

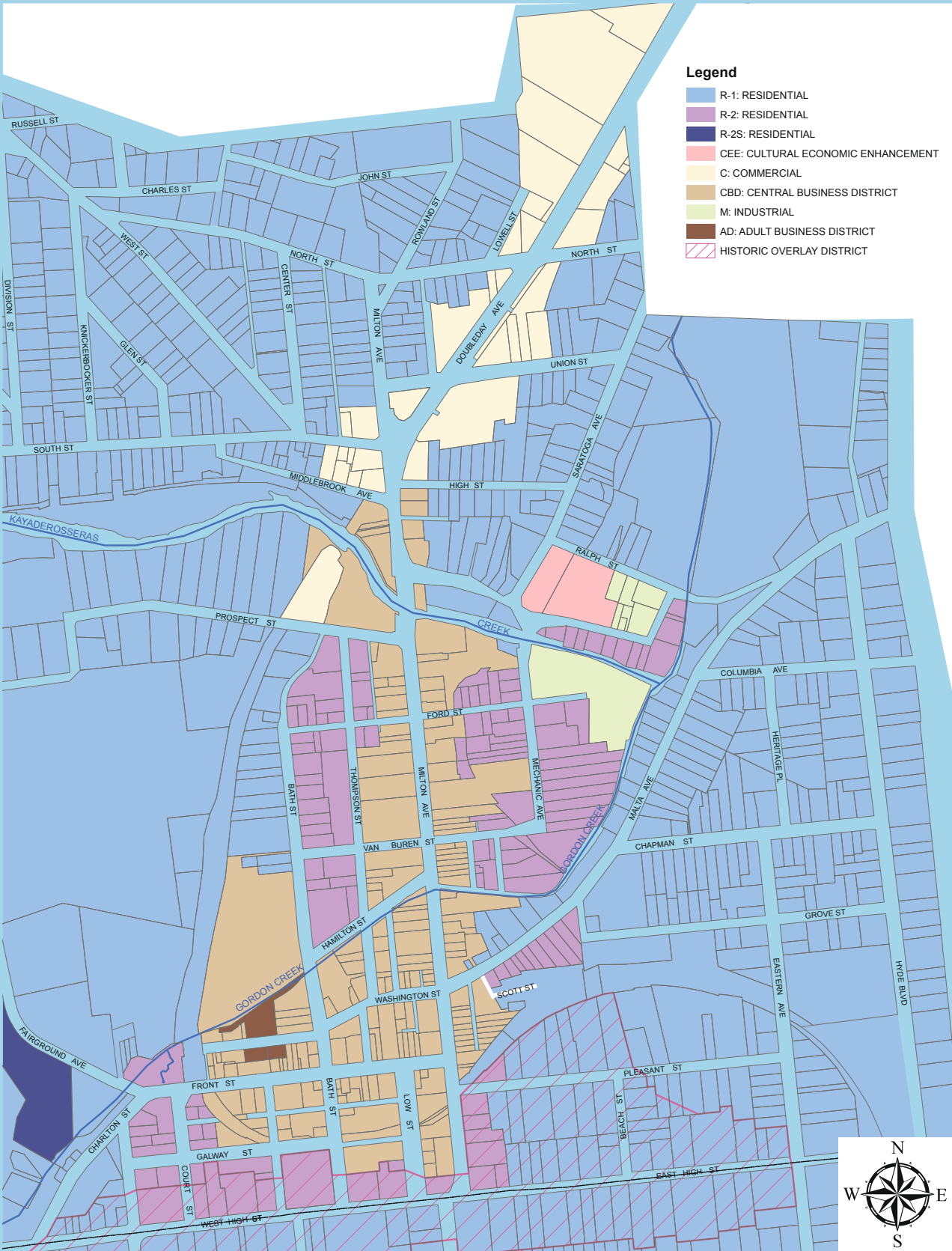
# VILLAGE OF BALLSTON SPA

Economic Development Plan





# VILLAGE OF BALLSTON SPA ZONING MAP



**Village of Ballston Spa Central Business District (CBD)**  
The CBD is the central focus of the Next Wave Communities Economic Development plan.



## CONTENTS

Preface + Acknowledgments.....	4
Introduction .....	5
Next Wave Communities Process.....	7
About Ballston Spa.....	8
Key Statistics .....	10
Economic Development Strategy Summary.....	12
Findings	
A. Survey Results .....	18
B. Focus Group Summary.....	22
C. Steering Committee Summary and Recommendations.....	28
Appendix	
A. Ballston Spa Market Profile .....	33
B. Retail Market Potential .....	40
C. Traffic Counts .....	44
D. Tourism/Recreation Resources.....	45
E. Schools .....	45
F. Saratoga County Business Resources .....	46

# PREFACE

Next Wave Communities  
Initiative Provides Towns, Cities,  
and Villages in Saratoga County,  
Economic Development  
Plans + Strategies

## Economic Development Plan for the Village of Ballston Spa

As a longtime resident of the Village, I was motivated to run for Mayor because I saw Opportunity everywhere to continue to ensure my hometown remained the warm, welcoming place it is to live, work and raise a family.

What we needed, however, was a plan for the future, to help bring new vitality to the Village, to attract new residents and businesses to seize the opportunities I, and others, see here in the years ahead.

When approached to participate in the Next Wave Saratoga County Prosperity Partnership program, I realized this was a unique opportunity for us all to learn, and use the information in this report to put plans into action...to create activity to go with our opportunity.

This report is the result of the efforts of many people in the Village and at the Saratoga Partnership. I want to thank them all for their contributions, input, insights, and commitment to our Village.

The Opportunity is here. The Activity has begun. Ballston Spa is Open for business, for neighborhoods, for Seniors, for families, and young people looking for that magical place to call home. We are The Village of Ballston Spa, and we welcome you to visit, work, start your dream and prosper!

-Larry Woolbright, Mayor



Mayor Larry Woolbright reviews the Central Business District map. The Central Business District is the focus of the Ballston Spa Next Wave Communities economic development plan. Photo credit: Times Union

### ACKNOWLEDGMENTS

The Saratoga County Prosperity Partnership would like to recognize and thank the many people who assisted in compiling information and creating this Next Wave Communities community economic development plan.

#### STEERING COMMITTEE

Rory O'Connor, Chair  
Jim Dalpe  
Donna Dardaris  
Richard Duffy  
Paul Farnan  
Richard Gorman  
Donna Martin

#### VILLAGE BOARD

Larry Woolbright, Mayor  
Christine Fitzpatrick, Trustee  
Elizabeth Kormos, Trustee  
Shawn Raymond, Trustee  
Noah Shaw, Trustee

# INTRODUCTIONS



Next Wave Communities, is an initiative being led by the Saratoga County Prosperity Partnership, and is designed to provide towns, cities, and villages in Saratoga County an economic development plan + strategy specific to their community. This will allow them to leverage resources, build local capacity, grow tax base, improve infrastructure, attract investment and jobs, thereby improving the quality of place.

The strategy is designed to provide each community a more specific layer of economic development and services community stakeholders can identify. The Saratoga Partnership engages with each individual town, city, or village, its community members, and its stakeholders in a holistic approach to design a plan to address the community's most pressing economic development needs. The following plan was created with close coordination with the Village of Ballston Spa.



The Saratoga County Prosperity Partnership was created in 2014 following a study conducted by the Saratoga County Board of Supervisors. The Economic Development Strategic Plan for Saratoga County, often referred to as the TIP Report was commissioned by the County Board of Supervisors to determine what successful economic development looks like and what type of organization could be formed to execute a plan. Using the TIP Report as a foundation, the Saratoga Partnership Board of Directors and Staff developed a four-point strategy. Combing data from the TIP Report, the experience and knowledge of the Saratoga County community, and economic development best practices, The Saratoga Strategy was born.

The Saratoga Strategy was reviewed and approved by the Saratoga Partnership Board of Directors and was the blueprint for executing economic development over the next two years in Saratoga County. Since then, the Saratoga Partnership has continued to adhere to the Saratoga Strategy and carry out the mission of the organization.

The Mission of the Saratoga County Prosperity Partnership is to secure sustainable jobs and capital investment by attracting new business to the County and retain existing businesses by assisting them to grow.



### PROJECT STAFF

The following Saratoga Partnership staff members are acknowledged for their contributions to the background research and completed work on this project.

Shelby Schneider / President  
Jennifer Kelley / Economic Development Assistant  
Michele Battle / Executive Assistant  
Mary Estelle Ryckman / Advisor: Business Retention, Expansion + Global markets  
Timothy McMurray / Publication Design  
BSBPA / Cover Photo





Building the future of Saratoga County town by town



The former dilapidated storage building on Washington Street is currently being renovated by Randy and his son R.J. Elliott; longtime village residents who sense the spirit of growth in downtown Ballston Spa.

VILLAGE OF BALLSTON SPA  
RESIDENTS

## TAKE THE SURVEY

Village of Ballston Spa  
Economic Development Plan

# NEXT WAVE COMMUNITIES 5 STEP PROCESS

## 1 ECONOMIC DEVELOPMENT 101

The Saratoga Partnership team kicked off the plan with an Economic Development 101 presentation to the Village Board and community which provided a baseline of knowledge about what "economic development" is. The Board suggested a conceptual framework, based-on previous Next Wave Communities frameworks, to ensure community involvement throughout the entire process. Additionally, the Mayor formed a Next Wave Communities Steering Committee which consisted of a group of people who had long-standing ties with the Village.

## 2 SURVEY

The Saratoga Partnership worked with the Village and Steering Committee to develop a survey to gauge the community's vision, identify obstacles to success, rate the infrastructure and community services available, and prioritize what types of businesses people would like to see in Ballston Spa. The survey was distributed via social media, the Village's website, the Saratoga Partnership's website and bi-weekly newsletter, and papercopies.

## 3 FOCUS GROUPS

This phase centered around Focus Groups which gave the Saratoga Partnership an opportunity to hear from a diverse group of residents, businesspeople, landowners, and other stakeholders about what they see as the future of economic development in Ballston Spa. The Mayor created six focus groups consisting of Major Landowners and Developers, Small Business Owners, Service Organizations, the Ballston Spa Business & Professional Association, and Youth Advocates. The Focus Groups were conducted by the Mayor and Saratoga Partnership over a series of evenings and presented several central themes.

## 4 PUBLIC FORUM

This phase centered around a public forum convened to inform the community what steps had already been taken for the Next Wave Communities economic development plan and to encourage additional ideas from the public. The Saratoga Partnership presented a summary of what was discussed in the different Focus Groups. Afterward, the community members were asked to analyze the strengths, weaknesses, opportunities and threats (SWOT) in the Village. This workshop discussed economic development scenarios for Ballston Spa and mapped out what initiatives the public deemed as a priority.

## 5 WRITTEN PLAN

We then developed a written economic development plan which included the goals and objectives of the plan, a vision for the community, information gathered at the Focus Groups, survey results, the Steering Committee's report, opportunities for collaboration, responsibilities for implementation, next steps, and a link to resources. We presented a draft plan to a public Village Board meeting for feedback and comments. We later revised the plan and presented the final results to the members of the Focus Groups and at a public forum. Implementation of the economic development plan will be conducted by the Saratoga Partnership in collaboration with the Village for years to come.





# ABOUT BALLSTON SPA

## OPEN FOR BUSINESS

The Village of Ballston Spa is the County Seat, located in the center of Saratoga County and lies on the border of two towns, partly in the Town of Ballston and partly in the Town of Milton. The village was first settled in 1771 when “America’s First Mineral Water Spring”, The Iron Railing Spring was discovered. When that natural feature failed, for reasons unknown, the Old Iron Spring was drilled in 1874. Located within 50 feet of The Iron Railing Spring, The Old Iron Spring on the corner of Front and Charlton Streets continues to flow to this day. Another historical attraction that made the Village a tourist destination was the San Souci Hotel. In 1803, the hotel was built becoming the largest resort accommodation in America, at the time. The building and grounds of the hotel occupied the entire block, bounded by Front Street, Milton Avenue, Washington Street, and Spring Street. Four years later, in 1807, the Village of Ballston Spa became incorporated as a village by an act of the New York State Legislature.

By 1825, the Village was in its glory as the, “first watering place and most famous resort in America”. Liking the area, wealthy visitors stayed on to make their home in the Village. They in turn moved their industrial facilities to Ballston Spa. By the mid-nineteenth century, waterpower gradually replaced mineral water as Ballston Spa’s source of wealth and prosperity. However, just as the growth of manufacturing sustained Ballston Spa after

its decline as a resort community, so too has the commuting worker of today buoyed the village from its decline as a major industrial center. Come what may, it is more than evident that history has shown that Ballston Spa can adapt to change and survive in the future as it has in the past.

Today, Ballston Spa is positioned to develop its Central Business District to serve not only the residents of the village, but the surrounding communities. With many flourishing retail businesses already located here and patronized by over 1,000 people who are employed by Saratoga County government, the retail sector is vibrant. Adding fuel to this “Village on the Rise” is over 14,508 vehicles that travel through the Central Business District each day. The quality of life enjoyed by the residents of Ballston Spa, coupled with a business-friendly local government, makes this community an ideal location to not only visit and do business, but to live in and raise a family.

*Excerpts taken from “Through The Years: a pictorial history of the Village of Ballston Spa, New York”.*

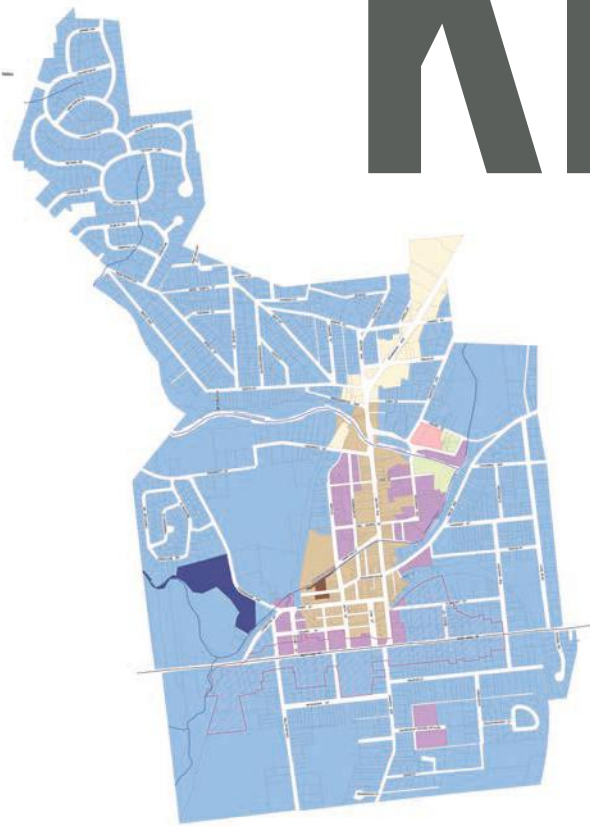


*Outdoor dining at a restaurant on Front Street, Ballston Spa.*



2019 DATA

# KEY STATISTICS

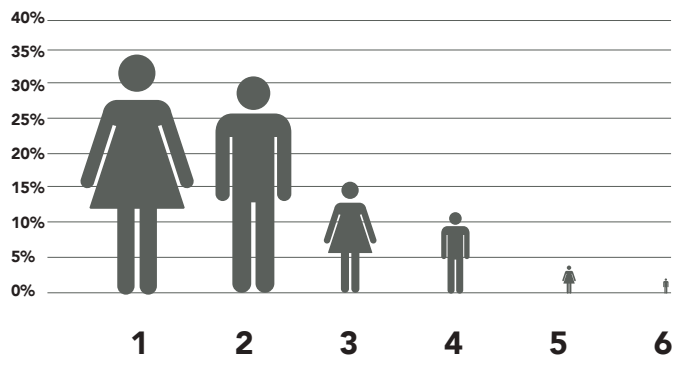



**1.6** **SQUARE**  
**MILES**  
SIZE OF VILLAGE

**AVERAGE** HOUSEHOLD SIZE

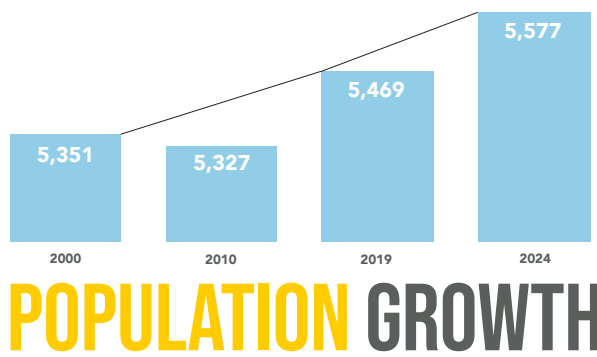



**2010 PERSONS PER HOUSEHOLD**




 **AVERAGE**  
**HOME VALUE**  
**\$239,031**

 **5,469**  
**RESIDENTS**  
**POPULATION**

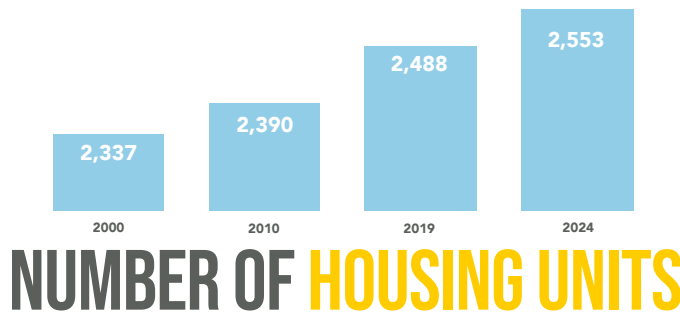
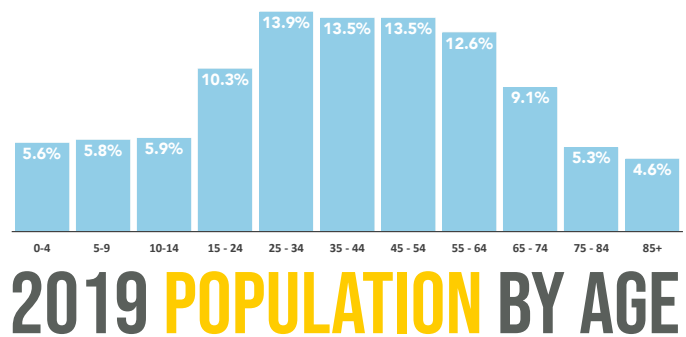


 **HOUSING**  
**UNITS**  
**2,488**  
50% OWNER OCCUPIED  
44% RENTAL  
6% VACANT

**TOTAL BUSINESSES**  
**287** 

 **MEDIAN AVERAGE HOUSEHOLD**  
**INCOME**  
**\$61,378**

**TOTAL WORKFORCE**  
 **2,694**





# NEXT WAVE COMMUNITIES BALLSTON SPA

## Economic Development Strategy Summary

The economic development strategy summary offers a high-level overview of the goals, objectives, and strategies that the Village of Ballston Spa may undertake to strengthen the community's economic and fiscal vitality. Throughout the strategy summary the term "Partners" is used to describe a collaboration of community organizations that can help with different aspects of the economic development plan. They include the Ballston Spa Business Professional Association (BSBPA), Saratoga County Chamber of Commerce, Capital Region Chamber of Commerce, and SCORE.

### GOAL 1

Enhance the Central Business District (CBD): Support activities that have helped generate revenue across the community to sustain the Village's fiscal health.

**OBJECTIVE 1** *Achieve an environment that provides a positive shopping experience in the Central Business District and that competes effectively with regional peers.*

- A** Support expansion of usable building square footage and parking locations in the Central Business District that enhances the Village's character.
- B** Review transportation and parking strategies that better optimizes existing and future parking and transportation system.
- C** Facilitate the attraction and retention of "experience-based businesses" that are complementary to the Central Business District.



- D** Encourage property owners to invest in common area improvements such as sidewalks, benches, and trees that supplement Village character.
- E** Develop and implement strategies to create a Business Improvement District (BID) and Fund that encompasses specific areas of the Central Business District. The BID Assessment Fund may be used:
  - 1. To provide district improvements on or within the BID which will restore or promote business activity.
  - 2. To provide services for the enjoyment and protection of the public and the promotion and enhancement of the BID
  - 3. To construct improvements on the properties of businesses located within the BID for the specific purpose of increasing access from public areas to the businesses for persons with disabilities.
- F** Work with Partners to advance business operations and best practices, including coordinated hours of operation, return policies, and internet presence, so as to address high customer service expectations.
- G** Work with Partners to build a collaborative merchandising approach to benefit the Central Business District.
- H** Support Ballston Spa Business Professional Association's (BSBPA) programs to promote the Village.
- I** Encourage all types of investments that create continuous retail store frontages and pedestrian engagement along each block of the Central Business District.

### GOAL 2

Quality of Place: Continue to enhance the character and functionality of the Village as a means of attracting visitors and supporting quality of life for residents and businesses.

**OBJECTIVE 1** *Bolster Village atmosphere for businesses, residents, and visitors.*

- A** Update the Village Master Plan which was last done in 1994 and other planning regulations.
- B** Pursue Brownfield Opportunity Area (BOA) Initiative.
- C** Integrate amenities and events that encourage lingering and gathering to increase visit lengths in Central Business District.

Goals continued on next page



Goals continued from previous page

- D** Improve walkability and connectivity throughout the Central Business District and beyond.
- E** Attract/retain youth + young families.
- F** Continue to promote public spaces for music, festivals, and other gatherings, as the Village is already doing.
- G** Explore options for affordable/workforce housing.
- H** Develop market rate housing for adults to "age in place".

**OBJECTIVE 2** *Acknowledge importance of quality of place and augment social offerings and esthetics in the community.*

- A** Develop and implement new façade improvement program to improve community aesthetics and make streetscape enhancements.
- B** Continue to integrate community character and quality of life into the core Village values and all future strategic documents.
- C** Identify status of Village infrastructure and develop a plan for improvement.
- D** Work with Partners to build and program civic, cultural, and technological amenities throughout the community.

**OBJECTIVE 3** *Secure outside funding for economic development.*

- A** Seek grant and other types of funding for applicable economic development activities using measurement to demonstrate needs and potential outcomes.

GOAL  
**3**

Economic Development and Marketing: Deliver effective economic development programs that utilize local and regional partners to build a competitive role in the regional economy and improve local economic health.

**OBJECTIVE 1** *Develop a solid branding/marketing effort.*

- A** Develop an overall community branding strategy to showcase professional services such as retail, restaurants, personal services, and village "small-town" living.
- B** Celebrate new business openings in Village communications efforts.



**OBJECTIVE 2** *Organize economic development around a proactive and connected system.*

- A** Build strong relationships with local and regional commercial real estate brokers and developers.
- B** Expand local business retention and expansion (BRE) efforts into a formal proactive program.

**OBJECTIVE 3** *Target vacant and under-utilized properties for economic development opportunities.*

- A** Evaluate Village zoning, land use ordinances, and other local laws and consider flexibility that would better facilitate and support experience-based businesses and development of specific land uses that attract consumers and foster desired economic development.
- B** Identify conceptual development scenarios that promote nonresidential development opportunities for underutilized properties and appropriate Special Concern Areas.

**OBJECTIVE 4** *Raise awareness of Ballston Spa among businesses, employees, and visitor target audiences.*

- A** Collaborate with local and regional partners to develop and implement a new coordinated overall community branding and marketing strategy that covers general messaging, including a website that promotes the Village.
- B** Work with stakeholders to better define and promote Ballston Spa's competitive position in Saratoga County and the Capital Region.
- C** Develop a formal social media plan and related policies for economic development activities.
- D** Update Village's overall technical abilities to communicate electronically with residents.

**OBJECTIVE 5** *Emphasize performance measurement across all economic development activities.*

- A** Develop and implement an in-house economic development performance measurement program to track outcomes and manage resources for all economic development activities.
- B** Develop and administer community surveys that seek input on aspects of Village services, economic development, and quality of life.

Goals continued on next page



GOAL  
4

Small Businesses: Foster supportive conditions and offer valuable resources to help small businesses and proprietors prosper and grow throughout the Village.

**OBJECTIVE 1** Actively track retail and consumer trends and build market and business knowledge among merchants.

- A** Regularly gather information on national and regional retail and consumer trends and use experts to understand local impacts on Village business environment.
- B** Work with Partners to establish communication and education programs on current trends affecting businesses, property owners, and property managers.

**OBJECTIVE 2** Enhance workplace amenities that incorporate small businesses and proprietors into the community.

- A** Engage with Partners to conduct a comprehensive feasibility study on coworking spaces and collaborate with others to implement recommendations.
- B** Work with Partners to establish an effective network of basic workforce services and facilities that support small business.
- C** Identify and support a physical resource hub with tools and programs designed specifically for small businesses.

**OBJECTIVE 3** Partner to provide resources targeting small businesses and sole proprietorships.

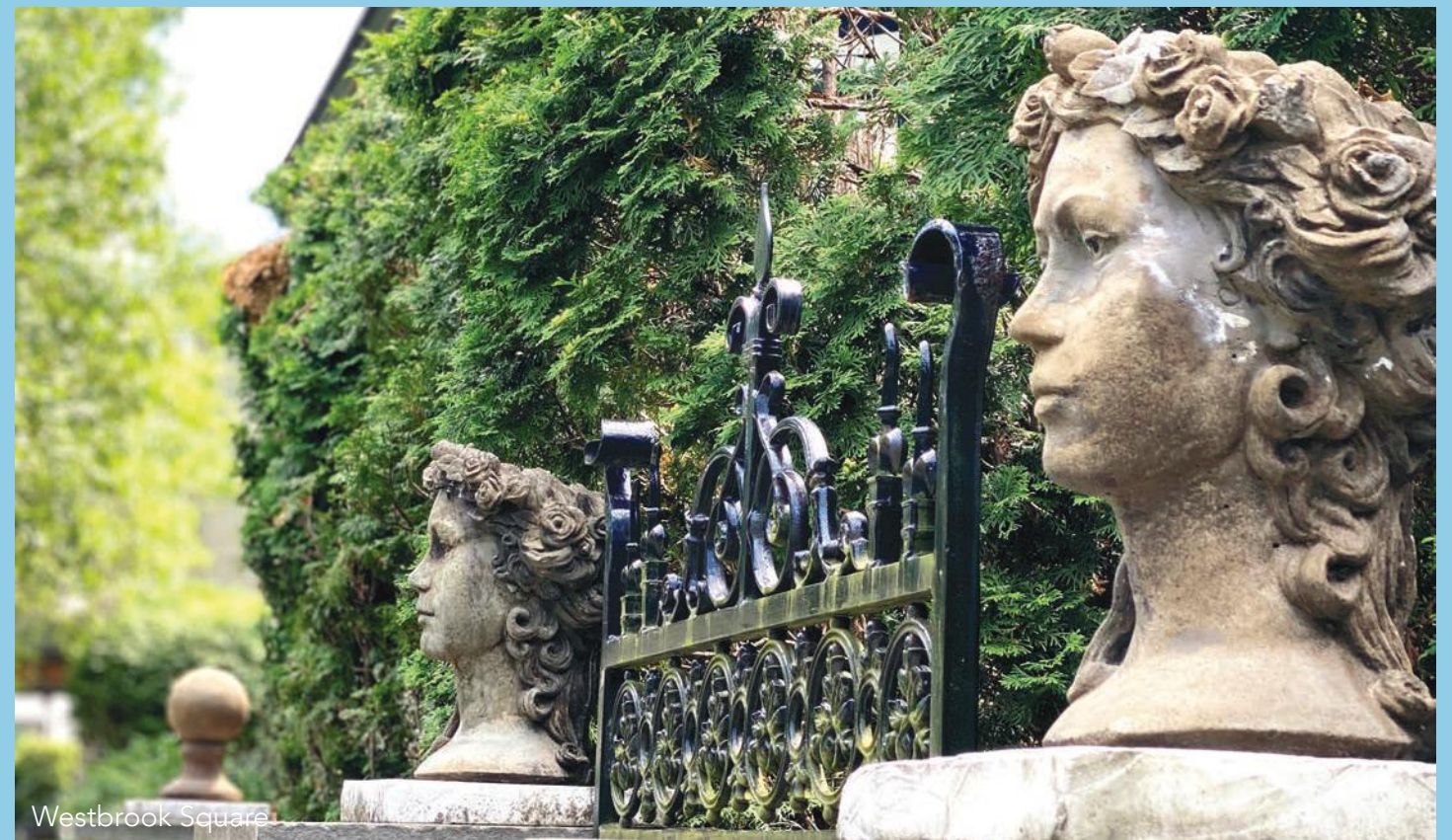
- A** Work with local economic development partners to enhance resources and host regional programs in the community that actively promote available services.
- B** Conduct a needs assessment survey of small businesses, proprietorships, and establishments.
- C** Collaborate with Partners to establish peer groups and roundtables regarding targeted businesses.
- D** Explore options to participate in regional business-to-business (B2B) platforms for collaboration and sourcing, such as online directories that connect local buyers with local suppliers.



# Discover the Charm

The small-town charm of Ballston Spa extends far beyond its historic treasures, abundant natural resources, and vibrant small businesses. Today, the appeal lies in its ability to perform a delicate dance between old and new, between honoring its past and embracing a prosperous future.

Brookside Museum

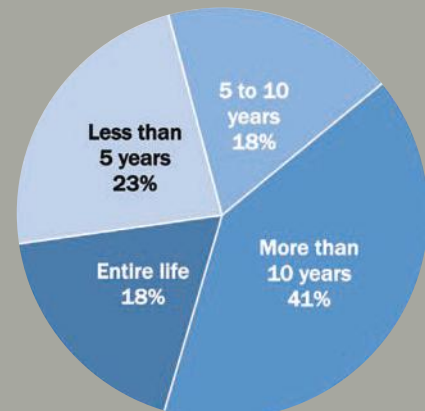


Westbrook Square



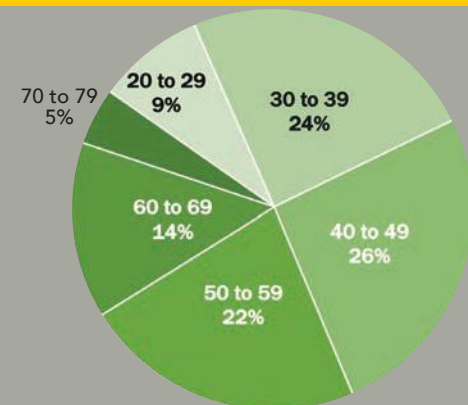
## Village of Ballston Spa SURVEY

### YEARS LIVED IN THE VILLAGE



59% have resided 10+ years

### AGE of RESPONDENT



50% are between the ages of 30 and 50

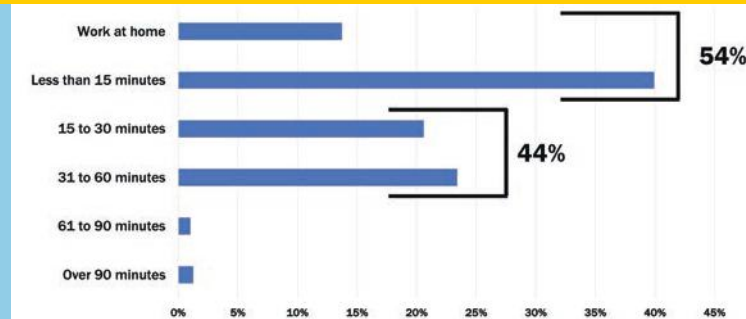
### COMMUNITY OUTREACH



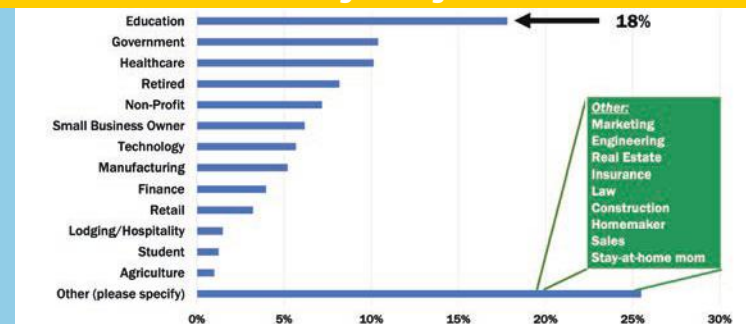
# RESULTS

The Saratoga Partnership distributed a community wide survey on November 19, 2019 with the collection period ending on March 1, 2020.

### How long is your commute to work?



### What Industry do you work in?



### TOTAL RESPONSES 421

#### RESPONSES:

Social Media 240  
Ballston Spa Website 160  
8@8 Newsletter 7  
Paper Copies 11  
SCPP Website 3

### TOP STRENGTHS

#### 1. LOCATION

2. Small Businesses
3. Schools
4. Community
5. Downtown
6. History
7. Restaurants
8. Charm
9. Walkability
10. County Seat

### TOP CHALLENGES

#### 1. PARKING

2. Infrastructure
3. Business diversity
4. Old/vacant buildings
5. Taxes
6. Traffic
7. High housing costs
8. Amount of Space
9. Roads
10. Sidewalks

Survey continued on next page







Survey continued from previous page

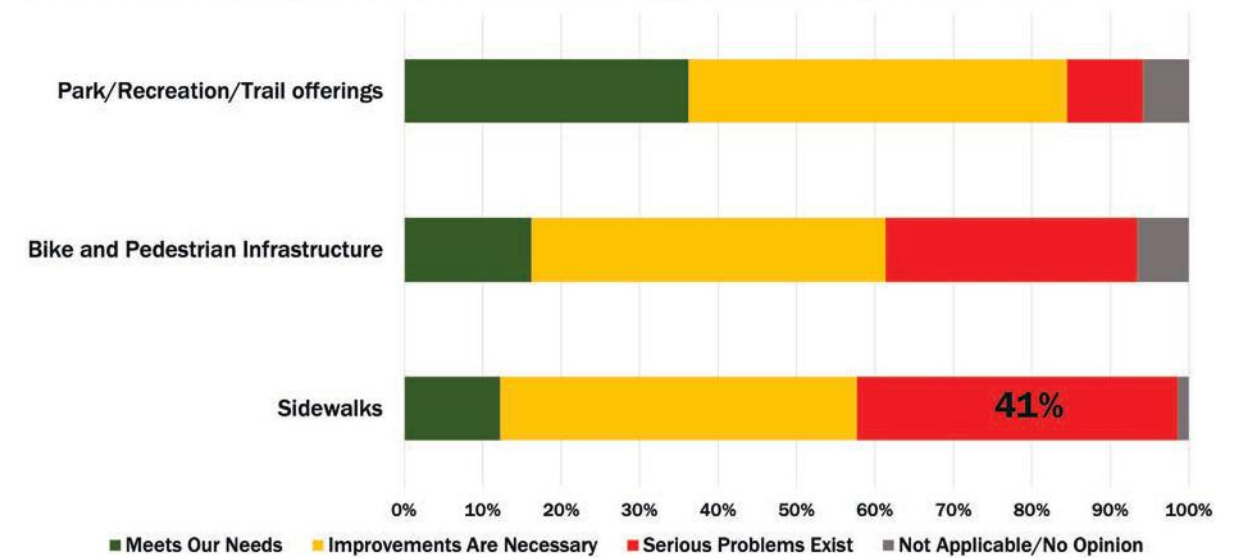
## WHAT KINDS OF BUSINESSES WOULD YOU LIKE TO SEE?

### 1. DIVERSITY OF RESTAURANTS

2. Small businesses
3. Brewery
4. Movie theater
5. Clothing store
6. Entertainment venue
7. Bookstore
8. Coworking space/Makerspace
9. Arts complex
10. Office space/mixed-use

## How would you rate the following COMMUNITY SERVICES?

### 10. How would you rate the following community services?



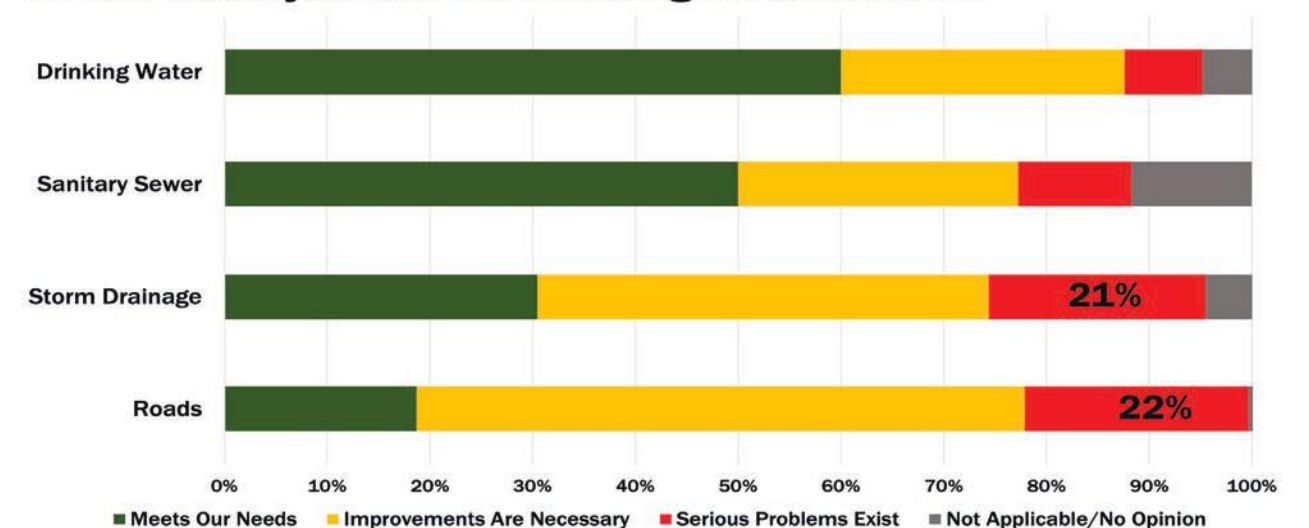
## ECONOMIC/COMMUNITY DEVELOPMENT Ranked by Priority

### 1. IMPROVING PUBLIC INFRASTRUCTURE (water, sewer, roads, etc.)

2. Redevelop vacant or underutilized buildings and properties
3. Attracting / retaining youth + young families
4. Additional parking for downtown businesses
5. Improving telecommunications (broadband, cell phone, etc.)
6. More affordable/workforce housing
7. Promoting tourism

## How would you rate the following INFRASTRUCTURE?

### 9. How would you rate the following infrastructure?





# FOCUS GROUP SUMMARY

*The purpose of the focus group was to hear from a diverse group of residents, businesspeople, landowners and other stakeholders about what they see as the future of economic development in Ballston Spa.*

**In 2019, the Saratoga Partnership + Mayor Larry Woolbright conducted six focus group sessions:**

October 22<sup>nd</sup>, Major Landowners and Developers

October 23<sup>rd</sup>, Small Business Owners

October 24<sup>th</sup>, Residents Group

October 29<sup>th</sup>, Service Organizations Group

October 30<sup>th</sup>, Ballston Spa Business + Professional Association

November 6<sup>th</sup>, Youth Advocates Group

## VISION FOR THE CENTRAL BUSINESS DISTRICT

- Expand tax base
- Need critical mass in commercial district
- Make money for property and business owners
- Build business district that can serve 50K+ people

Village of Ballston Spa	5K
Milton residents	20K
Ballston residents	18K
Malta residents	20K



# Focus GROUP QUESTIONS

## 1 What do you like best about Ballston Spa? Top three attributes and positive aspects of the Village

### SENSE OF IDENTITY

- Quaintness
- Charm
- Character
- Friendliness
- Small town feel
- Sense of community
- Loyalty + service
- Active BPA
- History

### FAMILY LIFE

- Nucleus of young families
- School system
- Programming for kids
- Sports + Recreation
- Parks + Playgrounds
- Recreation Center
- Pool

### PHYSICAL AESTHETIC

- Architecture
- Local businesses
- Restaurants
- Location for commerce
- Walkability
- Pedestrian friendly
- Quality of built environment

*Focus Group Questions continued on next page*





Focus Group Questions continued

2 What are the top three challenges facing Ballston Spa today from the perspective of economic development?

INFRASTRUCTURE

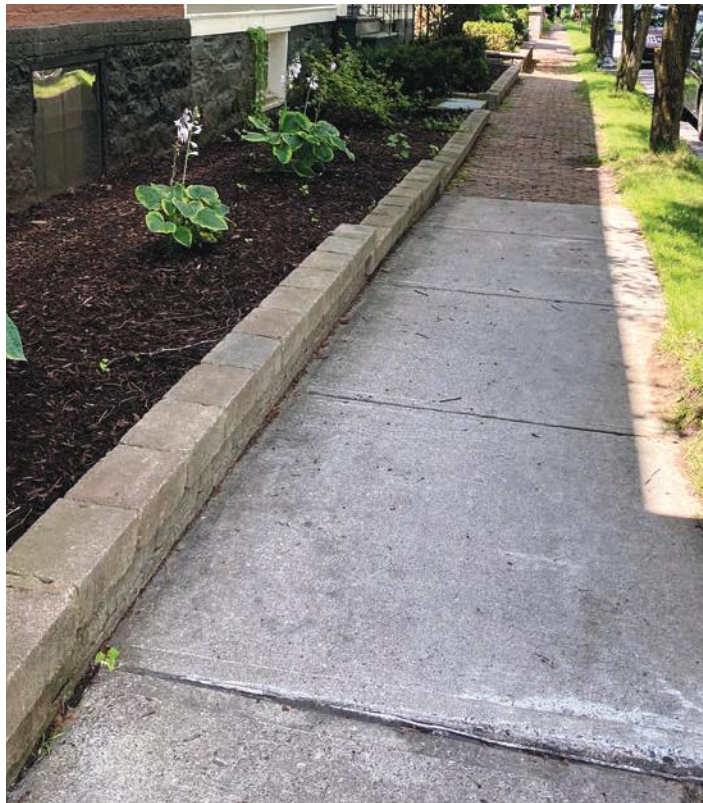
- Sidewalks
- Pedestrian crossings
- Upgrade Water + Sewer
- Parking (perceived or real)
- Traffic
- Upgrade pool, bathrooms, and park facilities like skate park and basketball court

TAX BASE LIMITATIONS

- Government capacity
- Outdated zoning + code
- Flood plain status
- Local Positive Publicity

AESTHETIC

- Points of entry
- Derelict properties
- Code enforcement



Repairing sidewalks and pedestrian crossings are viewed as economic development priority.

3 What should the top economic development goals of the Village be?

INFRASTRUCTURE

- Sidewalks
- Pedestrian crossings
- Upgrade Water + Sewer
- Identify parking
- Flood plain status
- Upgrade pool, bathrooms, & park facilities like skatepark and basketball

BEAUTIFICATION

- Update zoning
- Enforce codes
- Architectural standards
- Business Improvement District (BID)
- Build more housing stock
- Marketing, promotion, and public relations

DEVELOPMENT

- Develop 125 Bath Street, former bowling alley
- Public space downtown
- Arts and cultural venues
- Performance and music venues
- Loft-style apartments
- Hotel with limited meeting space venue for business
- Incubator or Maker Space for the development of small businesses.
- More restaurants and entertainment venues
- A greater diversity of restaurants (i.e. Asian, Indian, etc.)
- Urgent Care facility

4 If you could name one type of business or industry the village needs more of, needs to retain, or needs to attract, what should it be? Type of business and industry that you want?

- Movie Theater
- Wedding and Party Destination Venue
- Clothing Store (more like a Department Store)
- Office Service Store (Fedex, Copy Shop, or Co-Work)
- Additional Restaurants, Bars, Breweries and Distilleries.
- Art Stores and Shops – “Village of Artists”





View of 125 Bath Street as seen from the Jim Tedisco Trail. The former leather tannery has been cleared for re-use following an environmental cleanup by NYS Department of Environmental Conservation.

Focus Group Questions continued

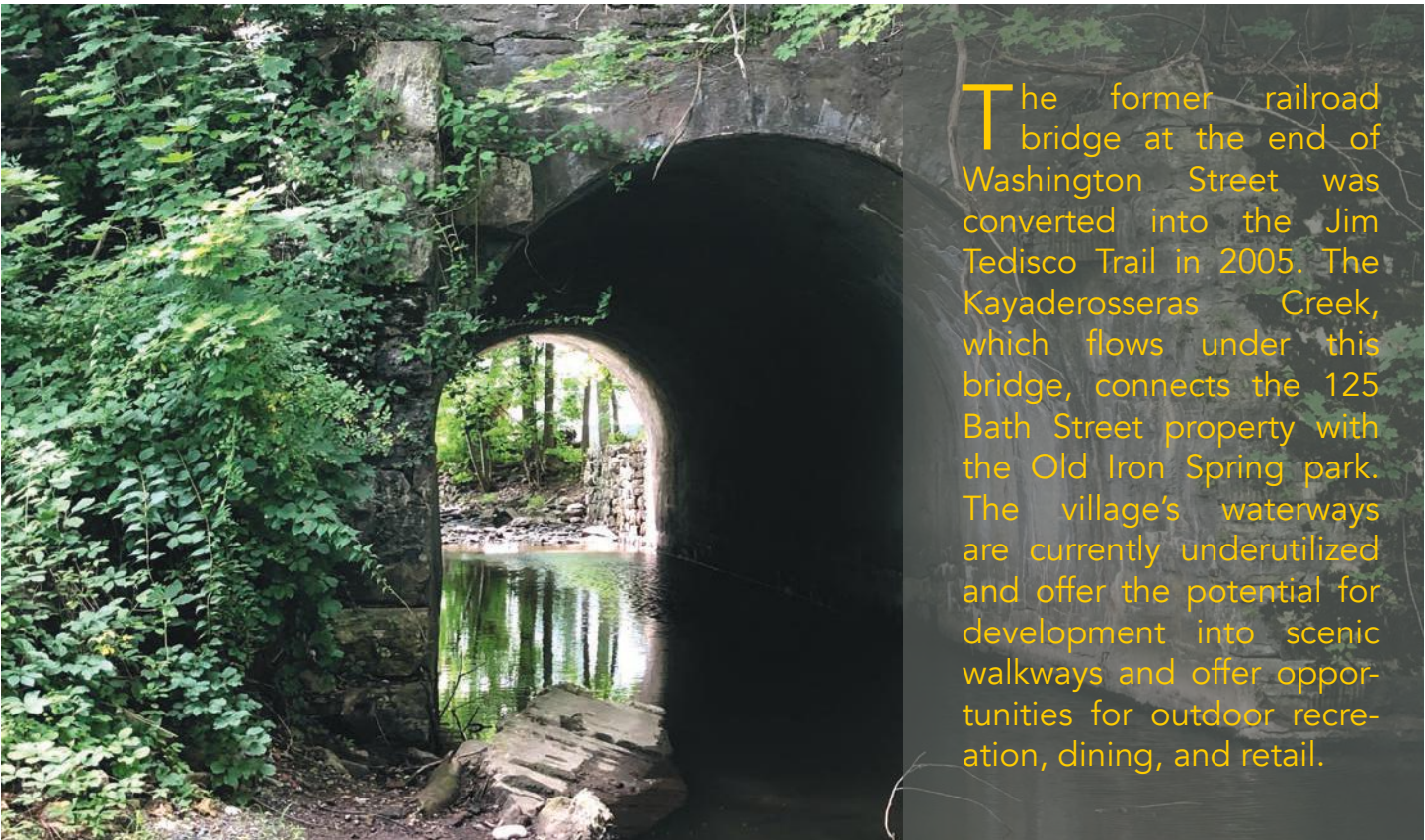
**5** 123 Bath Street represents the single largest redevelopment opportunity in the Village. What advice would you give the owner/developer of the property in regard to what or how you think it should be developed.

- HOUSING** Condos for young professionals and retirees. Loft style apartments, artists apartments and related workspace, and apartments and housing for those seeking to downsize.
- INCUBATION AND BUSINESS DEVELOPMENT** A place to incubate small businesses and help growing business to succeed, co-work space, workshop space for woodworkers.
- RETAIL SPACE** Shops facing Bath Street, including restaurants and bistros. Brewery or Distillery.
- ARTS & CULTURE** Artists lofts, art shops, development of public or private performance venues, connection to the trail and the County Fairgrounds, connection to the creek.
- OTHER** Connection to Washington Street + Fairground creating a water focused area of shops + other activities.

**6**

Assume Ballston Spa was awarded a \$10 million-dollar Downtown Revitalization Initiative (DRI) Grant from the State of New York. What are the top 3-5 priorities you would spend the funds on?

- Improve and Reconstruct Sidewalks
- Sewer and Water Expansion and Improvements
- Assist with Redevelopment of 125 Bath Street
- Parking Garage/Improve Parking
- Develop and or Create Community Center/Performance Center
- Improve Pedestrian Experience through Streets and Walking System including Trails.



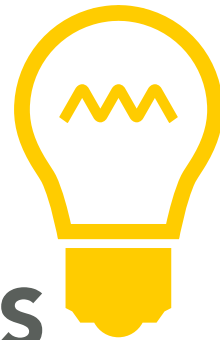
The former railroad bridge at the end of Washington Street was converted into the Jim Tedisco Trail in 2005. The Kayaderosseras Creek, which flows under this bridge, connects the 125 Bath Street property with the Old Iron Spring park. The village's waterways are currently underutilized and offer the potential for development into scenic walkways and offer opportunities for outdoor recreation, dining, and retail.



VILLAGE OF BALLSTON SPA  
ECONOMIC DEVELOPMENT

## STEERING COMMITTEE

# SUMMARY & RECOMMENDATIONS



This summary was compiled from the Saratoga Partnership Survey results, Focus Group input, and the suggestions from the Steering Committee. It is broken into categories: Short term goals, Long term goals (within five years), and Master Plan goals. Items are prioritized, factoring in budgetary and legislative considerations moving forward.

### SHORT TERM GOALS/ RECOMMENDATIONS

In reviewing the Survey results the Committee consensus indicates a need to address the following in short term:

#### **Vacant and underutilized properties**

Foremost is the need to address the former Rickett's property. The Building Inspector needs to look into what can be done with this contaminated property to get the building demolished or fenced in and secured. It is an eyesore to the entrance to the Village, and has become an embarrassment due to "tagging" and overall deterioration.

It is understood this will need to be a combined effort with DEC and others due to the asbestos and other identified pollutants, but the process needs to begin as soon as possible. A Mayoral Committee should be appointed to assist the Building Inspector in this task.

The Village Board needs to amend local laws to create more aggressive methodology to address these properties. Current laws allow such properties to

continue to exist, as we have no meaningful enforcement structure/fine system that significantly impacts the owners. The Mayor needs to appoint a task force to look into needed Zoning and Code changes to achieve this goal in the next year.

#### **Sidewalks**

While the Village has a sidewalk reimbursement plan, few residents are aware of it, and the actual costs of replacement are basically unknown to the average home or business owner. Interestingly, sidewalks were last on the survey list of challenges, yet when one reads the actual written survey comments, there was significant mention of this issue.

This is a challenge we can address with a plan of replacement on an annual basis, in conjunction with the residents and business owners. What is needed is a detailed study of which sidewalks, are in need of replacement, by Address and Owner.

Additionally, once the scope of work is clarified (how many feet of sidewalks to-

tal), the Village needs to reach out to the County and local independent contractors to get quotes based upon the total job; assuming a specific amount of work each year. From there, the allocated funds in the budget can be applied to determine resident contributions.

Priority would be given to Downtown areas, School walking routes and most utilized sidewalks first, and/or those areas where residents opt to ask for the work to be done. Included in this scope should be a study of where new cross walks and stop signs are needed. Additional consideration and laws as needed are also necessary to address those areas where sidewalks either end abruptly, or are needed to be built.

#### **Promoting Tourism**

The Committee recommends that the Village and the BSBPA

work more closely to define a strategy to increase tourism. The Committee recommends that the BSBPA take a leadership role in coordinating a plan to attract visitors and new business. This marketing plan should incorporate our history, our parks and trails, and community.

It should also develop a business start up and growth/support plan, funded through the creation of a "Special Assessment District" encompassing specific areas of the Central Business District (CBD). This District would be funded by the businesses in the District, as well as with possible Village or Grant assistance, with the monies going towards improvements in the District. For example, improved street lighting, signage, etc. could be considered.

#### **Parking**

The Parking Advisory Committee formed by the previous administration found there is not so much a shortage of parking space, but a lack of enforcement and the fact folks might have to walk a block or two after parking. That report should be referenced as to all the suggestions offered by that Committee.

Further, there is little if any signage indicating "Public Parking", which is easily remedied. Creating a parking map hand-out (BSBPA Map?) would also assist in relieving the perception of a lack of parking space. Enforcement of local parking laws needs to be addressed, as little is done right now in that area, as mentioned.

*The Steering Committee wishes to thank all the members of the Focus groups, Steering Committee chair Rory O'Connor, survey respondents, as well as the SCPP and Mayor Woolbright for their efforts in helping bring this program forward for our Village.*

### LONG TERM GOALS Infrastructure

The Village infrastructure, like most municipalities is in need of repairs and upgrades. This is not financially feasible on the scale needed without government assistance and bonding for the Village.

That said, things can be done to start the process; beginning with a DPW developed report of where the biggest issues exist, and estimated costs for replacement. The Village Engineers can assist in cost estimates, enabling us to get a handle on the total costs we face for this work.

We already have a road replacement plan, and have Village funds budgeted for same; infrastructure (storm and sewer drains, water lines and tower) need a plan as well. Infrastructure is a long term challenge, that can be managed once the scope is more clearly defined.

*Summary & Recommendations continued on the next page*



Summary & Recommendations continued from previous page

### Technology Upgrades

The concept of Village-wide WiFi was brought up by our Committee, and should become a long term priority. Costs could be added to taxes, offset by the reduction in costs to residents for paying the cable company. Password protected for all Village residents and businesses, with opportunity for advertising, notices, messages-the potential is endless, and Ballston Spa could be one of the first municipalities in the area to adopt such a system. Improvement of cell signals, especially at the north end of the Village should be investigated to eliminate the current "dead zones".

### Affordable/workforce housing

This is an issue facing all successful municipalities. Ballston Spa is a desirable place to live and property values are rising yearly. Add to that, we are finite in terms of the land available to develop such housing. Building is more costly than ever, so the solution has to be a combination of identifying parcels for potential development and government/grant funds to reduce costs.

### Connection to the Zim Smith trail

This was mentioned often in the written comments of the survey, and has merit for a longer term goal to obtain the funding to link the Village to this trail system.

### MASTER PLAN GOALS

The 1994 Village Master Plan is in need of updating, which will encompass looking at current Code, Zoning and Planning regulations, land use, infrastructure needs, and the future vision for the Village in the next 20 years. This is a costly undertaking, and will involve the entire community, including businesses, organizations, and of course, residents.

The survey results mention such challenges in this report, all of which would need to be studied for plan revisions.

Such things as traffic control, space utilization and business development would fall into this area as well. The final results of the Saratoga Partnership's efforts on our behalf, with this survey will give us a good foundation to begin our own work towards a Master Plan revision.

We are currently working to create a Brownfield Opportunity Area for the Village, which will, when we are nominated, create a plan that will be the basis for both increased development, and business attraction.

Consideration of creating Planned Development Districts and other Zoning revisions, in concert with this program and the Saratoga Partnership's work within the Village would also be a consideration as the Master Plan is being revised.

As these various pieces begin to come together, we will have a solid basis for a review of the Master Plan, and a good beginning on a much needed revision; all leading to an even brighter future for our Village of Friends and Opportunity.

*Respectfully submitted by the Steering Committee:*  
**Rory O'Connor, Chair**  
**Jim Dalpe**  
**Donna Dardaris**  
**Richard Duffy**  
**Paul Farnan**  
**Richard Gorman**  
**Donna Martin**



Photo Credit: Village Photo

*"In the age of Amazon, small downtowns like Ballston Spa have still thrived because they offer something neither the mall or online retailer can—the social connection of entering a shop or a business and talking to the owner, the person who has a vested interest in giving you great service because this is their livelihood, this business is their passion and vision. And in many cases, they live where you do, they are your neighbors, and if you go there often enough, they become your friends. Like the endearing sign says, 'Village of Friends'. Not just a slogan, it's a way of life."*

### Ellen Mottola

Executive Administrator  
 Ballston Spa Business &  
 Professional Association

**Ballston Spa**  
 Business & Professional  
 ASSOCIATION



Clock tower at former Bischoff Chocolate Factory.





Photo Credit: Village Photo



# BALLSTON SPAMARKET REPORT

Population Summary	
2000 Total Population	5,351
2010 Total Population	5,327
2019 Total Population	5,469
2019 Group Quarters	258
2024 Total Population	5,577
2019-2024 Annual Rate	0.39%
2019 Total Daytime Population	5,640
Workers	3,063
Residents	2,577
Household Summary	
2000 Households	2,205
2000 Average Household Size	2.29
2010 Households	2,238
2010 Average Household Size	2.25
2019 Households	2,329
2019 Average Household Size	2.24
2024 Households	2,382
2024 Average Household Size	2.23
2019-2024 Annual Rate	0.45%
2010 Families	1,266
2010 Average Family Size	2.92
2019 Families	1,308
2019 Average Family Size	2.92
2024 Families	1,330
2024 Average Family Size	2.91
2019-2024 Annual Rate	0.33%
Housing Unit Summary	
2000 Housing Units	2,337
Owner Occupied Housing Units	50.1%
Renter Occupied Housing Units	44.3%
Vacant Housing Units	5.6%
2010 Housing Units	2,390
Owner Occupied Housing Units	49.5%
Renter Occupied Housing Units	44.2%
Vacant Housing Units	6.4%
2019 Housing Units	2,488
Owner Occupied Housing Units	49.6%
Renter Occupied Housing Units	44.1%
Vacant Housing Units	6.4%
2024 Housing Units	2,553
Owner Occupied Housing Units	50.6%
Renter Occupied Housing Units	42.7%
Vacant Housing Units	6.7%
Median Household Income	
2019	\$61,378
2024	\$73,924
Median Home Value	
2019	\$219,622
2024	\$232,115
Per Capita Income	
2019	\$33,751
2024	\$39,515
Median Age	
2010	39.2
2019	41.1
2024	41.9

**Data Note:** Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.



BALLSTON SPA

MARKET REPORT

2019 Households by Income		
Household Income Base		2,329
<\$15,000		11.8%
\$15,000 - \$24,999		11.2%
\$25,000 - \$34,999		5.3%
\$35,000 - \$49,999		13.2%
\$50,000 - \$74,999		15.8%
\$75,000 - \$99,999		14.6%
\$100,000 - \$149,999		16.0%
\$150,000 - \$199,999		7.8%
\$200,000+		4.4%
Average Household Income		\$79,933
2024 Households by Income		
Household Income Base		2,382
<\$15,000		9.6%
\$15,000 - \$24,999		9.1%
\$25,000 - \$34,999		4.7%
\$35,000 - \$49,999		12.4%
\$50,000 - \$74,999		14.7%
\$75,000 - \$99,999		15.0%
\$100,000 - \$149,999		18.4%
\$150,000 - \$199,999		10.4%
\$200,000+		5.8%
Average Household Income		\$93,426
2019 Owner Occupied Housing Units by Value		
Total		1,233
<\$50,000		0.0%
\$50,000 - \$99,999		1.2%
\$100,000 - \$149,999		12.0%
\$150,000 - \$199,999		28.8%
\$200,000 - \$249,999		20.4%
\$250,000 - \$299,999		22.1%
\$300,000 - \$399,999		8.9%
\$400,000 - \$499,999		3.7%
\$500,000 - \$749,999		2.9%
\$750,000 - \$999,999		0.0%
\$1,000,000 - \$1,499,999		0.0%
\$1,500,000 - \$1,999,999		0.0%
\$2,000,000 +		0.0%
Average Home Value		\$239,031
2024 Owner Occupied Housing Units by Value		
Total		1,292
<\$50,000		0.0%
\$50,000 - \$99,999		0.6%
\$100,000 - \$149,999		9.2%
\$150,000 - \$199,999		27.2%
\$200,000 - \$249,999		20.1%
\$250,000 - \$299,999		22.0%
\$300,000 - \$399,999		10.1%
\$400,000 - \$499,999		5.1%
\$500,000 - \$749,999		5.7%
\$750,000 - \$999,999		0.0%
\$1,000,000 - \$1,499,999		0.0%
\$1,500,000 - \$1,999,999		0.0%
\$2,000,000 +		0.0%
Average Home Value		\$258,901

**Data Note:** Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

BALLSTON SPA

MARKET REPORT

2010 Population by Age		
Total		5,327
0 - 4		6.8%
5 - 9		5.7%
10 - 14		4.9%
15 - 24		12.0%
25 - 34		14.7%
35 - 44		14.1%
45 - 54		14.0%
55 - 64		10.8%
65 - 74		6.7%
75 - 84		5.5%
85 +		5.0%
18 +		79.0%
2019 Population by Age		
Total		5,471
0 - 4		5.6%
5 - 9		5.8%
10 - 14		5.9%
15 - 24		10.3%
25 - 34		13.9%
35 - 44		13.5%
45 - 54		13.5%
55 - 64		12.6%
65 - 74		9.1%
75 - 84		5.3%
85 +		4.6%
18 +		79.5%
2024 Population by Age		
Total		5,577
0 - 4		5.6%
5 - 9		5.6%
10 - 14		5.8%
15 - 24		11.2%
25 - 34		12.6%
35 - 44		13.5%
45 - 54		12.4%
55 - 64		13.0%
65 - 74		9.6%
75 - 84		6.4%
85 +		4.5%
18 +		79.6%
2010 Population by Sex		
Males		2,584
Females		2,743
2019 Population by Sex		
Males		2,670
Females		2,801
2024 Population by Sex		
Males		2,719
Females		2,858

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.



BALLSTON SPA

MARKET REPORT

2010 Population by Race/Ethnicity	
Total	5,327
White Alone	94.0%
Black Alone	1.2%
American Indian Alone	0.2%
Asian Alone	0.9%
Pacific Islander Alone	0.1%
Some Other Race Alone	0.8%
Two or More Races	2.7%
Hispanic Origin	3.2%
Diversity Index	17.2
2019 Population by Race/Ethnicity	
Total	5,470
White Alone	91.1%
Black Alone	1.7%
American Indian Alone	0.3%
Asian Alone	1.9%
Pacific Islander Alone	0.1%
Some Other Race Alone	1.1%
Two or More Races	3.7%
Hispanic Origin	4.7%
Diversity Index	24.3
2024 Population by Race/Ethnicity	
Total	5,576
White Alone	89.5%
Black Alone	1.9%
American Indian Alone	0.4%
Asian Alone	2.3%
Pacific Islander Alone	0.1%
Some Other Race Alone	1.3%
Two or More Races	4.4%
Hispanic Origin	5.8%
Diversity Index	28.6
2010 Population by Relationship and Household Type	
Total	5,327
In Households	94.4%
In Family Households	71.7%
Householder	23.8%
Spouse	17.0%
Child	26.6%
Other relative	2.0%
Nonrelative	2.3%
In Nonfamily Households	22.8%
In Group Quarters	5.6%
Institutionalized Population	5.3%
Noninstitutionalized Population	0.3%

**Data Note:** Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

BALLSTON SPA

MARKET REPORT

2019 Population 25+ by Educational Attainment	
Total	3,961
Less than 9th Grade	1.9%
9th - 12th Grade, No Diploma	4.7%
High School Graduate	20.4%
GED/Alternative Credential	4.8%
Some College, No Degree	22.1%
Associate Degree	8.9%
Bachelor's Degree	22.6%
Graduate/Professional Degree	14.5%
2019 Population 15+ by Marital Status	
Total	4,522
Never Married	29.4%
Married	47.2%
Widowed	9.6%
Divorced	13.7%
2019 Civilian Population 16+ in Labor Force	
Civilian Employed	97.1%
Civilian Unemployed (Unemployment Rate)	2.9%
2019 Employed Population 16+ by Industry	
Total	2,836
Agriculture/Mining	0.5%
Construction	5.1%
Manufacturing	8.0%
Wholesale Trade	4.9%
Retail Trade	5.9%
Transportation/Utilities	1.0%
Information	1.1%
Finance/Insurance/Real Estate	4.0%
Services	62.5%
Public Administration	7.1%
2019 Employed Population 16+ by Occupation	
Total	2,837
White Collar	64.3%
Management/Business/Financial	11.6%
Professional	30.1%
Sales	10.2%
Administrative Support	12.4%
Services	22.5%
Blue Collar	13.2%
Farming/Forestry/Fishing	0.0%
Construction/Extraction	3.0%
Installation/Maintenance/Repair	2.0%
Production	4.7%
Transportation/Material Moving	3.5%
2010 Population By Urban/ Rural Status	
Total Population	5,327
Population Inside Urbanized Area	100.0%
Population Inside Urbanized Cluster	0.0%
Rural Population	0.0%

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.



# BALLSTON SPA MARKET REPORT

2010 Households by Type	
Total	2,238
Households with 1 Person	34.7%
Households with 2+ People	65.3%
Family Households	56.6%
Husband-wife Families	40.4%
With Related Children	18.1%
Other Family (No Spouse Present)	16.1%
Other Family with Male Householder	4.7%
With Related Children	2.8%
Other Family with Female Householder	11.4%
With Related Children	7.7%
Nonfamily Households	8.7%
All Households with Children	28.9%
Multigenerational Households	1.7%
Unmarried Partner Households	9.2%
Male-female	8.5%
Same-sex	0.8%
2010 Households by Size	
Total	2,238
1 Person Household	34.7%
2 Person Household	31.5%
3 Person Household	16.1%
4 Person Household	11.9%
5 Person Household	4.1%
6 Person Household	1.2%
7 + Person Household	0.4%
2010 Households by Tenure and Mortgage Status	
Total	2,238
Owner Occupied	52.8%
Owned with a Mortgage/Loan	39.5%
Owned Free and Clear	13.3%
Renter Occupied	47.2%
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	2,390
Housing Units Inside Urbanized Area	100.0%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	0.0%

**Data Note:** Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

# BALLSTON SPA MARKET REPORT

Top 3 Tapestry Segments	
1.	Old and Newcomers (8F)
2.	Middleburg (4C)
3.	Top Tier (1A)
2019 Consumer Spending	
Apparel & Services: Total \$	\$4,637,426
Average Spent	\$1,991.17
Spending Potential Index	93
Education: Total \$	\$3,120,104
Average Spent	\$1,339.68
Spending Potential Index	84
Entertainment/Recreation: Total \$	\$7,008,417
Average Spent	\$3,009.20
Spending Potential Index	92
Food at Home: Total \$	\$11,331,366
Average Spent	\$4,865.34
Spending Potential Index	94
Food Away from Home: Total \$	\$8,050,491
Average Spent	\$3,456.63
Spending Potential Index	94
Health Care: Total \$	\$13,089,226
Average Spent	\$5,620.11
Spending Potential Index	95
HH Furnishings & Equipment: Total \$	\$4,668,154
Average Spent	\$2,004.36
Spending Potential Index	94
Personal Care Products & Services: Total \$	\$1,978,347
Average Spent	\$849.44
Spending Potential Index	96
Shelter: Total \$	\$39,300,138
Average Spent	\$16,874.25
Spending Potential Index	91
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$5,534,783
Average Spent	\$2,376.46
Spending Potential Index	96
Travel: Total \$	\$4,683,628
Average Spent	\$2,011.00
Spending Potential Index	90
Vehicle Maintenance & Repairs: Total \$	\$2,653,611
Average Spent	\$1,139.38
Spending Potential Index	100

**Data Note:** Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

**Source:** Consumer Spending data are derived from the 2016 and 2017 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.



# BALLSTON SPA

## RETAIL MARKET POTENTIAL

Demographic Summary		2019	2024
Population		5,469	5,577
Population 18+		4,350	4,437
Households		2,329	2,382
Median Household Income		\$61,378	\$73,924

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought any men's clothing in last 12 months	1,952	44.9%	95
Bought any women's clothing in last 12 months	1,880	43.2%	101
Bought clothing for child <13 years in last 6 months	969	22.3%	84
Bought any shoes in last 12 months	2,226	51.2%	98
Bought costume jewelry in last 12 months	688	15.8%	91
Bought any fine jewelry in last 12 months	584	13.4%	75
Bought a watch in last 12 months	615	14.1%	91
Automobiles (Households)			
HH owns/leases any vehicle	2,091	89.8%	105
HH bought/leased new vehicle last 12 months	222	9.5%	97
Automotive Aftermarket (Adults)			
Bought gasoline in last 6 months	3,902	89.7%	105
Bought/changed motor oil in last 12 months	2,083	47.9%	101
Had tune-up in last 12 months	1,014	23.3%	94
Beverages (Adults)			
Drank bottled water/seltzer in last 6 months	2,918	67.1%	94
Drank regular cola in last 6 months	1,858	42.7%	96
Drank beer/ale in last 6 months	1,760	40.5%	96
Cameras (Adults)			
Own digital point & shoot camera/camcorder	405	9.3%	93
Own digital SLR camera/camcorder	316	7.3%	92
Printed digital photos in last 12 months	983	22.6%	99
Cell Phones (Adults/Households)			
Bought cell phone in last 12 months	1,282	29.5%	85
Have a smartphone	3,655	84.0%	100
Have a smartphone: Android phone (any brand)	1,780	40.9%	101
Have a smartphone: Apple iPhone	1,766	40.6%	97
Number of cell phones in household: 1	781	33.5%	110
Number of cell phones in household: 2	898	38.6%	100
Number of cell phones in household: 3+	594	25.5%	91
HH has cell phone only (no landline telephone)	1,400	60.1%	107
Computers (Households)			
HH owns a computer	1,704	73.2%	99
HH owns desktop computer	822	35.3%	96
HH owns laptop/notebook	1,315	56.5%	100
HH owns any Apple/Mac brand computer	319	13.7%	76
HH owns any PC/non-Apple brand computer	1,479	63.5%	103
HH purchased most recent computer in a store	837	35.9%	99
HH purchased most recent computer online	306	13.1%	97
Spent <\$1-499 on most recent home computer	336	14.4%	98
Spent \$500-\$999 on most recent home computer	447	19.2%	114
Spent \$1,000-\$1,499 on most recent home computer	186	8.0%	83
Spent \$1,500-\$1,999 on most recent home computer	87	3.7%	84
Spent \$2,000+ on most recent home computer	67	2.9%	73

**Data Note:** An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2019 and 2024.

# BALLSTON SPA

## RETAIL MARKET POTENTIAL

Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
Convenience Stores (Adults)			
Shopped at convenience store in last 6 months	2,752	63.3%	100
Bought brewed coffee at convenience store in last 30 days	565	13.0%	93
Bought cigarettes at convenience store in last 30 days	556	12.8%	118
Bought gas at convenience store in last 30 days	1,906	43.8%	117
Spent at convenience store in last 30 days: <\$1-19	238	5.5%	79
Spent at convenience store in last 30 days: \$20-\$39	338	7.8%	82
Spent at convenience store in last 30 days: \$40-\$50	352	8.1%	98
Spent at convenience store in last 30 days: \$51-\$99	328	7.5%	136
Spent at convenience store in last 30 days: \$100+	1,062	24.4%	109
Entertainment (Adults)			
Attended a movie in last 6 months	2,506	57.6%	98
Went to live theater in last 12 months	413	9.5%	86
Went to a bar/night club in last 12 months	656	15.1%	87
Dined out in last 12 months	2,249	51.7%	99
Gambled at a casino in last 12 months	574	13.2%	100
Visited a theme park in last 12 months	645	14.8%	78
Viewed movie (video-on-demand) in last 30 days	793	18.2%	104
Viewed TV show (video-on-demand) in last 30 days	478	11.0%	87
Watched any pay-per-view TV in last 12 months	349	8.0%	82
Downloaded a movie over the Internet in last 30 days	349	8.0%	84
Downloaded any individual song in last 6 months	682	15.7%	82
Watched a movie online in the last 30 days	1,231	28.3%	105
Watched a TV program online in last 30 days	904	20.8%	109
Played a video/electronic game (console) in last 12 months	383	8.8%	99
Played a video/electronic game (portable) in last 12 months	213	4.9%	105
Financial (Adults)			
Have home mortgage (1st)	1,487	34.2%	110
Used ATM/cash machine in last 12 months	2,311	53.1%	100
Own any stock	330	7.6%	106
Own U.S. savings bond	180	4.1%	95
Own shares in mutual fund (stock)	290	6.7%	93
Own shares in mutual fund (bonds)	169	3.9%	81
Have interest checking account	1,207	27.7%	97
Have non-interest checking account	1,306	30.0%	102
Have savings account	2,539	58.4%	102
Have 401K retirement savings plan	751	17.3%	107
Own/used any credit/debit card in last 12 months	3,391	78.0%	98
Avg monthly credit card expenditures: <\$1-110	590	13.6%	118
Avg monthly credit card expenditures: \$111-\$225	330	7.6%	103
Avg monthly credit card expenditures: \$226-\$450	313	7.2%	105
Avg monthly credit card expenditures: \$451-\$700	248	5.7%	93
Avg monthly credit card expenditures: \$701-\$1,000	215	4.9%	88
Avg monthly credit card expenditures: \$1,001+	393	9.0%	78
Did banking online in last 12 months	1,751	40.3%	103
Did banking on mobile device in last 12 months	1,171	26.9%	104
Paid bills online in last 12 months	2,287	52.6%	105

**Data Note:** An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2019 and 2024.



# BALLSTON SPA

## RETAIL MARKET POTENTIAL

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
<b>Grocery (Adults)</b>			
Used beef (fresh/frozen) in last 6 months	1,599	68.7%	100
Used bread in last 6 months	2,130	91.5%	98
Used chicken (fresh or frozen) in last 6 months	1,563	67.1%	97
Used turkey (fresh or frozen) in last 6 months	329	14.1%	94
Used fish/seafood (fresh or frozen) in last 6 months	1,225	52.6%	95
Used fresh fruit/vegetables in last 6 months	1,973	84.7%	99
Used fresh milk in last 6 months	1,978	84.9%	99
Used organic food in last 6 months	458	19.7%	82
<b>Health (Adults)</b>			
Exercise at home 2+ times per week	1,261	29.0%	106
Exercise at club 2+ times per week	606	13.9%	97
Visited a doctor in last 12 months	3,314	76.2%	99
Used vitamin/dietary supplement in last 6 months	2,341	53.8%	100
<b>Home (Households)</b>			
Did any home improvement in last 12 months	650	27.9%	101
Used any housekeeper/professional cleaning service in last 12 months	282	12.1%	83
Purchased low ticket HH furnishings in last 12 months	462	19.8%	116
Purchased big ticket HH furnishings in last 12 months	580	24.9%	112
Bought any small kitchen appliance in last 12 months	523	22.5%	101
Bought any large kitchen appliance in last 12 months	320	13.7%	99
<b>Insurance (Adults/Households)</b>			
Currently carry life insurance	2,082	47.9%	108
Carry medical/hospital/accident insurance	3,289	75.6%	101
Carry homeowner insurance	2,173	50.0%	106
Carry renter's insurance	389	8.9%	105
Have auto insurance: 1 vehicle in household covered	787	33.8%	109
Have auto insurance: 2 vehicles in household covered	617	26.5%	93
Have auto insurance: 3+ vehicles in household covered	564	24.2%	106
<b>Pets (Households)</b>			
Household owns any pet	1,396	59.9%	110
Household owns any cat	643	27.6%	121
Household owns any dog	1,020	43.8%	105
<b>Psychographics (Adults)</b>			
Buying American is important to me	2,008	46.2%	118
Usually buy items on credit rather than wait	673	15.5%	118
Usually buy based on quality - not price	927	21.3%	112
Price is usually more important than brand name	1,355	31.1%	114
Usually use coupons for brands I buy often	794	18.3%	106
Am interested in how to help the environment	855	19.7%	101
Usually pay more for environ safe product	580	13.3%	94
Usually value green products over convenience	435	10.0%	89
Likely to buy a brand that supports a charity	1,567	36.0%	102
<b>Reading (Adults)</b>			
Bought digital book in last 12 months	547	12.6%	97
Bought hardcover book in last 12 months	854	19.6%	98
Bought paperback book in last 12 month	1,252	28.8%	101
Read any daily newspaper (paper version)	859	19.7%	107
Read any digital newspaper in last 30 days	1,773	40.8%	102
Read any magazine (paper/electronic version) in last 6 months	3,982	91.5%	101

**Data Note:** An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.  
**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2019 and 2024.

# BALLSTON SPA

## RETAIL MARKET POTENTIAL

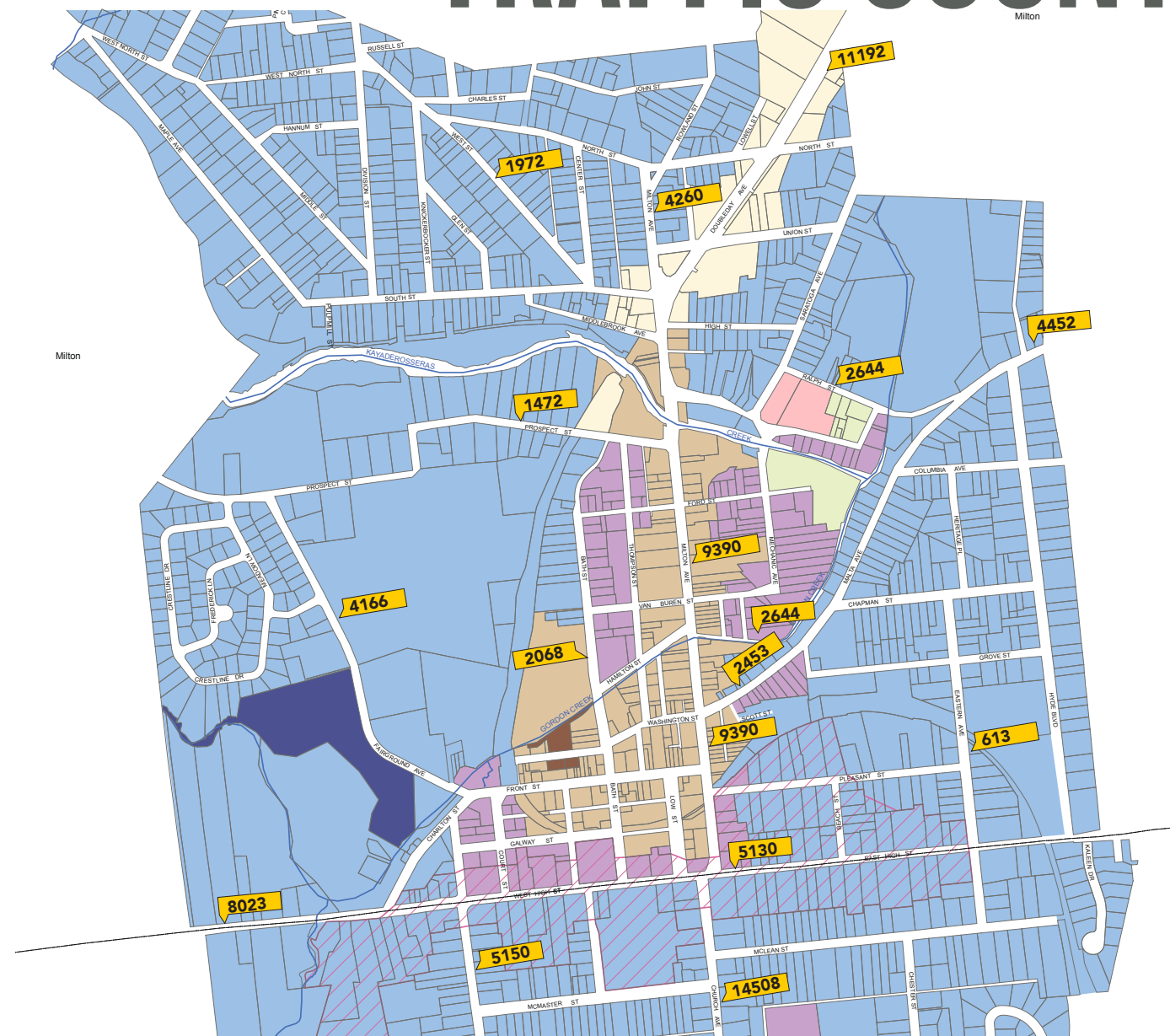
Product/Consumer Behavior	Expected Number of Adults or HHs	Percent of Adults/HHs	MPI
<b>Restaurants (Adults)</b>			
Went to family restaurant/steak house in last 6 months	3,312	76.1%	102
Went to family restaurant/steak house: 4+ times a month	1,091	25.1%	94
Went to fast food/drive-in restaurant in last 6 months	4,014	92.3%	102
Went to fast food/drive-in restaurant 9+ times/month	1,597	36.7%	94
Fast food restaurant last 6 months: eat in	1,610	37.0%	100
Fast food restaurant last 6 months: home delivery	297	6.8%	79
Fast food restaurant last 6 months: take-out/drive-thru	2,192	50.4%	107
Fast food restaurant last 6 months: take-out/walk-in	919	21.1%	101
<b>Television &amp; Electronics (Adults/Households)</b>			
Own any tablet	2,223	51.1%	106
Own any e-reader	436	10.0%	120
Own e-reader/tablet: iPad	1,235	28.4%	101
HH has Internet connectable TV	664	28.5%	100
Own any portable MP3 player	700	16.1%	87
HH owns 1 TV	470	20.2%	96
HH owns 2 TVs	643	27.6%	103
HH owns 3 TVs	508	21.8%	104
HH owns 4+ TVs	400	17.2%	99
HH subscribes to cable TV	1,080	46.4%	106
HH subscribes to fiber optic	56	2.4%	34
HH owns portable GPS navigation device	504	21.6%	95
HH purchased video game system in last 12 months	142	6.1%	74
HH owns any Internet video device for TV	535	23.0%	96
<b>Travel (Adults)</b>			
Took domestic trip in continental US last 12 months	2,269	52.2%	99
Took 3+ domestic non-business trips in last 12 months	447	10.3%	87
Spent on domestic vacations in last 12 months: <\$1-999	439	10.1%	93
Spent on domestic vacations in last 12 months: \$1,000-\$1,499	253	5.8%	93
Spent on domestic vacations in last 12 months: \$1,500-\$1,999	150	3.4%	86
Spent on domestic vacations in last 12 months: \$2,000-\$2,999	114	2.6%	63
Spent on domestic vacations in last 12 months: \$3,000+	285	6.6%	101
Domestic travel in last 12 months: used general travel website	228	5.2%	77
Took foreign trip (including Alaska and Hawaii) in last 3 years	1,068	24.6%	89
Took 3+ foreign trips by plane in last 3 years	244	5.6%	103
Spent on foreign vacations in last 12 months: <\$1-999	164	3.8%	81
Spent on foreign vacations in last 12 months: \$1,000-\$2,999	99	2.3%	57
Spent on foreign vacations in last 12 months: \$3,000+	284	6.5%	103
Foreign travel in last 3 years: used general travel website	223	5.1%	89
Nights spent in hotel/motel in last 12 months: any	1,908	43.9%	99
Took cruise of more than one day in last 3 years	445	10.2%	115
Member of any frequent flyer program	632	14.5%	80
Member of any hotel rewards program	790	18.2%	101

**Data Note:** An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.  
**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2019 and 2024.



# BALLSTON SPA

## TRAFFIC COUNT



### BALLSTON SPA TRAFFIC COUNTS PER DAY

1. Church Avenue .....	14,508	9. Fairground Avenue .....	4,166
2. Doubleday Avenue (NE) .....	11,192	10. Ralph Street .....	2,644
3. Milton Avenue (5) .....	9,390	11. Malta Avenue .....	2,453
4. West High Street .....	8,023	12. Bath Street .....	2,068
5. Ballston Avenue .....	5,150	13. West Street .....	1,972
6. East High Street .....	5,130	14. Prospect Street .....	1,472
7. Malta Avenue (NE) .....	4,452	15. Eastern Avenue .....	613
8. Milton Avenue (N) .....	4,260		

Source: NYSDOT

# BALLSTON SPA

## TOURISM & RECREATION

### PARKS

#### Iron Spring Park

Located on Front Street, Iron Spring Park houses the famous Iron Spring mineral waters, discovered in 1771 - "America's first watering place."

#### Jim Tedisco Fitness Trail

With funds provided by Assemblyman James Tedisco, the Village DPW, with assistance from the Towns of Ballston and Malta and the Milton Highway Department, is a ½ mile walking trail which connects Prospect Street to Front Street.

#### Wiswall Park

Located on Front Street in the center of the Business District, Wiswall Park is the site of a variety of activities, including summer concerts, farmers' markets, ice cream socials with the Union Fire Company Band, and the annual Victorian Christmas celebration.

#### Veterans Park

Located on Low Street, Veterans Park pays tribute to the men and women who made the ultimate sacrifice defending and protecting the freedoms we cherish.

#### Kelley Park

Located on Ralph Street, Kelley Park is an excellent location for fishing and picnicking, and includes a dog park, a kayak/canoe launch, and the John Romano Trail.

#### Woods Hollow Nature Preserve

Located on Rowland Street, just north of the Village, Woods Hollow is a 130-acre passive recreation park to be enjoyed for fishing, hiking, jogging, skiing, and nature trails.

### RECREATION

#### Ballston Area Recreation Commission (BARC)

61 Eastern Ave, Ballston Spa, NY 12020  
518.885.1634  
<http://www.ballstonarearec.org/>

#### Ballston Area Community Center (BACC)

20 Malta Ave, Ballston Spa, NY 12020  
518.885.3261  
<https://ballstonareacc.org>

#### Village Swimming Pool

29 Ralph Street, Ballston Spa, NY 12020  
518.885.6284  
<https://www.facebook.com/BallstonSpaVillage-Pool/>

# BALLSTON SPA

## PUBLIC SCHOOL

### SCHOOLS IN BALLSTON SPA CSD

Milton Terrace Elementary School  
Gordon Creek Elementary School  
Malta Avenue Elementary School  
Wood Road Elementary School  
Ballston Spa Middle School  
Ballston Spa High School

### Ballston Spa K-12

#### Enrollment Data (2017-2018)

Total Enrolled: 4,084  
Male – 2,119 (52%)  
Female – 1,965 (48%)  
Average Class Size: 309



# SARATOGA COUNTY BUSINESS RESOURCES

**Saratoga County Prosperity Partnership  
(Saratoga Partnership)**

2911 State Hwy 9  
Malta, NY 12020  
518.871.1887  
www.saratogapartnership.org

**Saratoga County Chamber of Commerce +  
Saratoga County Veteran’s Business Council**

28 Clinton Street  
Saratoga Springs, NY 12866  
518.584.3255  
www.saratoga.org

**Capital Region Chamber of Commerce**

58 Clifton Country Road, Suite 102  
Clifton Park, NY 12065  
518.431.1400  
www.capitalregionchamber.com

**SCORE**

2911 State Hwy 9  
Malta, NY 12020  
518.871.1887  
Bill Edwards - wedward1@nycap.rr.com

**Albany Small Business Development Center**

University at Albany  
6 Executive Park Drive, Entrance B  
Albany, NY 12203  
518.380.5077  
Kate Baker – kbaker@albany.edu  
www.nyssbdc.org

**Pursuit Lending**

50 Beaver Street, Suite 500  
Albany, NY 12207  
1.800.923.2504  
www.purrsuitlending.com



**NEW YORK STATE AGENCIES**

**New York Department of State**

One Commerce Plaza  
99 Washington Avenue  
Albany, NY 12231  
518.473.2492  
www.dos.ny.gov

**Empire State Development – Capital Region Office**

Hedley Park Place  
433 River Street – Suite 1003  
Troy, NY 12180  
518.270.1130  
nys-capitaldist@esd.ny.gov

**NYS Department of Tax and Finance**

(General Information)  
518.485.2889  
www.tax.ny.gov

**NYS Department of Labor**

https://www.labor.ny.gov/home/

**NYS Energy Research & Development Authority  
(NYSERDA)**

17 Columbia Circle, Albany, NY 12203  
518.862.1090  
www.nyserda.org

**FEDERAL AGENCIES**

**U.S. Small Business Administration (SBA)**

www.SBA.gov

**Internal Revenue Service**

Online tax information and services for small business  
and self-employed taxpayers  
1.800.829-4933 (Business & Specialty Tax Line)  
www.irs.gov

# SARATOGA COUNTY BUSINESS RESOURCES

**FEES FOR STARTING A BUSINESS**

Certificate of Conducting Business  
Under Assumed Name .....\$25.00  
Amended Business Certificate .....\$25.00  
Certificate of Discontinuance of Business ..... No Fee  
Certified Copy .....\$5.00  
Business Certificate Forms .....\$1.00

(Also available on the Saratoga County Clerk’s Office website– no fee)

\* Accepted form of payment includes cash, check, or money order. We do not accept credit or debit cards at this time. Fees are current as of 3/1/2018 and may be subject to change.

The Saratoga County Clerk’s Office receives filings for Certificate of Conducting Business Under Assumed Name, also referred to as a DBA or Doing Business As. These forms may be filled out and filed by those who are, or plan to, conduct commercial activity in Saratoga County. Prior to filing this form, it is recommended that you consider searching our public records to ensure that the name you have chosen is not currently in use. Please note that filing a DBA alone does not guarantee sole use of a business name.

In addition to the standard DBA form, there are two additional forms that may be filled out and filed with the Saratoga County Clerk’s Office at a future date, if applicable. An **Amended Business Certificate** is to be filed if at any point changes to important details on the original form occur (e.g. add/remove business partners, change business name or address). A **Certificate of Discontinuance** is important to file should the business ever cease to exist. Please note that ref-

erence to the original DBA form is required for each of these instances.

Some banks require a certified copy of your DBA to open an account in the name of your business. In order for your certified copy to remain a true and legal copy of the original, it must include a raised seal and have the original certification page stapled to the document. **Do not separate these pages.** It may be helpful to purchase two certified copies at the time of filing, one for your records and one for the bank.

- Certificate of Conducting Business Under Assumed Name
- Amended Business Certificate
- Certificate of Discontinuance of Business
- Business Certificate for Partners
- Amended Partnership
- Certificate of Discontinuance of Partnership

When filing for an LLC, the NYS Department of State requires the LLC to be published in at least one daily, and one weekly newspaper designated by the County Clerk’s Office.

**Daily Newspapers:**

- Saratogian
- Times Union
- Daily Gazette
- Post Star

**Weekly Newspapers:**

- Community News
- Saratoga Today
- The Express





# BALLSTON SPA ACTION PLAN MATRIX

Next Wave Community Ballston Spa: Economic Development Implementation Tactics and Actions

This section presents implementation tactics and action items that may be pursued, including a proposed timeline. These recommended steps focus on the activities to be undertaken by the Village and Saratoga County Prosperity Partnership, including strategies that will be led by Village “Partners”. Throughout the matrix the term “Partners” is used to describe a collaboration of community organizations that can help with different aspects of the economic development plan. They include the Ballston Spa Business Professional Association (BSBPA), Saratoga County Chamber of Commerce, Capital Region Chamber of Commerce, and SCORE. It is important to have a lead for each task to distinguish who is responsible to

complete the action item which will keep the economic development plan moving forward.

Before starting any of these initiatives it is the recommendation by the Saratoga Partnership that the Village of Ballston Spa solicit a firm with a specialty in Geographic Information System (GIS) to create a map of the Village. This GIS map will help identify problems, manage and respond to events, monitor change, perform forecasting, set priorities, and understand trends. This map can monitor the conditions and status of sidewalk improvements, map infrastructure, show potential sites for parking lots, monitor the status of property updates, and other valuable information.



STRATEGY/ACTION ITEMS			TIMELINE				
Description		LEAD	0-6 mos.	6-12 mos.	1-3 years	3-5 years	On-going
Goal One – Enhance the Central Business District (CBD): Support activities that have helped generate revenue across the community to sustain the Village’s fiscal health.							
Objective 1: Achieve an environment that provides a positive shopping experience in the Central Business District and that competes effectively with regional peers.							
A. Support expansion of usable building square footage and parking locations in the Central Business District that enhances the Village’s character.							
Nurture relationships with property owners and business tenants.	A.1	Meet regularly with property owners, managers, and tenants to collect and assess views on opportunities and obstacles for development within the Central Business District.	Village, Property Owners and Saratoga Partnership				
	A.2	Seek consensus and support project proposals that expand new private property development in the Central Business District.	Saratoga Partnership, Village, and Property Owners				
Pursue public improvement programs that promote site access and enable increases in leasable space and parking supply.	A.3	Prepare a GIS map of the Central Business District that shows building footprints, parking, and infrastructure.	Village				
	A.4	Identify priorities for improvements.	Saratoga Partnership, Village, BSBPA, and Property Owners				
	A.5	Study feasibility of potential improvements.	Saratoga Partnership, Village, BSBPA, and Property Owners				





	A.6	Provide support for improvement projects, as appropriate.	Saratoga Partnership, Village, BSBPA, and Property Owners				
B. Review transportation and parking strategies that better optimizes existing and future parking and transportation system.							
Review existing Parking Advisory Committee Report	B.1	Review Parking Advisory Committee Report	Village and Parking Committee				
	B.2	Implement recommendations from the Study	Village and Parking Committee				
Relieve lack of parking perception problem	B.3	Enforce local parking laws	Village				
	B.4	Create "Public Parking" signage	Village and Parking Committee				
	B.5	Create a parking map handout	Village and Parking Committee				
Review Village's transportation system	B.6	Conduct transportation study to examine traffic flows and problem areas.	Village				
	B.7	Implement study recommendations.	Village				
C. Facilitate the attraction and retention of "experience-based businesses" that are complementary to the Central Business District. <a href="#">Experience-based businesses</a> are those that "intentionally uses services as the stage and goods as props, to engage individual customers in a way that creates a memorable event" ( <a href="#">Harvard Business Review, 1998</a> ). In other words, "Good customer service".							
Foster relationships with commercial real estate professionals	C.1	Meet regularly to nurture relationships with brokers and retailers and exchange information and ideas.	Saratoga Partnership				
	C.2	Identify potential opportunities for growth of existing and new businesses in Central Business District. (e.g., diversity of restaurants (Asian, Indian), brewery, movie theater, clothing store, entertainment venue, bookstore, coworking space, arts complex, office space)	Saratoga Partnership and BSBPA				

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Promote promising retail, restaurant, and business growth opportunities which showcases Ballston Spa is "Open for Business"	C.3	Assess willingness and ability of property owners to support new businesses.	BSBPA				
	C.4	Maintain information concerning lease expirations and other space-availability factors.	Village				
	C.5	Align business opportunities with sites in Village.	Saratoga Partnership				
Support tenant recruitment	C.6	Meet with prospective tenants to promote sites in Village.	Saratoga Partnership				
	C.7	Provide data as needed to support recruitment and educate potential tenants.	Saratoga Partnership				
	C.8	Support tenants with permitting-related inquiries and processes.	Saratoga Partnership and Village				
D. Encourage property owners to invest in common area improvements such as sidewalks, benches, and trees that supplement the Village's character.							
In collaboration with property owners, managers, and tenants, identify and promote investments in commercial property improvement	D.1	Meet regularly with property owners, managers, and tenants.	Village and Saratoga Partnership				
	D.2	Collect and assess views of owners and tenants on the strengths, weaknesses, and needs Central Business District.	Saratoga Partnership				
	D.3	Seek consensus on opportunities for improvement and support project proposals consistent with consensus, Village character, and urban scale.	Saratoga Partnership				
	D.4	Provide support for improvement projects, as appropriate.	Saratoga Partnership				

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E. Develop and implement strategies to create a Business Improvement District (BID) and a Fund that encompasses specific areas of the Central Business District. The BID Assessment Fund may be used: 1. To provide district improvements on or within the BID which will restore or promote business activity; 2. To provide services for the enjoyment and protection of the public and the promotion and enhancement of the BID, and 3. To construct improvements on the properties of businesses located within the BID for the specific purpose of increasing access from public areas to the businesses for persons with disabilities.						
Explore potential to bolster the existing Central Business District	E.1	Leverage planning processes to study potential Business Improvement District (BID) investments. This includes surveying the Village’s property owners, business owners, and business patrons to obtain “hard” information on the perceived needs of the business district.	Village			
	E.2	Organize business district stakeholders into a steering committee.	Village			
	E.3	Gather data on the district relevant to the possible formation of a BID.	Village			
	E.4	Identify preliminary BID services, improvements, and boundaries.	Village			
	E.5	Develop a database of proposed BID property owners and tenants.	Village			
	E.6	Hold informational meetings for property owners and tenants and get feedback on the proposed BID.	Village			
	E.7	Revise preliminary BID services, improvements, and boundaries.	Village			
	E.8	Meet with locally elected State officials and members of their staff to build consensus.	Village and Saratoga Partnership			
Prior actions suggested before implementing Business Improvement District (BID)						

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Initiate the official legal process of forming a BID	E.9	Consult New York State Conference of Mayors (NYCOM) “Business Improvement Districts” publication.	Village			
F. Work with Partners to advance business operations and best practices, including coordinated hours of operation, return policies, and internet presence, so as to address high customer service expectations.						
Encourage continuous improvement in retail practices among the merchant community	F.1	Engage the merchant community in discussions about the benefits of coordination of hours and other improvements in customer service quality and delivery.	BSBPA, Chambers of Commerce			
	F.2	Engage retail performance consultants as necessary to identify and communicate opportunities for retailer coordination.	BSBPA, Chambers of Commerce			
	F.3	Provide retailers with current and relevant best practice management principles.	BSBPA			
	F.4	Work with BSBPA and Central Business District business owners to ensure that the community events increase walk-in traffic and do not hamper business operations.	Village			
G. Work with Partners to build a collaborative merchandising approach to benefit the Central Business District.						
Encourage continuous improvement in retail merchandising among the retail community	G.1	Initiate conversations among retailers about the benefits of sophisticated merchandising strategies. This includes establishing a “Buy Local” program.	Saratoga Partnership and BSBPA			
	G.2	Engage retail performance consultants as necessary to identify and communicate strategy opportunities for downtown district merchandising.	Saratoga Partnership and BSBPA			
H. Support Ballston Spa Business Professional Association’s (BSBPA) programs to promote the Village.						

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Coordinate with local business community to promote and support Ballston Spa Business Professional Association (BSBPA)	H.1	Promote and support as appropriate BSBPA which includes efforts to promote Ballston Spa business environment, events, and membership engagement activities. Promotion can be done word-of-mouth, via social media, or Village-identity marketing plan. Support can be through volunteer efforts or financially.	Village and Saratoga Partnership				
I. Encourage all types of investments that create continuous retail store frontages and pedestrian engagement along each block of the Central Business District.							
Identify and promote commercial property improvement that enhances the pedestrian environment and encourages shopper engagement such as business signs that swing out, hanging flower baskets, or "sitable spaces"	I.1	Meet regularly with property owners, managers, and tenants.	BSBPA and Village				
	I.2	Collect and assess views of owners and tenants on the strengths, weaknesses, and needs of Central Business District.	BSBPA and Village				
	I.3	Seek consensus on opportunities for improvement.	BSBPA and Village				
	I.4	Support project proposals consistent with consensus.	BSBPA and Village				
	I.5	Identify priorities for improvements.	BSBPA and Village				
	I.6	Study feasibility of potential improvements.	BSBPA and Village				
	I.7	Provide support for improvement projects, as appropriate.	BSBPA and Village				

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STRATEGY/ACTION ITEMS			TIMELINE					
Description			LEAD	0-6 mos.	6-12 mos.	1-3 years	3-5 years	On-going
Goal Two - Quality of Place: Continue to enhance the character and functionality of the Village as a means of attracting visitors and supporting quality of life for residents and businesses.								
Objective 1: Bolster Village atmosphere for businesses, residents, and visitors.								
A. Update the Village Master Plan which was last done in 1994 and other planning regulations.								
Update Village Master Plan	A.1	Village Board should appoint a Master Plan Committee.	Village Board					
	A.2	Prepare updates to the Master Plan, with consideration of potential development.	Master Plan Committee					
	A.3	Provide guidance to Master Plan Committee.	Village Board					
Update Village Codes and Zoning	A.4	Hire consultant to update Village Zoning, codes, and regulations under the direction of the Village attorney.	Village Board					
B. Pursue Brownfield Opportunity Area (BOA) Initiative.								
Pursue Brownfield Opportunity Area (BOA) Initiative	B.1	Apply for Brownfield Opportunity Area (BOA) for the Village.	Saratoga Partnership and Village					
	B.2	When awarded BOA, create a plan that will be the basis for both increased development and business attraction.	Saratoga Partnership and Village					
C. Integrate amenities and events that encourage lingering and gathering to increase visit lengths in Central Business District.								
Emphasize placemaking in Downtown planning	C.1	Solicit stakeholders to provide input on potential strategies for Downtown placemaking.	Saratoga Partnership, BSBPA, Village					

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Explore potential for new events that create cross-business synergy	C.2	Leverage Downtown planning processes to study potential placemaking investments, including opportunities to integrate amenities with capital projects (e.g., parking and streets projects), as appropriate.	Village and Saratoga Partnership				
	C.3	Review Village programs and resources for placemaking.	Saratoga Partnership, BSBPA, Village				
	C.4	Solicit input from local business concerning desirable event types (e.g., Witches Walk).	BSBPA				
	C.5	Explore opportunities with the Village Recreation Division to incorporate programming that engages merchant participation.	BSBPA, Ballston Area Rec Center, Ballston Area Community Center, Village Pool				
D. Improve walkability and connectivity throughout the Central Business District and beyond.							
Emphasize walkability in Downtown planning	D.1	Solicit stakeholders to provide input on potential strategies for Downtown walkability.	Saratoga Partnership and Village				
	D.2	Leverage Downtown planning processes to study potential pedestrian and streetscape investments (e.g., sidewalk improvements, Complete Streets Initiative, new cross walks and stop signs).	Saratoga Partnership and Village				
	D.3	Examine possibilities to connect to the Zim Smith trail	Village				



Implement Complete Streets Initiative and make sidewalk improvements	D.4	Educate residents on Village’s sidewalk reimbursement plan	Village					
	D.5	Consideration of existing and future laws as it pertains to sidewalks and pedestrian right of ways	Village					
	D.6	Prioritize initiatives	Village					
	D.7	Identify which sidewalks are in need of replacement, by Address and Owner	Village					
	D.8	Identify and secure additional funding.	Village					
	D.9	Implement initiatives as appropriate (priority would be given to Downtown areas, school walking routes, and most utilized sidewalks first, and/or those areas where residents opt to ask for the work to be done.)	Village					
E. Attract/retain youth and young families.								
Support sports and recreation in Village	E.1	Promote and expand sports and recreation programs. (e.g., upgrade park facilities	Village, Rec Center, and Community Center					
	E.2	Promote and support Rec Center and Community Center, financially, with promotional opportunities, or volunteer efforts.	Village, BSCSD					
	E.3	Promote and support pool facility and programming. (e.g., Upgrade pool and bathrooms)	Village					





Stress importance of working relationship with school system	E.4	Maintain strong working relationship with Ballston Spa Central School District. (e.g., collaborate on skills training classes, encourage more school engagement with community life). Learn how more youth and young families in Village might impact school district.	Village and BSCSD				
	E.5	Identify and secure additional funding for sports and recreational facilities and programs.	Village, Rec Center, and Community Center				
F. Continue to promote public spaces for music, festivals, and other gatherings, as the Village is already doing.							
Expand and support community gatherings which utilize public spaces	F.1	Promote and support activities and gatherings that create a community feel.	BSBPA and Village				
G. Explore options for affordable/workforce housing.							
Identify need and potential sites for affordable/workforce housing	G.1	Identify parcels for potential development. This could be done via a Housing & Market Analysis.	Village				
	G.2	Identify government/grant funds to reduce costs of housing projects.	Saratoga Partnership				
H. Develop market rate housing.							
Identify need and potential sites for market rate housing	H.1	Identify parcels for potential development. This could be done via a Housing & Market Analysis.	Village				
Objective 2: Acknowledge importance of quality of place and augment social offerings and esthetics in the community.							
A. Develop and implement new façade improvement program to improve community aesthetics and make streetscape enhancements.							

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Create and implement façade improvement program	A.1	Solicit stakeholders to provide input on potential strategies for façade improvement program. Research different public arts programs, mosaics, and other beautification tactics.	Village					
	A.2	Create façade improvement program.	Village					
	A.3	Prioritize initiatives.	Village					
	A.4	Identify and secure funding.	Village and Saratoga Partnership					
	A.5	Implement initiatives as appropriate	Village					
B. Continue to integrate community character and quality of life into the core Village values and all future strategic documents.								
Underscore quality of life factors in Downtown planning	B.1	Solicit stakeholders to provide input on key quality of life attributes that benefit Downtown.	Village and BSBPA					
	B.2	Leverage Downtown planning processes to sustain quality of life factors.	Village					
Stress quality of life strengths in future Village-wide marketing and branding efforts	B.3	Take advantage of future marketing and branding efforts to assess and promote the extraordinary quality of life in Ballston Spa.	Village and BSBPA					
C. Identify status of Village infrastructure and develop a plan for improvement.								
Identify infrastructure improvements necessary in Village	C.1	Review DPW report and cost estimates for needed infrastructure in Village.	DPW and Village engineers					
	C.2	Create Replacement Plans for storm + sewer drains and water lines + tower.	DPW, Village engineers, and Village					
	C.3	Create plan to upgrade Village Hall with retail on the first floor and public-sector space on the second.	Village engineers and Village					

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	C.4	Review inventory of public buildings.	Village					
	C.5	Budget and seek funding to upgrade Village Hall.	Village					
	C.6	Create assessment, consolidation, and upgrade plan for public buildings	Village					
	C.7	Implement Road Replacement Plan which already has Village funds budgeted towards plan.	Village and DPW					
	C.8	Seek government assistance and bonding for the Village to address infrastructure repairs and upgrades.	Village					
	C.9	Implement Replacement Plans for storm + sewer drains and water lines + tower.	DPW, Village engineers, and Village					
D. Work with Partners to build and program civic, cultural, and technological amenities throughout the community.								
Explore potential to bolster civic, cultural, and technological amenities	D.1	Leverage planning process to study potential civic, cultural, and technological investments including technology upgrades, museum improvements, and enhancements to prominent land areas in community (park on corner of Front and Low St.).	Village and BSBPA					
	D.2	Continue to work with current and new partners to identify and implement civic, cultural, and technological investments, including programs and facilities.	Village and BSBPA					
	D.3	Prioritize initiatives.	Village and BSBPA					
	D.4	Identify and secure funding.	Village and BSBPA					

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Implement civic, cultural, and technological initiatives	D.5	Improve cell signals, especially at the North end of the Village to eliminate current "dead zones".	Village					
	D.6	Conduct study to see if Village-wide WiFi is feasible.	Village					
	D.7	Implement additional initiatives as appropriate	Village					
Objective 3: Secure outside funding for economic development.								
A. Seek grant and other types of funding for applicable economic development activities using measurement to demonstrate needs and potential outcomes.								
Track economic development funding opportunities	A.1	Follow federal, state, and regional economic development programs including Restore NY, BOA, LWRP, ESDC, CDBG, BCP, NY Main Street, and other CFA assistance programs to leverage local dollars.	Saratoga Partnership and Village					
	A.2	Network with economic development entities to stay abreast of new and evolving funding programs.	Saratoga Partnership					
Strategically pursue economic development funds	A.3	Identify priority investments which might qualify for grant funding.	Village and Saratoga Partnership					
	A.4	Pursue grant funding as appropriate.	Village and Saratoga Partnership					

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STRATEGY/ACTION ITEMS			TIMELINE				
Description		LEAD	0-6 mos.	6-12 mos.	1-3 years	3-5 years	On-going
Goal Three – Economic Development and Marketing: Deliver effective economic development programs that utilize local and regional partners to build a competitive role in the regional economy and improve local economic health.							
Objective 1: Develop a solid branding/ marketing effort.							
A. Develop an overall community branding strategy to showcase professional services such as retail, restaurants, personal services, and Village "small-town living".							
Evaluate current campaign	A.1	Review participating entities.	BSBPA and Village				
	A.2	Consider potential additions to the campaign and probe for interest.	BSBPA and Village				
	A.3	Assess Village resources for marketing and branding efforts.	Village				
	A.4	Determine updates to campaign.	BSBPA and Village				
	A.5	Update the campaign to reflect additional participation, based on evaluation.	BSBPA and Village				
Implement updated campaign							
B. Celebrate new business openings in Village communications efforts.							
Identify new local businesses and publicize their presence on Village website and other Village outlets	B.1	Rely on Village business registry to identify new businesses.	BSBPA and Saratoga Partnership				
	B.2	Reach out to new businesses to establish relationships.	BSBPA and Saratoga Partnership				
	B.3	Announce new business openings on Village website and other Village communication outlets.	BSBPA and Village				

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Objective 2: Organize economic development around a proactive and connected system.							
A. Build strong relationships with local and regional commercial real estate brokers and developers.							
Engage real estate community	A.1	Maintain relationships with property owners, and commercial and residential real estate professionals.	Village and Saratoga Partnership				
	A.2	Share data and business information with real estate contacts, as appropriate.	Saratoga Partnership				
	A.3	Establish an annual real estate familiarization event in Ballston Spa.	Saratoga Partnership				
B. Expand local business retention and expansion (BRE) efforts into a formal proactive program.							
Communicate with business community	B.1	Conduct biannual discussions with local businesses about economic conditions and business needs.	Saratoga Partnership				
	B.2	Provide resources and assistance with retention and expansion requirements, as appropriate.	Saratoga Partnership				
Continue Village business promotion funding for marketing activities	B.3	Continue to change funding goals to best meet local business needs.	BSBPA and Village				
Objective 3: Target vacant and under-utilized properties for economic development opportunities.							
A. Evaluate Village zoning, land use ordinances, and other local laws and consider flexibility that would better facilitate and support experience-based businesses and development of specific land uses that attract consumers and foster desired economic development.							
Study potential for increased intensity of land uses in select locations	A.1	Seek input from the commercial real estate community on opportunities for real estate intensification. Real estate intensification is defined as increased use of property, or greater productivity within a building. This includes	Village and Saratoga Partnership				

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		identifying vacant lots within the district that could be developed into mixed-use properties, increasing the availability of both commercial and residential living space.					
	A.2	Work with Town, Planning, and Zoning Boards and Building Inspector to assess opportunities for real estate intensification.	Village				
	A.3	Provide support for projects that seek to intensify development that is consistent with identified opportunities.	Village and Saratoga Partnership				
	A.4	Appoint Master Plan Committee to look into needed zoning and code changes (e.g., enforcement structure/fine system)	Mayor				
	A.5	Amend local laws to create more aggressive enforcement of land use regulations that address derelict properties.	Village Board				
	A.6	Examine flood plain to see if it is still applicable.	Village				
B. Identify conceptual development scenarios that would promote nonresidential development opportunities for underutilized properties and appropriate Special Concern Areas.							

Prepare urban planning schemes for target sites	B.1	Engage urban planning professionals to develop high-level plans that illustrate development concepts considered desirable by the Village. This will help increase tax base within the Village.	Village				
	B.2	The Building Inspector needs to look into what can be done with Rickett's property (e.g., get demolished or fenced in and secured)	Building Inspector, DEC, Mayoral Committee				

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Address former Angelica building	B.3	Mayoral Committee should be appointed to assist Building Inspector with Rickett's property.	Mayor				
	B.4	Devise a plan for the Angelica property.	Property owner, Saratoga Partnership, consultants, and potential additional developer				
Objective 4: Raise awareness of Ballston Spa among businesses, employees, and visitor target audiences.							
A. Collaborate with local and regional partners to develop and implement a new coordinated overall community branding and marketing strategy that covers general messaging, including a website that promotes the Village.							

Review current marketing and branding	A.1	Assess current assets and practices.	Village, Saratoga Partnership, and BSBPA				
	A.2	Consider current marketing and branding as compared with competitive and peer locations.	Village, Saratoga Partnership, and BSBPA				
	A.3	Evaluate strengths and weaknesses of current marketing and branding.	Village, Saratoga Partnership, and BSBPA				
	A.4	Identify opportunities to broaden existing Village resources utilized for marketing and branding (e.g., grants and community in-kind services)	Village, Saratoga Partnership, and BSBPA				
Design and implement marketing and branding	A.5	Update marketing and branding to align with the vision of Ballston Spa.	Village and Saratoga Partnership				

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	A.6	Implement as appropriate.	Village				
B. Work with stakeholders to better define and promote Ballston Spa’s competitive position in Saratoga County and the Capital Region.							
Coordinate with business community on Village’s marketing program	B.1	Conduct regular discussions with local businesses about local economic strengths and opportunities.	Village, Saratoga Partnership, SCORE, SBA, Chambers of Commerce				
	B.2	Integrate findings into Village marketing and promotional materials. This includes promoting opportunities to do business in Ballston Spa with organizations that assist business start-ups.	Village, Saratoga Partnership, SCORE, SBA, Chambers of Commerce				
C. Develop a formal social media plan and related policies for economic development activities.							
Plan and implement a social media strategy	C.1	Identify social media objectives	Village, Saratoga Partnership, and BSBPA				
	C.2	Assess current social media activities	Village, Saratoga Partnership, and BSBPA				
	C.3	Improve social media accounts	Village and BSBPA				
	C.4	Establish a content plan	Village, Saratoga Partnership, and BSBPA				
D. Update Village’s overall technical abilities to communicate electronically with residents.							
Engage with residents electronically	D.1	Update Village’s website with up-to-date public records, public disclosures, newsletters, etc.	Village				

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Objective 5: Emphasize performance measurement across all economic development activities.							
A. Develop and implement an in-house economic development performance measurement program to track outcomes and manage resources for all economic development activities.							
Identify quantifiable economic development metrics	A.1	Establish a range of economic development success metrics based on readily available data (e.g., employment levels, business openings, establishment sales).	Saratoga Partnership				
	A.2	Collect and summarize economic data to establish current conditions.	Saratoga Partnership				
Establish ongoing tracking of metrics	A.3	Systematically collect and analyze economic development metrics on an ongoing basis.	Saratoga Partnership				
	A.4	Document summary statistics and review data trends to identify performance gains or declines once a year.	Saratoga Partnership				
B. Develop and administer community surveys that seek input on aspects of Village services, economic development, and quality of life.							
Conduct efforts to track community wellbeing	B.1	Prepare and conduct surveys concerning local business and economic factors (e.g., business confidence, customer satisfaction, event attendance/spending).	Saratoga Partnership and Village				
Communicate survey findings to local stakeholders, community leaders, and the public	B.2	Review and report survey findings that assess business conditions and consider implications for economic development action.	Saratoga Partnership and Village				

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STRATEGY/ACTION ITEMS			TIMELINE				
Description		LEAD	0-6 mos.	6-12 mos.	1-3 years	3-5 years	On-going
Goal Four – Small Businesses: Foster supportive conditions and offer valuable resources to help small businesses and proprietors prosper and grow throughout the Village.							
Objective 1: Actively track retail and consumer trends and build market and business knowledge among merchants.							
A. Regularly gather information on national and regional retail and consumer trends and use experts to understand local impacts on Village business environment.							
Maintain working knowledge of retail industry trends and evolving approaches to downtown retail	A.1	Monitor market trends, build market knowledge, and consider downtown strategies.	Commercial Real Estate Agents				
	A.2	Network with retail industry experts including those with local, regional, and national perspectives.	Saratoga Partnership and Commercial Real Estate Agents				
	A.3	Solicit, compile, validate, and summarize retail market perspectives.	Commercial Real Estate Agents				
Deepen relationships with local retail real estate professionals	A.4	Maintain relationships with commercial real estate professionals with expertise in the Ballston Spa market.	Saratoga Partnership				
	A.5	Solicit, compile, validate, and summarize Ballston Spa real estate market data.	Saratoga Partnership and Commercial Real Estate Agents				
	A.6	Establish or participate in an annual real estate event.	Saratoga Partnership and Commercial Real Estate Agents				

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B. Work with Partners to establish communication and education programs on current trends affecting businesses, property owners, and property managers.							
Disseminate data and analysis of trends affecting Ballston Spa	B.1	Author an annual report that describes trends affecting Ballston Spa’s business community.	Saratoga Partnership				
	B.2	Find forums to discuss trends with merchants, owners, and property managers.	Saratoga Partnership and Commercial Real Estate Agents				
	B.3	Promote business planning programing, access to funding to promote business expansion, and promote retail practices.	Saratoga Partnership				
Objective 2: Enhance workplace amenities that incorporate small businesses and proprietors into the community.							
A. Engage with Partners to conduct a comprehensive feasibility study on coworking spaces and collaborate with others to implement recommendations.							
Investigate emerging coworking space businesses	A.1	Research the business models and real estate requirements of coworking space firms.	Saratoga Partnership and Commercial Real Estate Agents				
Assess the potential to support coworking space in Ballston Spa	A.2	Talk with brokers and coworking space firms to evaluate Ballston Spa’s potential to support coworking space.	Saratoga Partnership				
B. Work with Partners to establish an effective network of basic workforce services and facilities that support small business.							
Facilitate an assessment of local demand for business support services and facilities	B.1	Meet with small business community to gauge unmet business needs. This could facilitate business start-up opportunities when entrepreneurs start businesses within the Village and eventually graduate into larger office spaces. It could also facilitate tech-startup operations within the Village which could help diversify the business mix.	Saratoga Partnership and BSBPA				

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Investigate market potential for new business support services and facilities	B.2	Meet with brokerage community to gauge market potential and requirements for new business services and facilities.	Saratoga Partnership				
Assist with business attraction	B.3	Support business attraction.	Saratoga Partnership, Village, and BSBPA				
C. Identify and support a physical resource hub with tools and programs designed specifically for small businesses.							
Support local business groups seeking to establish a small business resource hub	C.1	Identify and support, as appropriate, a core leadership and advocacy group from the local business community (e.g., BSBPA)	Saratoga Partnership, Village, and BSBPA				
	C.2	Encourage and support the leadership group either to drive a resource hub effort.	Saratoga Partnership and BSBPA				
Objective 3: Partner to provide resources targeting small businesses and sole proprietorships.							
A. Work with local economic development partners to enhance resources and host regional programs in the community that actively promote available services.							
Deepen relationships with economic development partners	A.1	Nurture long-term relationships with partner entities.	Saratoga Partnership				
	A.2	Exchange information and ideas with the local economic development community, particularly strategic partners.	Saratoga Partnership				
	A.3	Identify and prioritize existing and potential economic development initiatives that benefit Ballston Spa.	Saratoga Partnership and Village				
Promote promising economic	A.4	Encourage Partners to sustain and/or implement priority economic development programs.	Saratoga Partnership				

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development opportunities	A.5	Provide support and assistance to Partners as necessary and appropriate to continue to implement priority programs.	Saratoga Partnership				
B. Conduct a needs assessment survey of small businesses, proprietorships, and establishments.							
Conduct research and assessment	B.1	Survey small businesses to determine unmet local business needs.	Saratoga Partnership and BSBPA				
	B.2	Host a small business event to solicit input regarding local small business needs.	Saratoga Partnership and BSBPA				
	B.3	Summarize and communicate findings from research and assessment.	Saratoga Partnership and BSBPA				
C. Collaborate with Partners to establish peer groups and roundtables regarding targeted businesses.							
Coordinate with the local and regional economic development community	C.1	Follow local and regional economic development programs.	Saratoga Partnership				
	C.2	Network with Partner entities to stay abreast of new and evolving peer groups and programs.	Saratoga Partnership				
Connect local businesses to local and regional groups and resources	C.3	Communicate potentially beneficial local and regional opportunities to local businesses.	Saratoga Partnership and BSBPA				
D. Explore options to participate in regional business-to-business (B2B) platforms for collaboration and sourcing, such as online directories that connect local buyers with local suppliers.							
Research and evaluate business-to-business services	D.1	Identify and evaluate available services.	Saratoga Partnership and BSBPA				
Disseminate valuable information	D.2	Create and distribute information concerning business-to-business services, through the Village website and/or other communications.	BSBPA and Village				

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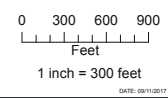
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# VILLAGE OF BALLSTON SPA ZONING MAP



- Legend**
- R-1: RESIDENTIAL
  - R-2: RESIDENTIAL
  - R-2S: RESIDENTIAL
  - CEE: CULTURAL ECONOMIC ENHANCEMENT
  - C: COMMERCIAL
  - CBD: CENTRAL BUSINESS DISTRICT
  - M: INDUSTRIAL
  - AD: ADULT BUSINESS DISTRICT
  - HISTORIC OVERLAY DISTRICT



DATE: 06/11/2017

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