case-by-case basis for its financial viability and positive social impact.

In addition to its lending products, the Community Loan Fund also offers training, technical assistance, and one-on-one business counseling.

- **National Grid** (www.shovelready.com/programs.asp). National Grid’s Main Street Revitalization Program is designed to assist communities in promoting private investment in their central business districts. Eligible applicants include municipalities and their local development corporations (LDCs); non-profit organizations working in tandem with municipalities, LDCs, and/or industrial development agencies; and private owners or developers of eligible sites with municipal endorsement (building *tenants* are not eligible). Proposed projects must:
 - Receive electric or natural gas service from National Grid;
 - Be located in a central business district or commercial area;
 - Have existing electric or natural gas infrastructure that is clearly underutilized;
 - Show evidence of private sector job creation/retention and capital investment; and
 - Reside in a building/site that is vacant OR within a target redevelopment area that contains a 50% vacancy rate.

Program funding and parameters are established annually by National Grid. Grant amounts are determined based on the size of the total capital investment being made, with available funding not to exceed \$25,000 for projects of up to \$500,000. Program funds may only be used to offset 50% of costs (i.e., a 1:1 funding match is required).

Many publicly-financed revolving loan funds established for economic development purposes *exclude* retail businesses from participation. One example is the Mohawk Valley Rehabilitation Corporation (MORECO), a program administered by the Mohawk Valley Economic Development District that has financed more than 30 projects in Schoharie County since 1980. The program guidelines for MORECO indicate that retail and service businesses are ineligible borrowers unless a minimum of ten jobs are to be created or retained. For this reason, communities have allocated other resources to assist small businesses engaged in retail operations.

Develop Incentives to Attract Retail and Dining Establishments. The Village of Schoharie should consider the use of financial incentives to attract additional retail businesses and help existing retailers expand. Grants, low interest loans, and other types of subsidies are often effective as part of an overall Main Street revitalization effort. They can be used to facilitate new commercial activity, fill vacant space, and support the development of a critical mass of stores and restaurants. Incentives also generate good will and help to get the word out about the market opportunities in Schoharie.

In structuring an incentive program, there are many issues and options to consider: e.g., sources of funding (which may entail certain requirements, such as income eligibility and job creation under the federal Community Development Block Grant program), program objectives, eligible activities, funding amounts, loan rates and terms (if applicable), application and approval processes, and so on. It is important to establish formal guidelines for the program and to perform the necessary due diligence to ensure that the assisted business is

legitimate, has a business or marketing plan to increase the probability that the endeavor will succeed, and incentive funds are used efficiently.

Types of financial assistance programs used to support retail recruitment and expansion in Main Street commercial districts include:

- **Revolving loan funds** – usually low-interest loans to small businesses for leasehold improvements, signage, furnishings and fixtures, equipment, inventory, and working capital
- **Grant programs** – similar to the above, but with grants that do not have to be repaid if the business meets certain criteria (i.e., remains in business for a specified time period)
- **Rent subsidy programs** – short-term rent subsidies of six months to one year to offset operating expenses until the retailer becomes established; funds are disbursed monthly to allow verification of continuing occupancy

**Case Study: Downtown Oshkosh (WI)
Business Improvement District
Recruitment Fund Grant**

The Recruitment Fund Grant (RFG) Program offers grants of up to \$5,000 to individual businesses to aid in their relocation to the district, as well as to businesses currently located in the district that are seeking to expand. Applicants must demonstrate financial feasibility and business viability. Eligible uses of funds include leasehold improvements, permanent fixtures, signage, acquisition of inventory and purchase of equipment.

Among the objectives of the RFG are to stimulate commercial growth and expansion, assist in targeted recruitment efforts to prospective businesses, and contribute to the district's overall revitalization.

Between 2003 and 2012, 39 businesses received financial assistance through the RFG, leveraging over \$3 million in private investment.

Any of these options would require the involvement of the Schoharie LDC or other not-for-profit development corporation acting on the Village's behalf. The Village and LDC would also need to secure funding from public and/or private sources to capitalize the program. A committee of 6-8 people may be appointed to review and approve applications.

One advantage for Schoharie is the size of the Main Street business district and the relatively small number of businesses that would receive assistance. Filling the currently vacant building space in the Village could conceivably require fewer than 8-10 new businesses. The cost of providing rent subsidies of up to \$5,000 per year for 10 businesses – assuming all of them were eligible for assistance – would be just \$50,000, plus an estimated \$5,000 to \$7,500 for program delivery and administration. Yet, such an initiative could have a significant impact on the community by increasing occupancy, stimulating economic activity, and leveraging additional private investment by the business owners.

Financial assistance for Main Street establishments in Schoharie could be further enhanced through bank participation. Some communities have been successful soliciting capital contributions from local banks to develop loan pools or obtaining commitments from financial institutions to offer small incentives in coordination

with an overall community revitalization program. Local bankers can also serve as members of loan application review committees.

The manager of NBT Bank in Schoharie is currently a member of the Schoharie LDC and the Schoharie Industrial Development Agency. NBT Bank, the Bank of Richmondville, and National Bank of Coxsackie are all community banks based in upstate New York. The Village of Schoharie should approach the leaders of these local banks, requesting their involvement and support, as specific opportunities present themselves.

Assistance To Existing Businesses

Asked about the importance of various initiatives to the success of the Village of Schoharie, the majority of participants in the Employee Survey concurred that retaining existing businesses is very important. Local stakeholders recognize, however, that some of these businesses are not marketing themselves effectively, if at all. Others have not taken advantage of opportunities to increase their revenues by, for example, staying open later to accommodate patrons during special events. Another criticism is not connecting with customers. These are common mistakes made by small town businesses, but they need to be addressed. If local shops and restaurants miss the mark, potential customers will go elsewhere to shop, whether or not they are committed to buying locally.

Existing businesses in the Village of Schoharie would benefit from one-on-one technical assistance or training to help them in specific areas, including social media marketing, merchandising, and customer service. Efforts to encourage these businesses to participate in small business training offered by the Schoharie County Chamber of Commerce have not been very successful, perhaps because of the time commitment required. Another option might be to bring retail and marketing consultants directly to the Village on a periodic basis to meet with individual store owners and/or provide advice in the context of an organizational meeting or event (e.g., a monthly meeting of the

7 Most Common Weaknesses Of Small Town Shops & What To Do About Them

Weakness 1. Limited Business Hours

Solution: Be open more evenings and weekends

Weakness 2. Poor Customer Service

Solution: Return to your small town customer service roots

Weakness 3. Limited Selection

Solution: Connect your retail selection to what customers want

Weakness 4. High Prices

Solution: Learn how you compare to other retailers

Weakness 5. Dated Appearance or Ugly Buildings

Solution: Look great and leave lasting impressions

Weakness 6. Not Marketing

Solution: Tell everyone about your business (and use social media)

Weakness 7. Failing the Showrooming Test

Solution: Connect with customers

Source: Becky McCray, *Small Biz Survival: The Rural and Small Business Survival Resource* (blog), smallbizsurvival.com.

Schoharie Promotional Association). General business counseling could also be provided in conjunction with an application for financial assistance.

Ultimately, the best way to assist existing Main Street businesses is to bring more wealth into the community by “selling” Schoharie, attracting new residents and visitors. This will grow the market and make it easier for them to do business.

Marketing and Promotion²⁵

The Need to Develop a Brand. Whether looking to encourage area residents to “buy local,” increase tourism traffic, or attract new business owners to the Village of Schoharie, a more unified *brand* should be developed to solidify an image that projects a positive attitude and approach.

This brand should convey Schoharie’s community spirit, history and beauty. It is more than just a logo, typeface, or tagline, but rather the image that comes to mind for consumers, business owners, and tourists when seeing Schoharie represented in any marketing communications efforts.

On the website www.enjoysharonsprings.com, for example, the community’s brand is readily communicated as an historic, festive and welcoming place to visit, live and do business. A similar approach could serve the Village of Schoharie as well.

Once a brand is developed, it should be shared and used by all local business associations, tourism and economic development agencies and local business owners as well to increase brand awareness.



²⁵ This section of the study, including the web assessment in Appendix D, was produced by Constance R. Snyder of CRSR Designs, Inc. (www.crsrdesigns.com). Based in Kingston, CRSR Designs is a professional graphic design studio and marketing agency with more than 20 years of experience. The firm has worked with many community organizations and economic development agencies, and has provided training to businesses on WordPress web updates, social media best practices, and tourism e-marketing.

Priority # 1: Promote Progress. The key to changing any negative perceptions is to assure that any progress in the Village of Schoharie is extensively promoted. This would apply to anything new – e.g., a new business opening, an expanded event, a grant award or funding initiative, the development of a new trail – to portray Schoharie as a *proactive* and vibrant community as part of its brand. These promotions make people pay attention, and generate curiosity and interest in exploring what you have to offer.

Web Presence. The web assessment in Appendix D outlines the serious need for attention to web presence in all of the associated Schoharie websites, if the intention to attract visitors and business owners is a serious one. Sites lack professional design, organized user interface, consistent information and reciprocal links to unify efforts. The lack of attractive images on almost all of the websites is a missed opportunity, since the area has no lack of attractive locations or settings.

The Schoharie Promotional Association, which represents the village business sector and attractions primarily, would benefit from a revised WordPress-based site which could give the volunteer association an easy-to-use interface for updating information and adding photos. An SEO plug-in can be utilized for on-site improvements related to search effectiveness.

Overlapping efforts of the Schoharie Promotional Association, the Schoharie Valley Association, and the Schoharie County Chamber of Commerce seem disjointed, with no sense of a shared “brand” or image. It might best serve the area to create a portal site – which could also encompass a site revision for the Promotional Association – that would conveniently link the various “Greater Schoharie” websites (Chamber, tourism, heritage association, etc.) through one cohesive interface. This is the perfect stage to set a Schoharie brand. By leveraging the successes/attractions/events of the greater region, the Village of Schoharie can realize greater impact.

SEO and the Importance of Inbound Links. The majority of the websites in the matrix show a less than desirable SEO ranking. Improvements can be made both on and off the page to improve these ranks. By simply choosing a more intuitive URL, organizations like the Schoharie Colonial Heritage Association could improve their ranking.

To explain how a search engine finds a website, we know that they utilize a ranking algorithm, which is basically a set of rules for how a search engine determines relevancy. Each search engine is different. Exactly how a particular search engine’s algorithm works is a closely-kept trade secret. However, there are some general guidelines and best practices that could be of help for Schoharie organizations to follow.



Post on the Middleburgh Community News blog announcing a new business in the Village

For copy on the page and behind-the-scenes programming, a list of targeted keywords is critical to develop for each page. A good rule of thumb is to think in terms of using *keyphrases*, not keywords, when possible. For example, use *Schoharie history*, instead of just *history* or just *Schoharie* to be more effective. Other uses for keyphrases include:

- Use keyphrases in the title tag (behind the scenes code)
- Use keyphrases near the top of the page in HTML text (not a graphic)
- Use keyphrases frequently on the page in HTML text (not graphics)
- Change content periodically
- Internally hot-link keyphrases on the page
- Use keyphrases in URL and file names
- Use keyphrases in metatags (behind the scenes code)
- Use keyphrases in alt tags (behind the scenes code)

“Off The Page” SEO Factors. It is critically important to have other highly relevant sites link to your site. If they can make the link the keyphrase, it helps. Sites could include partner organizations, directories, the press, and more. These links that point and drive traffic to Schoharie sites are known as “inbound links.” It is important to note that Schoharie sites should also give reciprocal links to inbound links when possible.

More Simple Best Practices for SEO. Businesses should take advantage of any directories in which they are listed to add necessary information and assure that all information is correct (e.g., on I loveny.com, the website link for Wellington’s Herbs and Spices is spelled incorrectly, with only one “l,” which invalidates the link). Lodging, dining, and attractions should leverage sites such as TripAdvisor and Yelp to increase visibility and gain inbound traffic from referral sources.

Social Media. Social media should serve as a vehicle to bring to life the brand of the Village of Schoharie by featuring the businesses, people, and features that support the brand, in addition to showcasing opportunities for prospective entrepreneurs and visitors. Utilizing powerful images and videos, social media allows us to establish a connection and relationship with our stakeholders. Content that could be used to engage targets might include:

- Before and after pictures of building renovations
- Stories about existing businesses and the people who run them
- Event information
- Images and videos of available properties, potentially hosted on YouTube and also featured on a website
- Positive reviews and comments from places such as FourSquare, Yelp and TripAdvisor
- Special offers and incentives
- Historical pictures of the area for Throwback Thursday on Facebook

A Facebook presence for Schoharie could serve as a tool to reach local supporters, engage interest from their associates and friends, and raise awareness of Schoharie’s events, opportunities and attractions. This should be a “Greater Schoharie” page, with content on the whole county, but the Village can ensure that it has a vibrant and vocal presence to drive traffic to its businesses and attractions. The reason to *not* dedicate the page solely to the Village is to encourage and leverage the wider range of “fans” that might be available to view all content that the larger entity could supply. Content is king in social media, and the more there is and the better it is, the greater the potential for increasing reach.

This page should initially be professionally designed, and a designated volunteer(s) with social media skills should be trained to employ best practices for regular weekly or bi-weekly postings, at a minimum. It is the perfect medium to post photos, events, and news to be shared with a wide audience. Specific campaigns can later be developed to increase fans by running contests and promos.

Image-based social media outlets such as Instagram and Pinterest as well as microblogging sites such as Tumblr could be considered once a strong Facebook presence is established.

Media Relations. Press articles that appear in regional publications with a web presence are not only considered important ways to increase awareness, they are also considered valuable inbound links. This points to the value of a professional media relations effort, and the positive impact that it could potentially have for the Village to promote awareness of events, properties, business opportunities, and more.

An article in the *Daily Gazette* in December singled out the small café at the Carrot Barn as one of the reviewer’s favorite local dining establishments of 2013. Praising the food, homemade soups, and cider doughnuts, the reviewer then added: “And it’s set in the one of the most beautiful places on the planet.” This is just one example of how the Schoharie Valley is perceived by outsiders, and the Village of Schoharie should capitalize on it.

On the traditional communications front, a successful media relations effort which promotes unique or interesting events or news may yield press coverage and attention in print publications, such as the *Albany Times Union*, the *Daily Gazette*, *Metroland* (a popular alternative newsweekly in the Capital Region), and other regional publications with coverage beyond Schoharie County.

Self-Promotion 101. The Village of Schoharie and local attractions should take advantage of FREE events calendars available in almost every media. Local as well as regional publications seek this content and will publish it *at no cost* when it is submitted in a timely manner to the attention of the appropriate person or department. Radio stations such as WAMC (which broadcasts from the Capital Region as far as the Hudson Valley and the Berkshires) also often feature free events publicity within their broadcast and web calendars. These print, web and broadcast events calendars are typically the “go-to” place for the public to seek information on what to see and do in the local region on any given day or weekend. This can be a more strategic route than purchasing costly advertising space, which depends on someone seeing that specific page on that

specific day or week. Many busy people read local publications with little regard for the advertising, other than full-page or large-scale promotions.

Build on Success. The Village would be best served to build on the success of its most prominent features, such as the visibility of the Old Stone Fort, for leveraging historic tourism interest.

To attract the agri-tourist, Schoharie should capitalize on the success of the Apple Barrel and the Carrot Barn and create farm tours or other larger agriculture-based events, like a Harvest Festival or a weekly farmers market in an area of the community that would draw visitors to further explore the businesses within the Village. Events like this can be promoted well on social media platforms, events calendars of regional media, websites of area organizations, and cross-promoted by vendors.



With an already successful events calendar, the Village could consider expanding on these events to attract great visibility and interest locally and regionally. Opportunities include:

- **Spring Plantings Event.** There is much potential to expand this event to attract outside visitors. If there are local homes that boast beautiful gardens not typically open to the public, a Garden Tour Day in conjunction with spring plantings could provide one-time access to these special places (with owner permission), with a small fee charged to raise funds for the Schoharie Promotional Association. Perhaps a local garden club or cooperative of local farms could host a plant sale in a designated spot within the Village to coincide with the existing event.
- **Movies in the “Park” or on Main Street.** Since Schoharie has demonstrated success with its summer concert series, perhaps it could re-energize an outdoor movie event on a bi-weekly basis on Saturday nights. The events could be underwritten by area businesses or donors, in exchange for publicity (i.e., slides with logos). These events are often very popular in other communities as family-friendly, free entertainment that fosters community spirit. A recent summer showing of “Back to the Future” in a Kingston park drew hundreds of families to watch this popular classic. A special bonus for movie-goers that evening was a real live DeLorean parked on site, courtesy of a local car enthusiast. The Village of Ballston Spa has also had success showing movies in its downtown park during the summer.
- **Christmastime - Open Houses.** Like the Garden Tours, the existing Christmastime in Schoharie event could be expanded to include Holiday Open Houses, offering tours of a sampling of beautiful decorated home

interiors, if interested owners can be recruited. This is usually a paid event that functions as a fundraiser, which provides a way to control crowds and unwanted guests.

- **Foster Collaborations for Greater Visibility.** Expand the Village’s successful Yard Sale Day by partnering with neighboring towns, such as Middleburgh, Cobleskill, and Sharon Springs, to create a “miles-long yard sale,” capitalizing on a trend that is sweeping the nation.²⁶ This type of new event would be unique to the region and is ripe for publicity opportunities throughout the Capital Region and into the Hudson Valley. The various towns would cross-promote the event for wide coverage. Antique dealers and yard sale enthusiasts would flock from near and far with the right publicity.

Marketing to Prospective Business Owners. Paramount to attracting business owners is the development of a property inventory list/matrix that could be posted on the Schoharie County and/or Chamber website. The information contained in the market study, including demographics, could be posted in the same area as key reference materials that provide interested entrepreneurs with local information highlighting business opportunities.

As specific business opportunities are identified as targets for the Village, the task of marketing to interested parties becomes a challenge. First tier outreach should be made to like-businesses in other communities or within the larger region, asking them to consider expansion. If the outreach can be sweetened with economic incentives, it is likely to garner a second look and serious consideration.

An orchestrated real estate tour event could be the catalyst to entice these potentially interested parties to explore the Village of Schoharie. The tour could feature the available real estate, both for-rent and for-sale, based on the owners’ interests. As a reward for attendance, the Village could top off the tour with a catered lunch at a designated venue.

Business outreach must be direct and carefully vetted for interest. The appropriate contacts must be researched and assembled into a database for mailing initially, with phone follow-up and careful cultivation by a seasoned economic development or business development professional.

²⁶ See examples at http://frugalliving.about.com/od/secondhandshopping/tp/Longest_Yard_Sales_in_the_US.htm.

Implementation

Implementation of many of the recommendations provided in this chapter will require both financial resources and capacity. Possible options, some of which are described in more detail in the Long Term Community Recovery Strategy, include:

- Hiring a business development specialist to assist existing businesses and attract new businesses into the Village of Schoharie
- In partnership with the Village of Middleburgh (and/or other communities), pooling municipal funds to hire a “circuit rider” who would be responsible for business development in *both* communities
- Identifying “project champions,” or stewards, to lead the implementation of specific projects in the community
- Contracting with experienced community development practitioners to provide specialized services to the Village of Schoharie in the areas of project financing, grants administration, etc.
- Working with existing local and not-for-profit organizations that already have the necessary capacity and expertise

Implementation efforts, even at the local level, are rarely accomplished by one entity alone, and any or all of these options will (and should) play a role. While some tasks can be handled by volunteers, others require a greater commitment of time and effort. For instance, we believe that business recruitment requires some sort of staff position, whether the person hired is a contractor or an employee of the Village, an LDC, or an existing non-profit organization.

There also needs to be a commitment among municipal and County leaders, organizations, businesses, and individuals to improve communication and collaboration. For such a small county, Schoharie has an amazing array of groups and organizations – but they do not always work together, and there are overlapping activities and missions. The creation of the Schoharie County Alliance, and meetings of the Schoharie Promotional Association where other groups are invited to share information on their activities and plans, are definitely steps in the right direction.

**VILLAGE OF SCHOHARIE
MARKET STUDY**

Appendices

APPENDIX A

Village of Schoharie Commercial Properties and Vacancies (with Key Civic and Cultural Uses), December 2013

Street Address	Business Name or Description	Type of Business	Category (Commercial Only)	Notes
149 Bridge Street	Guernsey's Schoharie Nurseries	Nursery	Retail	Occupant owns property
143 Depot Lane	Schoharie Valley Railroad Museum	Museum/Historic Site		Owned by Schoharie Colonial Heritage Association.
111 Fair Street	Harva Company	Manufacturing	Manufacturing	Business owner or occupant owns bldg.
145 Fort Road	Old Stone Fort	Museum/Historic Site		
138 Grand Street	Law Office of J. Russell Langwig	Professional Services	Prof. Svcs	Business owner or occupant owns bldg.
109 Johnson Avenue	Bush & Howard Dental Office	Health Care	Health Care	
120 Johnson Avenue	Stewart's Shop	Convenience Store	Retail	Business owner or occupant owns bldg.
103 Knower Avenue	Schoharie Free Library	Public Library		Business owner or occupant owns bldg.
218 Main Street	VACANT	Former Supermarket Site		Owner: Mark VanWoeart. Vacant lot; 4.3 acres.
246 Main Street	Apgar-Smith Gallery	Art Studio/Gallery	Other	Business owner or occupant owns bldg.
256 Main Street	Village of Schoharie Offices	Government		Building damaged; offices at Town Hall at 300 Main.
267 Main Street	Wedgewood Inn B&B	Inn	Other	Business owner or occupant owns bldg.
268 Main Street	Schoharie Chapter DAR 909	Organization		Business owner or occupant owns bldg.
271 Main Street	NBT Bank - Schoharie	Bank	Bank	Business owner or occupant owns bldg.
273 Main Street	American Legion	Organization		
276 Main Street	Schoharie County Planning & Development	Government		
277 Main Street	J Lacy Unisex Hair Salon	Hair Salon	Other Svcs	
279 Main Street	Schowright Abstract Corp.	Real Estate	Insurance/Real Estate	Business owner or occupant owns bldg.
281 Main Street	C-Com Data Computer Repair	Professional Services	Other Svcs	Co-located with Magical Printing
281 Main Street	Little Posy Place	Florist	Retail	
281 Main Street	Magical Printing and Designs	Printing/Novelties	Other	
283 Main Street	Duncombe, Raynor B., Atty	Professional Services	Prof. Svcs	Business owner or occupant owns bldg.
284 Main Street	Schoharie County Offices	Government		Business owner or occupant owns bldg.
285 Main Street	Little Italy Pizzeria	Restaurant	Restaurant/Bar	Business owner owns building.
285 Main Street	Schoharie Valley Wine and Liquor	Retail	Retail	Business owner owns building.
287 Main Street	Bank of America	Bank	Bank	Business owner or occupant owns bldg.
289 Main Street	Church (new occupant)	Religious		
289 Main Street	Photographer (beginning Mar. 2014)			
290 Main Street	Schoharie County Courthouse	Government		
291 Main Street	Tri-Town Computers	Professional Services	Other Svcs	
293 Main Street	Country Cafe	Restaurant	Restaurant/Bar	Serves breakfast/lunch only.
294 Main Street	VACANT	Parrott House - Former Restaurant		Owner: Salvatore M. and Christopher Lisio. On the market, asking \$350,000. Has off-street parking.
295 Main Street	VACANT	Taylor Block		Owner: JTL Liquors LLC / Stiff Wiesel Inc.
297 Main Street	SEFCU Insurance Agency	Insurance	Insurance/Real Estate	
299 Main Street	Schoharie Laundromat (reopening Jan. 2014)	Personal Services	Other Svcs	Business owner or occupant owns bldg.
300 Main Street	Town of Schoharie Offices	Government		
301 Main Street	Clapper's Glass Bar	Bar	Restaurant/Bar	
301 Main Street	Schoharie Hardware	Retail	Retail	Business owner or occupant owns bldg.
304 Main Street	Wright-Therese Law Office	Professional Services	Prof. Svcs	Business owner or occupant owns bldg.
305 Main Street	VACANT			Owner: George Kastis, Varvara Lefkadtis
307 Main Street	Jamie Batcher Law Office	Professional Services	Prof. Svcs	
309-311 Main Street	VACANT	Former Community Apothecary		Owner: Parcels Plus LLC
314 Main Street	United Presbyterian Church	Religious		

Village of Schoharie Commercial Properties and Vacancies (with Key Civic and Cultural Uses), December 2013

Street Address	Business Name or Description	Type of Business	Category (Commercial Only)	Notes
315 Main Street	VACANT	Vacant Lot (Building Demolished)		Owner: Michelle and William Griffin. Vacant lot; 0.04 acres.
321 Main Street	Hive	Retail	Retail	Business owner or occupant owns bldg.
322 Main Street	VACANT			Owner: Jeffrey Relyea
323 Main Street	Century 21 Rural Estates	Real Estate	Insurance/Real Estate	
327 Main Street	Langan Funeral Home	Funeral Home	Other Svcs	Business owner or occupant owns bldg.
329 Main Street	You're Worth It Salon	Hair Salon	Other Svcs	
332 Main Street	Countryside Food Mart / Mobil Gas	Convenience Store	Retail	
333 Main Street	VACANT			Owner: Hans Schoenecker. On the market, asking \$199,000. Has off-street parking.
350 Main Street	Lasell Hall (DAR)	Museum/Historic Site		
397 Main Street	Generations Antiques & Gifts	Consignment Shop	Retail	
404 Main Street	VACANT	Former Greenhouse		Owner: William and Michelle Griffin. Building on 0.5 acres with off-street parking.
407 Main Street	Joe's Garage	Auto Repair	Other Svcs	
409 Main Street	Creekside Sports	Sporting Goods	Retail	
420 Main Street	U.S. Post Office	Government		
428 Main Street	Bank of Richmondville	Bank	Bank	Business owner or occupant owns bldg.
434 Main Street	Blue Star Café	Restaurant	Restaurant/Bar	Serve breakfast and lunch; dinner several nights a week
434 Main Street	Grampa George's Dugout (seasonal)	Snack Bar	Restaurant/Bar	
434 Main Street	Law Office of Laura E. Ayers, Esq.	Professional Services	Prof. Svcs	
445 Main Street	VACANT	Former Picture Perfect Landscape		Owner: Richard Vanderveen. Building on 1 acre with off-street parking.
5060 State Route 30	L. B. Berdan & Co.	Appraisals	Insurance/Real Estate	Business owner or occupant owns bldg.
Spring Street	1743 Palatine House Museum	Museum/Historic Site		

Village of Schoharie

Bank	3	7.9%
Health Care	1	2.6%
Insurance/Real Estate	4	10.5%
Manufacturing	1	2.6%
Other	3	7.9%
Other Svcs (Personal/Repair)	7	18.4%
Prof. Svcs	5	13.2%
Restaurant/Bar	5	13.2%
Retail	9	23.7%
TOTAL	38	100.0%

Note: This list was developed using multiple online and print sources. While efforts were made to provide accurate information, errors are possible and any omissions are unintentional.

Village of Middleburgh Commercial Properties and Vacancies (with Key Civic and Cultural Uses), December 2013

Street Address	Business Name or Description	Type of Business	Category (Commercial Only)	Notes
109 Baker Avenue	Bassett Healthcare Middleburgh	Health Care	Health Care	
108 Chestnut Lane	Middleburgh Lanes & Laundromat	Recreation/Laundromat	Other Svcs	
109 Chestnut Lane	Bush Lumber	Building Materials	Retail	
103 Cliff Street	Middleburgh Telephone Co.	Telecommunications	Other	Business owner or occupant owns bldg.
124 Cliff Street	Hometown Technical Solutions	Professional Svcs	Other Svcs	
122 Main Street	Middleburgh Diner	Restaurant	Restaurant/Bar	
139 Main Street	Andy's Auto and Alignment	Auto Repair	Other Svcs	
288 Main Street	Stewart's Shop	Convenience Store	Retail	
294-296 Main Street	Valley Tax and Accounting	Professional Svcs	Prof. Svcs	Business opened Dec. 2013.
299 Main Street	NBT Bank	Bank	Bank	Business owner or occupant owns bldg.
300 Main Street	U.S. Post Office	Government		
304 Main Street	Hudson River Valley Engineers PLLC	Professional Svcs	Prof. Svcs	Location opened Oct. 2013.
305 Main Street	Middleburgh Chiropractic	Health Care	Health Care	Business owner or occupant owns bldg.
307 Main Street	Kathy D. Knox DDS	Health Care	Health Care	
308 Main Street	Four Star Realty Corp.	Real Estate	Insurance/Real Estate	
309 Main Street	Village of Middleburgh Offices	Government		
310 Main Street	VACANT			Owner: Lisa Tenneson
311 Main Street	Kelley's Grill	Bar	Restaurant/Bar	Business owner or occupant owns bldg.
313 Main Street	Peking Chinese Restaurant	Restaurant	Restaurant/Bar	Business owner or occupant owns bldg.
314 Main Street	M&J's Café	Restaurant	Restaurant/Bar	
315 Main Street	Green Wolf Brewing Co. (opening 2014)	Microbrewery	Restaurant/Bar	
316 Main Street	Middleburgh Hardware	Retail	Retail	Business owner or occupant owns bldg.
318 Main Street	Mrs. K's Kitchen	Restaurant	Restaurant/Bar	
319 Main Street	Napa Auto Parts	Retail	Retail	
320 Main Street	Village Laundromat	Laundromat	Other Svcs	
322 Main Street	Artisan's Gallery	Gallery/Gift Shop	Retail	
323 Main Street	Middleburgh Public Library	Public Library		
325 Main Street	Hubie's Village Pizzeria	Restaurant	Restaurant/Bar	Business owner or occupant owns bldg.
329 Main Street	VACANT	Former Middleburgh Gym		Owner: Daniel M. Bartholomew
330 Main Street	Shear Heaven	Hair Salon	Other Svcs	
331 Main Street	Middle Village Pasta & Grill	Restaurant	Restaurant/Bar	
331 Main Street	The Conglomerate	Retail	Retail	
333 Main Street	Everything Shop	Retail	Retail	
339 Main Street	Iron Horse Tattoo Studio	Personal Services	Other Svcs	
340 Main Street	Apple Food and Grocery/Subway/Citgo	Convenience Store	Retail	
341 Main Street	Middleburgh Barber Shop	Hair Salon	Other Svcs	
343 Main Street	VACANT	Former Wayman's Furniture Store		Owner: Oakley Wayman
102 Railroad Avenue	Thomas F. Garner, Attorney	Professional Svcs	Prof. Svcs	Business owner or occupant owns bldg.
105 Railroad Avenue	105 Railroad Fine Art	Art Studio/Gallery	Other	Business owner or occupant owns bldg.
106 Railroad Avenue	B.J.'s Pub	Bar	Restaurant/Bar	
107 Railroad Avenue	Value Village Wine & Liquor	Retail	Retail	
109 Railroad Avenue	Michael Breen, Attorney	Professional Svcs	Prof. Svcs	Business owner or occupant owns bldg.
108 Railroad Avenue	Stony Creek Architecture	Professional Svcs	Prof. Svcs	Business opened Oct. 2013.
124 River Street	124 River Street Photography	Photography Studio	Other	

Village of Middleburgh Commercial Properties and Vacancies (with Key Civic and Cultural Uses), December 2013

Street Address	Business Name or Description	Type of Business	Category (Commercial Only)	Notes
134 River Street	Palmer & Shaylor Funeral Home	Funeral Home	Other Svcs	Business owner or occupant owns bldg.

Village of Middleburgh

Bank	1	2.6%
Health Care	3	7.7%
Insurance/Real Estate	1	2.6%
Manufacturing	0	0.0%
Other	3	7.7%
Other Svcs (Personal/Repair)	8	20.5%
Prof. Svcs	5	12.8%
Restaurant/Bar	9	23.1%
Retail	9	23.1%
TOTAL	39	100.0%

Note: This list was developed using multiple online and print sources. While efforts were made to provide accurate information, errors are possible and any omissions are unintentional.

Downtown Cobleskill Commercial Properties (with Key Civic and Cultural Uses), December 2013

Street Address	Business Name or Description	Type of Business	Category (Commercial Only)	Notes
108 Center Street	Geedee's Place	Bar	Restaurant/Bar	
19 Division Street	Times-Journal	newspaper office	Other	
116 France Lane	Cobleskill Outdoor Sports	Retail	Retail	Family owned and operated.
548 Main Street	Lamont Engineers	Professional Services	Prof. Svcs	
549 Main Street	Coby's Café	Restaurant	Restaurant/Bar	Associated with SUNY Cobleskill.
552 Main Street	Donna Lavigne Agency	Insurance	Insurance/Real Estate	
554 Main Street	Dramatic Pawz Tattoos	Personal Services	Other Svcs	
554 Main Street	Two Brothers Pizza	Restaurant	Restaurant/Bar	
555 Main Street	Games A Plunder	Retail	Retail	New and used games (e.g., Nintendo, X-Box, Playstation).
558 Main Street	Pizza Shack	Restaurant	Restaurant/Bar	
558 Main Street	Cobleskill Clocks	Retail	Retail	Sales and repairs.
561 Main Street	Scholet Furniture	Retail	Retail	In business since 1934.
567 Main Street	SEFCU Insurance Agency	Insurance	Insurance/Real Estate	
573 Main Street	C-Com Data Computer Services	Professional Services	Other Svcs	
574 Main Street	Catnap Books	Retail	Retail	Primarily used books.
576 Main Street	The Studio for Arts and Crafts	Craft Supplies	Retail	Also offers classes and activities.
577 Main Street	Vijaya's Boutique	Retail	Retail	
578 Main Street	Impress T-Shirt	Retail	Retail	
578 Main Street	Shear Design Salon & Spa	Personal Services	Other Svcs	
235 North Grand Street	Kwik Mart / Mobil Gas Station	Convenience Store	Retail	
1 Park Place	Park Theater	Movie Theater	Other	
109 Park Place	Ludwig Chiropractic	Health Care	Health Care	
136 Railroad Avenue	Locomotions Sports Bar & Grill	Restaurant	Restaurant/Bar	
215 South Grand Street	Quality Heating & Cooling	Contractor	Other	
216 South Grand Street	American Tavern	Bar	Restaurant/Bar	
222 South Grand Street	Kevin's Barbering and Styling Shop	Personal Services	Other Svcs	
105 Union Street	R. Sherwood Veith, CPA	Professional Services	Prof. Svcs	
107 Union Street	Mart Cleaners	Personal Services	Other Svcs	
108 Union Street	Harmony Acres / Partyland	Florist	Retail	
110 Union Street	The Community Library	Public Library		
111 Union Street	U.S. Post Office	Government		
117 Union Street	Wood & Wool	Retail	Retail	
123 Union Street	Backstreet Music Shop	Retail	Retail	
117 Veteran Drive	KeyBank	Bank	Bank	
239 W. Main Street	Kelley Farm & Garden TrueValue/Agway	Retail	Retail	
391 W. Main Street	Stewart's Shop	Convenience Store	Retail	
399 W. Main Street	Justine's	Restaurant	Restaurant/Bar	
436 W. Main Street	Gables Bed & Breakfast	Lodging	Other	
478 W. Main Street	Mesa Technical Associates, Inc	Manufacturing	Manufacturing	
509 W. Main Street	Mary Jane Books	Retail	Retail	
523 W. Main Street	Law Office of Michael J. Shultes	Professional Services	Prof. Svcs	

Downtown Cobleskill Commercial Properties (with Key Civic and Cultural Uses), December 2013

Downtown Cobleskill		
Bank	1	2.6%
Health Care	1	2.6%
Insurance/Real Estate	2	5.1%
Manufacturing	1	2.6%
Other	4	10.3%
Other Svcs (Personal/Repair)	5	12.8%
Prof. Svcs	3	7.7%
Restaurant/Bar	7	17.9%
Retail	15	38.5%
TOTAL	39	100.0%

Note: This list was developed using multiple online and print sources. While efforts were made to provide accurate information, errors are possible and any omissions are unintentional.

Notable Businesses in the Towns of Schoharie and Middleburgh Outside the Villages

Street Address	Business Name or Description	Type of Business	Town	Notes
158 Apple Blossom Lane	Terrace Mountain Orchard	agriculture/retail	Schoharie	
163 Barton Hill Road	Cane Shop & Antiques	retail	Schoharie	
160 Holiday Way	Days Inn	lodging	Schoharie	
106 Park Place	Dunkin' Donuts	restaurant	Schoharie	
115 State Route 30A	The Apple Barrel Country Store & Café	retail	Schoharie	
211 State Route 30A	Subway	restaurant	Schoharie	
211 State Route 30A	Mobil Nice 'n Easy	convenience store	Schoharie	
704 State Route 30A	Off the Beaten Path Bait & Tackle	retail	Schoharie	In Central Bridge.
5605 State Route 30	Schoharie Valley Farms (The Carrot Barn)	retail	Schoharie	
5684 State Route 30	Angus Inn B&B	inn	Schoharie	
649 Rickard Hill Road	Wellington's Herbs & Spices	retail	Schoharie	
142 Twin Oaks Lane	Twin Oaks Campground	campground	Schoharie	
115 Clauverwie Road	Breakabeen General Store	retail	Middleburgh	
134 Clauverwie Road	Needlepoint Boutique	retail	Middleburgh	
123 Mill Valley Rd	Strack Archery Shop	retail	Middleburgh	
3617 State Route 30	Barber's Farm	agriculture/retail	Middleburgh	
3992 State Route 30	Bohringer's Fruit Farm	agriculture/retail	Middleburgh	
4503 State Route 30	Dollar General	retail	Middleburgh	
4507 State Route 30	National Bank of Coxsackie	bank	Middleburgh	

Note: This list was developed using multiple online and print sources. While efforts were made to provide accurate information, errors are possible and any omissions are unintentional.

APPENDIX B

Village of Schoharie Employee Survey – Compiled Results

Completed Surveys	Count
All Responses	140
School District Employees	48
County Employees	92

1. Other than for work, for what purposes do you visit the Village of Schoharie?

Answer Options	All Responses	School District Employees	County Employees
Shopping	41.4%	47.9%	38.0%
Dining	52.9%	66.7%	45.7%
Banking	59.3%	66.7%	55.4%
Going to the post office	56.4%	68.8%	50.0%
Visiting the library, the Old Stone Fort, or Palatine House	20.7%	25.0%	18.5%
I live in the Village of Schoharie	10.7%	8.3%	12.0%
I don't visit the village outside of work	11.4%	6.3%	14.1%
<i>Other purposes or activities:</i>	<i>25.7%</i>	<i>27.1%</i>	<i>25.0%</i>
<ul style="list-style-type: none"> ▪ <i>Activities in the summer and fall - music, fairs, parades etc.</i> ▪ <i>Athletics</i> ▪ <i>Bank</i> ▪ <i>Buying gas/milk</i> ▪ <i>Community and school events</i> ▪ <i>Community events like Schoharie Days</i> ▪ <i>DMV</i> ▪ <i>Events at friends' houses.</i> ▪ <i>Exercise/walking, insurance company,</i> ▪ <i>Gas</i> ▪ <i>Hiking, photography</i> ▪ <i>I occasionally order pizza from the Pizza Shack</i> ▪ <i>Insurance company</i> ▪ <i>Lived here most of my life. .Know many people here</i> ▪ <i>Massage therapy</i> ▪ <i>Meeting with village and county government officials</i> ▪ <i>Motor vehicle Dept</i> ▪ <i>My child attends school in the village.</i> ▪ <i>Paying taxes</i> ▪ <i>School playground, walking and biking around town.</i> ▪ <i>School: sports activities, concerts, musicals. I attend events at the Depot Lane Theatre; courtyard concerts, Promotional Association activities</i> ▪ <i>See the views</i> ▪ <i>Some community activities - parades, village-wide garage sales, etc</i> ▪ <i>Stewarts, I work in the village</i> ▪ <i>To walk for pleasure/exercise, get gas, milk at Stewarts</i> ▪ <i>Trunk or treat, parades, Xmas in Schoharie, holiday-sponsored events</i> ▪ <i>Village events like "Rock the Valley," garage sales, etc.</i> 			

1. Other than for work, for what purposes do you visit the Village of Schoharie?

- *Village events*
- *Village-wide events such as Memorial Day Parade, Christmas in Schoharie etc.*
- *Visit family and friends that live in the village*
- *Visit friends*
- *Visit friends and family*
- *Walk*
- *Walking*
- *Walking, visiting friends*
- *Walking/biking around town*

2. Other than for work, how often do you visit the Village of Schoharie?

Answer Options	All Responses	School District Employees	County Employees
N/A - I live in the Village of Schoharie	10.8%	8.3%	12.1%
3-4 times a week	15.1%	31.3%	6.6%
1-2 times a week	23.0%	20.8%	24.2%
2-3 times a month	13.7%	10.4%	15.4%
Once a month	17.3%	18.8%	16.5%
Less than once a month	14.4%	8.3%	17.6%

3. How familiar are you with the businesses and the mix of goods and services currently available in the Village?

Answer Options	All Responses	School District Employees	County Employees
Very familiar	55.1%	53.2%	56.0%
Somewhat familiar	41.3%	42.6%	40.7%
Not very familiar	3.6%	4.3%	3.3%
Not at all familiar	0.0%	0.0%	0.0%

4. What improvements would encourage you to spend more time in the Village of Schoharie?

Answer Options	All Responses	School District Employees	County Employees
More places to shop	69.8%	66.7%	71.4%
More places to eat	56.1%	54.2%	57.1%
Longer/more convenient store hours	14.4%	18.8%	12.1%
Increased selection of goods	43.9%	56.3%	37.4%
Lower priced goods and services	24.5%	14.6%	29.7%
Special promotions/discounts	19.4%	14.6%	22.0%

4. What improvements would encourage you to spend more time in the Village of Schoharie?

Answer Options	All Responses	School District Employees	County Employees
Better customer service	4.3%	4.2%	4.4%
More recreational activities	33.1%	29.2%	35.2%
More cultural activities	14.4%	14.6%	14.3%
Things for kids to do	28.1%	27.1%	28.6%
<i>Other improvements:</i>	23.7%	16.7%	27.5%
<ul style="list-style-type: none"> ▪ <i>A coffee shop, with lattes, cappuccino, teas & sweets, specialty sandwiches</i> ▪ <i>A grocery store - please, please, please!!!!</i> ▪ <i>A grocery store would be nice</i> ▪ <i>A small grocery store would be wonderful</i> ▪ <i>Bike trail or own bike lane</i> ▪ <i>Coffee</i> ▪ <i>Discounts to those with a "local address" on their Drivers License who shop within the County. Some of the better markets and stores tend to cater to "Tourists" (maybe rightfully so, for their survival) but wind-up with prices too high for locals to shop there on a regular basis. (I.E. the Apple Barrel & the Carrot Barn)</i> ▪ <i>Drug store, grocery store</i> ▪ <i>EASIER PARKING</i> ▪ <i>Ever since the loss of our shopping in Middleburgh there is nothing short of going to Cobleskill where everything is there and easy access with variety of shops all in one location.</i> ▪ <i>FIND AN OWNER WILLING TO INVEST IMPROVEMENT TO THE PARROT HOUSE!!!!</i> ▪ <i>Gift shop for cards & gifts and a natural food store would be great</i> ▪ <i>Grocery store (9x)</i> ▪ <i>Improve parking</i> ▪ <i>Keeping people in the area after work</i> ▪ <i>More advertisement for Schoharie village and special events.</i> ▪ <i>More healthy food to complement the carrot barn</i> ▪ <i>Place for grocery shopping and clothes shopping</i> ▪ <i>Quality places to eat like specialty restaurants.</i> ▪ <i>Small form factor grocery store would be amazing. Lost Grand Union and also the Great American recently.</i> ▪ <i>Some shop owners "hang out" and smoke by the entrance to their store.</i> ▪ <i>Specialty store such as meat market</i> ▪ <i>Supermarket/grocerystore</i> ▪ <i>Try to get a supermarket</i> ▪ <i>We need a rec center for the kids. Something like a YMCA. Also a sports store</i> 			

5. Where do you do most of your grocery shopping?

Answer Options	All Responses	School District Employees	County Employees
Hannaford Supermarket (Esperance)	15.0%	18.8%	13.0%
Hannaford Supermarket (Amsterdam)	1.4%	0.0%	2.2%
Price Chopper (Cobleskill)	29.3%	18.8%	34.8%
Price Chopper (Amsterdam)	1.4%	2.1%	1.1%
WalMart Supercenter (Cobleskill)	25.7%	22.9%	27.2%

5. Where do you do most of your grocery shopping?

Answer Options	All Responses	School District Employees	County Employees
WalMart Supercenter (Amsterdam)	0.0%	0.0%	0.0%
Aldi (Amsterdam)	2.1%	2.1%	2.2%
Save-A-Lot Food Store (Amsterdam)	0.0%	0.0%	0.0%
Grocery stores in Schenectady County	7.1%	14.6%	3.3%
Grocery stores in Albany County	7.1%	8.3%	6.5%
Grocery stores in Oneonta /Otsego County	2.9%	0.0%	4.3%
<i>Other:</i>	7.9%	12.5%	5.4%
<ul style="list-style-type: none"> ▪ <i>BJ's in Oneonta. NY</i> ▪ <i>BJ's Wholesale Club</i> ▪ <i>Equally between Hannaford (Esperance), Price Chopper (Cobleskill), Walmart (Cobleskill)</i> ▪ <i>Grocery stores in Rensselaer County</i> ▪ <i>It would be nice to have a Save –A-Lot here to have a variety</i> ▪ <i>Price Chopper, Canajoharie</i> ▪ <i>Save a Lot Fort Plain, Price Chopper Palatine</i> ▪ <i>Save-A-Lot Fort Plain</i> ▪ <i>Shop Rite (Albany)</i> ▪ <i>Walmart - Guilderland</i> ▪ <i>Walmart- Johnstown</i> 			

6. Where do you usually purchase the following products?

Answer Options	Schoharie Co.	Schenectady Co.	Albany Co.	Other location	Online	Don't purchase
Clothing	10.7%	25.0%	39.3%	7.9%	16.4%	0.7%
Housewares	32.1%	22.1%	31.4%	7.9%	4.3%	2.1%
Gift items	28.8%	16.5%	32.4%	5.8%	16.5%	0.0%
Books	12.4%	9.5%	22.6%	2.9%	39.4%	13.1%
Sporting goods	12.4%	10.2%	43.8%	5.1%	8.8%	19.7%
Hardware	47.8%	18.8%	18.1%	13.0%	0.0%	2.2%
Garden supplies	60.7%	13.6%	13.6%	6.4%	0.0%	5.7%
Office supplies	26.3%	24.1%	21.9%	9.5%	8.0%	10.2%

7. What new businesses or product lines would you like to see come to the Village of Schoharie?

Answer Options	All Responses	School District Employees	County Employees
Grocery store	91.3%	91.5%	91.2%
Bank or credit union	2.9%	6.4%	1.1%
Health food store	23.9%	27.7%	22.0%
Clothing store	32.6%	34.0%	31.9%
Shoe store	23.9%	25.5%	23.1%
Jewelry store	5.1%	6.4%	4.4%
Bookstore	24.6%	31.9%	20.9%
Dry cleaner	28.3%	38.3%	23.1%
Garden store or nursery	8.7%	10.6%	7.7%
Home furnishings store	10.9%	12.8%	9.9%
Antiques	4.3%	8.5%	2.2%
Art gallery	5.8%	6.4%	5.5%
Pet supplies	23.2%	21.3%	24.2%
Fitness center	34.8%	34.0%	35.2%
Fabric/sewing store	14.5%	21.3%	11.0%
<i>Others:</i>	18.1%	14.9%	19.8%

- *Affordable fitness center*
- *Automotive supply, livestock feed*
- *Cafe. Something resembling the Grand Places found in nearly every European city large or small. Eatery with outdoor seating in a large open space where various events and markets are held. The old Great American parking lot could be transformed into such a place.*
- *Coffee*
- *Craft store*
- *DMV, home improvement store*
- *Gift/card shop, coffee shop*
- *Hardware*
- *Home Depot or Lowes*
- *Home Depot or Lowes - Aldi's*
- *It would be nice to have a small plaza where the Great American used to be.*
- *K-mart or Target, Italian bakery*
- *Laundry - I know it's coming; specialty meat market; thrift store; franchise - we could have used the Dollar General.*
- *Laundromat*
- *Laundromat, like a 5&10 store*
- *Local artists' gallery to sell their products*
- *Median value restaurant: Applebee's, 99, etc.*
- *Movie theatre, mini mall, bowling alley*
- *Pharmacy (3x)*
- *Recreational center*
- *Red Box DVD blu-ray kiosk*
- *Some sort of combined strip mall: drop off dry cleaning, food/household basics reasonably priced, meat market, Parrot House reopened! Laundromat, Food co-op*
- *SPORTING GOODS---Athletic goods...Sports Authority*

8. In a typical work week, where or how do you usually eat the following meals?

Answer Options	At a fast food restaurant	At a sit-down restaurant	I buy a take-out meal	I bring a packed meal from home	I eat at home	I don't eat this meal
Breakfast	1.4%	0.7%	7.9%	16.4%	65.7%	7.9%
Lunch	0.7%	5.8%	14.4%	69.1%	7.9%	2.2%
Dinner	0.7%	6.5%	2.2%	3.6%	86.3%	0.7%

9. What types of restaurants would you most like to see come to the Village of Schoharie?

Answer Options	All Responses	School District Employees	County Employees
Asian	17.8%	8.3%	23.0%
Bakery	51.1%	56.3%	48.3%
Brewpub	35.6%	35.4%	35.6%
Cafe/coffee shop	30.4%	22.9%	34.5%
Deli/sandwich shop	54.1%	60.4%	50.6%
Diner	16.3%	18.8%	14.9%
Fast food chain	20.0%	20.8%	19.5%
Fine dining restaurant	24.4%	25.0%	24.1%
Mexican	23.0%	18.8%	25.3%
Others:	9.6%	8.3%	10.3%

- *A mid-range restaurant: higher than fast-food/diner, but also moderate enough to eat at on a regular basis*
- *Barbeque*
- *Buffet*
- *Buffets*
- *Health food*
- *I think there are plenty of restaurants now, but many are not open at night.*
- *Italian or steak/hamburger/basic meal with good food and reasonably priced.*
- *Movie theatre, bowling alley*
- *Panera Bread (2x)*
- *Ruby Tuesday.....Applebee's.....Golden Corral.....something*
- *Some place to eat dinner not a diner, not formal, where you can have a beer or wine w meal*
- *Something like Applebee's*

10. In your opinion, how important are the following to the success of the Village of Schoharie?

% selecting "Very Important"

Answer Options	All Responses	School District Employees	County Employees
Attracting national chains and franchises	20.7%	20.0%	21.1%
Attracting independent, locally-owned businesses	83.3%	85.1%	82.4%
Encouraging non-retail businesses to locate here	40.1%	42.6%	38.9%
Providing financial incentives for businesses to locate here	57.9%	53.3%	60.2%

10. In your opinion, how important are the following to the success of the Village of Schoharie?
% selecting "Very Important"

Answer Options	All Responses	School District Employees	County Employees
Focusing on retention of existing businesses	84.7%	83.0%	85.6%
Promoting the Village as a shopping district	50.4%	55.3%	47.7%
Promoting the Village as a tourist destination	61.9%	65.2%	60.2%
Developing arts/entertainment facilities (e.g., theater, gallery)	35.8%	37.8%	34.8%
Developing recreational facilities	43.7%	39.1%	46.1%
Holding more special events and festivals	42.5%	45.7%	40.9%
Increasing marketing efforts	48.5%	53.3%	46.0%
Working with other Schoharie County communities to promote the area	70.2%	81.8%	64.4%

11. If you have any comments about businesses, activities, and/or improvements that are needed in the Village of Schoharie, please feel free to add them here.

- *A grocery store would be helpful for folks in town and for those who commute to work here.*
- *Do what is natural for this area*
- *Filling vacant store fronts*
- *How 'bout a Red Box?*
- *I feel that a grocery store and a pharmacy are a necessity especially for the elderly population or people who don't have vehicles as getting to Cobleskill or other areas may be difficult.*
- *I think a grocery store would be great for Schoharie.*
- *I think adding an adult home in this village is totally disappointing. We have enough housing developments here, a focus should be for some kind of "grocery" store. It would bring in jobs, money and people.*
- *I would like a quaint, active town similar to a Vermont town which attracts local people and tourists. I needs to have a unique feel!*
- *It would be nice if local business owners didn't sit outside their shops all day smoking. I don't want to even walk past their establishment.*
- *Need a grocery store*
- *Need better parking for patrons who are supporting the local businesses. I have tried to keep my business local, but when I can find it elsewhere for a considerably lower price, it pays to go out of the County.*
- *Need better updated Christmas lights for village street lights.*
- *Ned business to keep some higher educated children here*
- *People seem to love the charm and bucolic setting of this small town. Play to that. Chains will just rob the area of those things people seem to enjoy the most. As noted above a large open space surrounded by cafes without door seating, locally owned shops and galleries, perhaps a fountain. Use this space hold, farmer's markets, craft fairs, European style Christmas markets, which are hugely popular etc. These are things that people will come to from out of area and they play to those factors that people already like about the county: the charm, quaintness, etc.*
- *Providing financial incentives is a good idea IF it does not hurt others and if the people that are already here are offered the same or similar incentives to stay.*
- *Recreational activities to include use of a "waterfront" along the Schoharie Creek*
- *Schoharie really needs a grocery store. That is the most important thing.*
- *Some businesses need education on how to run a business*
- *Something to draw people in.*
- *The Parrot House is a big draw - would be nice to see someone that knew how to run a business open it up*

11. If you have any comments about businesses, activities, and/or improvements that are needed in the Village of Schoharie, please feel free to add them here.

again.

- *The Parrot House is a focal point, but it lacks stability and quality.*
- *There needs to be multiple business to sustain the businesses that are here. No one business can attract people to this area alone. If there is nothing else to do here it is not worth the trip. Make it more real and enjoyable to visit downtown Schoharie. Right now it all stops at the Carrot Barn and the Apple Barrel. We should have some sort of shopping center with a variety of stores that people can walk in and out of. Like a plaza. Stop chasing businesses away. The taxpayers deserve a break. All of the other towns thrive and we are diving into an untimely death. There is nothing here.....why?*
- *We need a grocery store. (2x)*
- *We need more for the kids. A rec center, out of school activities. This would create jobs and keep kids safe and give them something to do. Also we need an athletic store. Something like sports authority. I myself have spent over \$500 in the last month and a half there. This is money that could come to our community.*
- *We need more in Schoharie. Grocery store a must; laundromat, dollar store, bowling alley, movie theater*
- *We need sustainable businesses. While I think it is very important to attract locally owned businesses, history has shown that these businesses struggle much quicker than a larger chain type business. We may have to try and attract an "anchor" business or two to help foster interest in the other businesses in the village/town.*
- *Why doesn't the county look at tourist attractions to draw more people into the county?*
- *Would love to see the village brought back to resemble an old-fashioned country village with stores that would attract tourists*

About the Respondents

12. Where is your primary place of residence?

Within Schoharie County:	Responses	Outside Schoharie County:	Responses
Carlisle	7.9%	Schenectady County: e.g., Delanson, Rotterdam, Schenectady	9.3%
Cobleskill	5.7%		
Esperance	5.0%		
Gilboa	1.4%	Albany County: e.g., Guilderland, Altamont, Berne	4.2%
Howes Cave	4.3%		
Middleburgh	7.9%		
Richmondville	4.3%	Montgomery County	2.1%
Schoharie (village)	10.0%		
Schoharie (town)	12.9%		
Seward	4.3%	Delaware County	0.7%
Sharon Springs/Sharon	6.4%	Otsego County	0.7%
Wright/Gallupville	3.6%	Rensselaer County	0.7%
<i>Other in Schoharie County:</i>	8.6%		
Total from Schoharie County:	82.3%	Total from Outside Schoharie County:	17.7%

13. How long have you worked in the Village of Schoharie?

Answer Options	All Responses	School District Employees	County Employees
Less than 1 year	3.6%	2.1%	4.3%
1-2 years	4.3%	2.1%	5.4%
2-4 years	9.4%	6.4%	10.9%
5-9 years	25.9%	23.4%	27.2%
10-19 years	28.8%	27.7%	29.3%
20 years or more	28.1%	38.3%	22.8%

14. Gender:

Answer Options	All Responses	School District Employees	County Employees
Male	19.9%	19.1%	20.2%
Female	80.1%	80.9%	79.8%

15. Age Range:

Answer Options	All Responses	School District Employees	County Employees
Under age 25	0.0%	0.0%	0.0%
25-34	13.8%	10.4%	15.6%
35-44	18.8%	20.8%	17.8%
45-54	38.4%	31.3%	42.2%
55-64	27.5%	35.4%	23.3%
65-74	1.4%	2.1%	1.1%
75 or older	0.0%	0.0%	0.0%

16. How many people live in your household, including yourself?

Answer Options	All Responses	School District Employees	County Employees
Children under age 18:	79 (avg = 0.95)	22 (avg = 0.81)	57 (avg = 1.02)
Adults:	297 (avg = 2.14)	105 (avg = 2.19)	192 (avg = 2.11)

APPENDIX C

Tourism Resources In and Around the Village of Schoharie

Name	Street Address	Location	Type	Notes
Lasell Hall (D.A.R. Hall)	350 Main Street	Schoharie	Historic site	Federal-style home and tavern built 1795; owned by the Schoharie Chapter of the DAR since 1913. On the National Register of Historic Places
1743 Palatine House Museum (Old Lutheran Parsonage)	Spring Street and Warner Hill Road	Schoharie	Historic site; museum	Lutheran Church parsonage built 1743; one of the oldest religious buildings remaining in NYS. On the National Register of Historic Places. Open by appointment.
Old Stone Fort	145 Fort Road	Schoharie	Historic site; museum	1772 church fortified and attacked during the American Revolution; on the National Register of Historic Places. Museum complex; reenactments and other special events. Open May through October.
Schoharie County Courthouse Complex	Main Street	Schoharie	Historic site	Historic courthouse (built 1870) and county clerk's building (built 1914). On the National Register of Historic Places.
Schoharie Valley Railroad Complex	Depot Lane	Schoharie	Historic site; museum	National Historic District comprised of 9 structures built 1875 by the Schoharie Valley Railroad. Guided tours. Open weekends, Memorial Day to Columbus Day.
Dr. Christopher Best House	1568 Clauverwie Road	Middleburgh	Historic site; museum	Victorian home and office used over a 100-year period by two generations of family doctors. Listed on the National Register of Historic Places. Open Thursdays, May through October.
Vroman's Nose	West Middleburgh Road	Middleburgh	Recreational	Popular hiking trail (part of the Long Path) with views of the Schoharie Valley.
Long Path	Multiple locations	Multiple	Recreational	Part of a network of hiking trails connecting the George Washington Bridge in NYC to the Mohawk River. "Long Path North" links the Catskill Mountains in Greene County through Schoharie County to Albany County.
Schoharie County Quilt Barn Trail	Multiple locations	Multiple	Cultural	Self-guided tour "celebrates the unexpectedness of art on a building or wall instead of a gallery." Quilt Block locations throughout the County. Brochure available on Schoharie County Chamber of Commerce website.
Pick-A-Pumpkin Pumpkin Patch	2716 Creek Road	Esperance	Recreational	Pumpkin farm with seasonal activities for kids (e.g., treehouse, petting zoo, hayrides). Open late September through Halloween.
Landis Arboretum	174 Lape Road	Esperance	Recreational/natural	548-acre arboretum with native and exotic trees and shrubs, 8 miles of trails, wetlands, ponds, and labeled collections. Open all year.
Oak Hill Farms Cross-Country Ski Center	1206 County Road 155	Esperance	Recreational	Cross-country ski center with 30 km of groomed trails. Warming lodge and snack bar. Open Saturdays and Sundays in season.
Howe Caverns	255 Discovery Drive	Howes Cave (Cobleskill)	Recreational/natural	Popular tourist attraction with guided tours. Adjacent museum of mining and geology. A dinosaur theme park is in the planning stages.
Secret Caverns	671 Caverns Road	Howes Cave (Cobleskill)	Recreational/natural	Small cavern with guided tours.
Iroquois Indian Museum	324 Caverns Road	Howes Cave (Cobleskill)	Museum	Museum promoting Iroquois arts, history and culture.
Gobblers Knob Family Fun Park	3793 State Route 145	Cobleskill	Recreational/family	18-hole miniature golf, 9-hole Par 3 golf course, driving range and go-kart track. Seasonal.
Franklinton Vlaie Wildlife Management Area	State Route 145, 3.5 miles south of Middleburgh	Broome	Recreational	195 acres, with opportunities for birdwatching, canoeing, snowshoeing, hunting, and fishing. Bald eagle nesting site.

Tourism Resources In and Around the Village of Schoharie

Name	Street Address	Location	Type	Notes
Max V. Shaul State Park	Route 30	Fultonham	Recreational	Quiet state park with 30 wooded tent and trailer sites, picnic grounds, playing fields, nature trail, fishing access. Campground is open Memorial Day to Labor Day. According to park manager John Lowe, 2012/13 attendance was 17,313, and it is expected to be "close to 20,000" for 2013/14.
Mine Kill State Park	Route 30	Blenheim	Recreational	State park with an Olympic size pool, wading pool and a diving pool and 8 miles of hiking and mountain biking trails; waterfall views. Boat launch. According to park manager John Lowe, 2012/13 attendance was 72,553.
Burnt-Rossman State Forest	Rossman Hill Road	Fulton/Blenheim	Recreational	Pond with opportunities for fishing and boating; birdwatching.
Cotton Hill State Forest	Multiple locations	Multiple locations	Recreational	Shown on Schoharie County map at www.dec.ny.gov/outdoor/48283.html . No additional information available.
Gates Hill State Forest				
Armlin Hill State Forest				
Dutch Settlement State Forest				

APPENDIX D

Schoharie Website Assessments

Website	Home Page Notes	General Comments	Google Rank	Recommendations
Schoharie Promotional Association - Schohariepromo.org	No visual appeal; lack of color; poor user interface with too many navigation points	Calendar needs to be updated with upcoming event dates (2013 dates still in for spring events); lack of attractive visuals on event pages - could benefit from appealing photography of previous events; good basic content; needs better design	TERM: Schoharie: does not show up by pg. 7 of search TERM: Schoharie business association: #1 TERM: Schoharie businesses: pg. 2, #1 TERM: Schoharie events: #9	Utilize Wordpress template to improve site and have easy maintenance interface. This will facilitate adding visuals. Add back end SEO tags and descriptions using SEO plug-in for wordpress and writing SEO friendly copy.
Schoharie Valley Association - schoharievalley.org	Good basic visuals; graphic is cut-off in frame - should be corrected; organized user interface	Apparent comprehensive listing with read-more options and visuals for attraction. Good content.	TERM: Schoharie: does not show up by pg. 7 of search TERM: Schoharie business association: pg. 2, #7 (though Facebook page is #3) TERM: Schoharie businesses: does not show up by pg. 7 of search TERM: Schoharie events: pg. 2, #10	Improve on the page and behind scenes SEO with meta tags and description plug-in for wordpress site. Also encourage outside sites to link to them - reciprocal links from listed sites, Chamber site and county sites to link to them.
Schoharie Colonial Heritage Association - schany.org	Basic content with dated design. Too many typefaces and large navigation should be simplified for better user interface.	Edge-to-edge copy within colored boxes with no buffer is bad design. The URL should be something more intuitive like Schoharieheritage.org	TERM: Schoharie: pg. 6, #2 TERM: Schoharie history: pg. 3, #1	Design upgrade; improve SEO on the page and behind the scenes. Inbound links would also help SEO. Simplify navigation.
Schoharie County Tourism - upstatevacations.com	Attractive well-designed home page presence. Nice user interface. Good visuals	Events calendar does not list all county events (probably need to be submitted by entities better).	TERM: Schoharie: pg. 1, #8 TERM: Schoharie agriculture: pg. 3, #7 TERM: Schoharie events: #3 TERM: Schoharie history: pg. 4, #7 TERM: Schoharie tourism: #1	Purchase Visitschoharie.com also for linking to site as more intuitive. "Upstate" is too <i>vague</i> and does not really characterize the area
Schoharie County Chamber of Commerce - schohariechamber.com	Slightly dated design and overly busy. Redundant calendars not necessary. Events scroller needs programming cleanup.	Video content should live on Youtube where it's more exposed. User interface could be improved. Relocation information is blank.	TERM: Schoharie: #6 TERM: Schoharie business association: #5 TERM: Schoharie businesses: #1 TERM: Schoharie events: #1 TERM: Schoharie tourism: #2	Update design and clean up organization of home page. Delete redundancy on home page.
Route 20 Association - nyroute20.com	Attractive well-designed home page presence. Nice user interface. Good visuals	Good basic site with informational content for business and attractions along Route 20 (some outdated info). Comprehensive. Poor SEO for general terms.	TERMS: Schoharie, Schoharie events, Schoharie business association, and Schoharie businesses: website does not show up by pg. 7 of search TERM: Schoharie farmstands: pg. 3, #1	Improve on the page and behind-the-scenes SEO with meta tags and description plug-in for wordpress site. Also encourage outside sites to link to them - reciprocal links from listed sites, Chamber sites and county sites to link to them.
Central New York Region Tourism - justgocny.com	Clean attractive home page	Listings by County for Schoharie does not yield any results. Listing by category <i>does</i> have Schoharie County listings	TERM: Schoharie agriculture: pg. 6, #10 TERM: Schoharie events: pg. 2, #9 TERM: Schoharie farmstands: #4 TERM: Schoharie history: does not show up by pg. 7	Schoharie County representative should contact the webmaster for this site in regard to the listings by county not working for Schoharie.

For all sites listed: Meta tags, keywords and descriptions are not completed properly using best practices for SEO