

Chapter Five: Next Steps

The Village of Margaretville is home to 657 full time residents, both newcomers and long-timers, all who call it home. As a regional center, residents of surrounding communities and visitors to the region also depend upon Margaretville to serve their interests and needs. Acting on their behalf, members of the community convened over many months to talk about what constitutes the Village's character and describe its sense of place. We have puzzled over its features that we desire to retain, what we value about it, and what we wish to sustain into the future. We have articulated a plan that makes Margaretville a place that is memorable to the children, so that when they grow up and consider where they wish to live, they will want to come home – and they can.

The social capital network that supports our work has been strong. A good show of community support and participation each time meetings were held was encouraging to the work. Serious thought and engagement in the discussions characterized the entire process. Dialogue, commitment and enthusiasm were the watchwords. The community's collective behavior in this regard, align very closely with scholarly and professional literature, which indicates that Margaretville's demonstration of commitment to both the comprehensive plan process and follow through are a foundation for successful efforts at the community level – if the momentum is carried forward.

Citizen engagement and momentum are the catalytic actions that make the next steps happen. The Comprehensive Plan Committee that has acted as plan steward will be completing its responsibilities and moving on. Members of the community must ask themselves:

- Who steps up to the plate to act as the Plan sparkplugs?
- Who steps up to the plate to act as the cheerleaders?
- Who steps up to the plate to act as the nudges for the sparkplugs?
- Who will create a Village consciousness to check in periodically with the plan and the community to determine whether the community is still on course?

The Comprehensive Plan provides a general recipe for keeping what is best about Margaretville in place; all the best of small town rural life, lifestyle and population diversity, a budding art and culture scene, informal gathering places such as coffee shops and the Post Office. The Plan also recommends actions to showcase Margaretville's setting; mountain vistas and striking riverfronts, four seasons (plus mud season), streets that are walkable and compact, a quaint community with great people. The recommendations included throughout the Plan and Action Plan provided at the end of the document, require follow through in all instances for the vision to be realized.

By default and design, Margaretville's character has been preserved because development has been slow, but that is changing fast. Margaretville is following a path already worn by many communities and regions of the northeast, even some of the most isolated. And it doesn't hurt to be reminded of all the Smart Growth Principles and to look to other areas of the country to see the consequences of not following these principles. Next steps include a thorough review of the land use ordinances so they work with the community goals.

In 2001, the NewCities Foundation convened a blue ribbon group of government officials, journalists, educators, and consultants to define the issues affecting the survival and future of small cities and their surrounding regions. From this convention the panelists distilled twelve principles which they believe are “inherent and necessary to building an economy that matches with the requirements of the 21st century: social connections for citizens and quality of life that exudes the phrase: ‘This is a good place to live, work and raise my children.’”⁷⁸ Citizens should consider making each and every decision, both large and small, that affect Margaretville’s land, economy, quality of life and all the related factors, using these principles.

The 12 Principles are:

- 1) Remain true to yourself.**
- 2) Don’t merely grow. Develop.**
- 3) Buy locally; sell globally.**
- 4) Connect to the outside world.**
- 5) Recruit AND retain.**
- 6) Build beautifully.**
- 7) Steward the environment.**
- 8) Contemplate youth and diversity.**
- 9) Mimic bigness.**
- 10) Rethink boundaries.**
- 11) Feed the mind.**
- 12) Nurture the soul.⁷⁸**

Village Law Section 7.22 Paragraph 10 Periodic Review

According to New York State Village Law, this document shall be periodically reviewed by the Village Board and the community at maximum intervals of five years.

Acknowledgements

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There are many other individuals and organizations, too numerous to mention by name that assisted in the development of this plan. We thank you for your advice, information, support, encouragement and comments.

VILLAGE OF MARGARETVILLE ACTION PLAN

REVITALIZING COMMERCIAL ACTIVITY		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Create a Main Street Management Plan		x	x		\$45,000 one time	Private Foundation, public sources, such as Environmental Protection Fund, NYS Council on the Arts, Small Cities, DOS Waterfront Revitalization funding, etc.	
Business Needs Assessment and Customer Assessment		x			\$10,000 one time	Bank of American's Neighborhood Excellence Program, SUNY New Paltz students,	Margaretville Village Board (Village)
Main Street Communications Strategy and Message		x	x		\$20,000 initial plus ongoing investment	Local Fundraising	
Direct travelers off the highway and into downtown.		x	x	x			Central Catskill Chamber of Commerce (CCCC)
Evaluate existing signage and develop new directional and interpretive signage		x	x		100,000 initial	NYS Department of Transportation, DEC, Local Community	The MARK Group (MARK)
Give travelers a reason to leave the highway, disembark from their cars and spend money.		x	x	x			Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
Identify and develop complementary retail and tourism support services.		x	x	x	to be determined		
Gain cooperation from downtown businesses for uniform hours of operation.		x			No cost		

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Study what other regions such as the Adirondacks or Vermont are doing in terms of regional and cooperative marketing. Create and apply a brand for Margaretville. Cooperate and integrate marketing programs, packages, and retail services with regional tourism, arts and cultural venues, agribusinesses, festivals and other events. Collect and evaluate Regional Asset inventories and post on the web. Develop guide services, package tours and other tourism support service venues.	x	x	x	to be determined		Margaretville Village Board (Village)
Provide adequate staffing for the information center. Provide hospitality training to retail staff.	x	x	x	10,000/year	Community or Private Foundation Funding	Central Catskill Chamber of Commerce (CCCC)
Evaluate the needs and benefits of outdoors vendors, and how they might add to the ambience and liveliness of the Village.	x			to be determined		The MARK Group (MARK)
Find ways to serve the existing residential consumer market and not let gentrification or tourism dollars obscure this important market share.	x	x	x	to be determined		
Support the continuance and promote the development of commercial and retail businesses that provide essential services.	x	x	x	to be determined		Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
Provide model business and marketing plans for prospective business owners.	x	x	x	\$30,000/year	Rural Preservation Company Program, USDA and Private Foundation Programs	
Provide financial assistance and subsidies to purchase properties or existing businesses that are ready for retirement.	x	x	x	\$2,000,000 capital investment	Restore NY, HUD Small Cities Program, USDA Small Business Development Programs, NYSDEED, Main Street Revitalization Programs, Private Foundations	
Establish a micro-enterprise loan and grant program that underwrites entrepreneurs and small businesses that provide essential services.	x	x	x	\$2,500,000 capital investment	Restore NY, HUD Small Cities Program, USDA Small Business Development Programs, NYSDEED, Main Street Revitalization Programs, Private Foundations	

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Utilize a Catalytic Development Company ⁵⁸ , Local Development Company or Land Trust model to purchase and re-sell or lease operations with covenants and/or rent subsidy supports to enable essential services to stay in place.	x	x	x	see above	see above	
Support efforts to establish a grocery store and theatre to complement existing retail mix. ⁷⁶	x	x		see above	see above	Margaretville Village Board (Village)
Provide financial and tax incentives for suitable and sustainable development.	x	x	x	see above	see above	
Develop the business infrastructure that supports a strong downtown economy.	x	x	x			Central Catskill Chamber of Commerce (CCCC)
Develop a Parking Plan	x			\$30,000 one time	Catskill Watershed Corporation, Smart Growth Funding (DEC), New York State Department of State, Office of Small Cities Planning Funding, Private Grants	
Evaluate the costs and benefits of districts and zone tools, such as Tax Increment Financing, Business Improvement Districts, and Empire Zones.		x		\$5,000 one time	Community or Private Foundation Funding	The MARK Group (MARK)
Continue to capitalize on public grants. Set aside funds so that resources are available to take advantage of opportunities as they become available.	x	x	x	\$25,000/year	Community or Private Foundation Funding	Catskill Center for Conservation and
Identify core businesses that might benefit from succession planning and evaluate their status. With the agreement of the owner, package a contingency plan for business transfer. ¹⁸	x	x	x	\$7,500/year	Community or Private Foundation Funding	Development (CCCD) as administrators of area Smart Growth funds
Encourage non-governmental organizations to package entrepreneurial and educational services for retail businesses that enable them to electronically "follow their customer's home," thus achieving a higher operating capacity through web, wholesale and retail sales.		x	x	\$5,000/client	Charge back to business based upon sales; Private Foundation or SBA, or Smart Growth Funding to upfront funding.	

REVITALIZING COMMERCIAL ACTIVITY		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Provide telecommunications infrastructure, marketing, promotion and media underwriting support.			x	x	\$10,000/year	Charge back to business based upon sales; Private Foundation or SBA, or Smart Growth Funding to upfront funding.	Margaretville Village Board (Village)
Encourage facade renovations (both front and reverse).	x	x	x	x	\$50,000/year	Main Street Revitalization Programs (Fed and State)	
Consider organizing a public or non-profit historic land trust to purchase or receive facade easements for the first foot (front or rear facing) of each building from the owners to manage and maintain them.		x	x	x	\$75,000 initial	Private Foundation, public sources, such as Environmental Protection Fund, NYS Council on the Arts, Small Cities, DOS Waterfront Revitalization funding, etc.	Central Catskill Chamber of Commerce (CCCC)
Consider various alternative approaches that may achieve the goals of extended businesses hours, generation of employment, sales tax etc. For example, purchase vacant buildings through a commercial land trust 57, Catalytic Development Company 58 or cooperative joint venture. Renovate and either sell (turn key) or lease them with lease or sale conditions that specify what the community wants.			x	x	see above	see above	The MARK Group (MARK)
Promote the notion that Margaretville is a year-round destination.	x	x	x	x			Catskill Center for Conservation and Development (CCCCD) as administrators of area Smart Growth funds
Piggyback local retail packages and promotions in order to gain name recognition, cross promotion and commerce opportunities for vendors.	x	x	x	x	to be determined	Private Sector Businesses	

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Network with Chambers of Commerce throughout the Catskills to determine the status and condition of the regional marketing campaign.		x		No cost		
Ask for technical assistance from the I Love New York Tourism Department of the New York State Department of Economic Development.		x		No cost		Margaretville Village Board (Village)
Create regional retail packages that cater to the older traveler profile.	x	x	x	to be determined	Private Sector Businesses	
Support and promote the Central Catskill Chamber of Commerce.	x	x	x			Central Catskill of Commerce (CCCC)
Position Margaretville to lead the way in making the central Catskills a tourism hub.	x	x	x			
Identify common ground with neighboring communities on the Routes 28 and 30 corridors and discuss collaborating on regional projects, such as tourism development.	x	x	x	No cost		The MARK Group (MARK)
Arrange community exchange days with other Catskill communities	x	x	x	No cost		Catskill Center for Conservation and
Working with other Route 28 and 30 Communities, obtain Scenic Route designation for Routes 28 and 30 in the Margaretville area.	x	x	x	\$20,000 initial	Planning funds from Rural Preservation Companies Program, Private Foundations, DOS Planning Grant, Catskills Watershed Corporation, Smart Growth Funding	Development (CCCCD) as administrators of area Smart Growth funds
Work cooperatively with the Town of Middletown to address sprawl on Route 28	x	x	x	No cost		
Develop a plan that builds on the strength of both the Village and Route 28 and that identifies what businesses are best for each location and are complementary rather than competitive.	x	x	x	No cost		

REVITALIZING COMMERCIAL ACTIVITY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
<p>Boldly design an appealing entryway to the Village.</p>	x	x	x	\$30,000	New York State Department of Transportation, Member Item Funding, Department of State Waterfront Planning, Small Cities Planning Funds, Main Street Revitalization, Smart Growth, Etc.	Margaretville Village Board (Village)
<p>Advocate for design guidelines for both the Route 28 and the Village.</p>	x	x	x	No cost		Central Catskill Chamber of Commerce (CCCC)
<p>Work with Town to tackle the difficult land use, signage and landscaping issues surrounding the Route 28 corridor leading from Arkville to Margaretville.</p>	x	x	x	No cost		The MARK Group (MARK) Catskill Center for Conservation and Development (CCCD) as administrators of area Smart Growth funds
<p>Explore annexation of part of the Route 28 strip into the Village in order to better zone or plan this area or developing a shared land use plan with the Town of Middletown.</p>	x			\$30,000/one time	New York State Comptrollers Shared Services Funding, Private Foundation, Catskill Watershed, Catskill Center	

DRIVING THE INNOVATIVE AND CREATIVE ECONOMY								Responsible Parties
Position Margaretville as the Region’s Vanguard in Entertainment.	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources			
Gather information about what is already happening in the innovative and creative economy. For example, the Open Eye Theater Arts Assessment Project should be followed up with an art and cultural marketing and promotion collaborative network.	x	x	x	\$5,000 initial assessment and \$5,000/year	New York State Council on the Arts General Operating Support			
Utilize the Open Eye and Galli-Curci Theaters as the arts and culture anchors for downtown Margaretville and to enhance Margaretville’s growing image as a center for the arts.	x	x	x	no cost	Customer and Local venue support	The Open Eye Theater		
Encourage a variety of cultural events and activities that coincide with businesses and restaurants open hours.	x	x	x	\$25,000/year and increase each year	PATRONIZE and provide operating support for Arts Organizations from Local Towns Budgets and from General Operating Support through New York State Council on the Arts	The Roxbury Arts Group		
Promote the new Margaretville Park Pavilion as a location for destination weddings, cultural activities, design tourism, and arts programming.	x	x	x	no cost		GMCC		
Promote retail businesses that are arts and culture-related and can provide a studio of “live-work” artist space in conjunction with retail space. Zoning changes can include allowable uses for second and third floor mixed uses, promoting residential and commercial mixed use in the business and industrial districts either as allowed uses or secondary uses.	x	x	x	no cost		CCCCD		
Perform a gap analysis on recent market studies for creative economy venues and authorize a travel and tourism survey of the central Catskills if the process finds the studies lacking.	x	x		no cost				

DRIVING THE INNOVATIVE AND CREATIVE ECONOMY	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Determine current major destinations and the activities, duration and expenditures of the traveling tourists who visit within 50 miles of Margaretville.	x	x		\$30,000 one time	New York State Department of Economic Development, Catskill Watershed Corporation, Private Foundations, Private Businesses	The Open Eye Theater The Roxbury Arts Group
Take advantage of the workshops and roundtables offered by Parks & Trails New York and the New York State Canal Corporation on marketing the Canal way Trail to bicycle tourists.	x	x		\$1,000/per year	Local Community	GMCC CCCCD
Tap into the wealth of brain power residing in the Margaretville area.	x	x	x			
Conduct a Social Capital inventory of the Margaretville area.	x	x	x	no cost		
Utilize a semi-formal form of periodic community conversations to get residents who comprise the social capital network talking and working towards implementing the Comprehensive Plan, including a focus on the innovative and creative economy concepts. Use the Catskill Mountain News as a forum for the exchange of ideas.	x	x	x	no cost		GMCC MARK
Promote the New York City-Margaretville connection.	x	x	x	no cost		Groups of interested citizens mobilized by the Margaretville Village Board (mobilized citizens)
Encourage collaborations such as the grassroots initiative that built the Margaretville Park Pavilion with Parsons The New School for Design. Encourage and welcome local, ad hoc undertakings such as the Citizens' Initiative for Community Spaces that give a forum for weekenders and part-timers to invest in Margaretville.	x	x	x	no cost		
Sponsor week-end socials, entrepreneur investment clubs or retreats for part-time residents to explore investment and business opportunities in Margaretville.	x	x	x	no cost		

DRIVING THE INNOVATIVE AND CREATIVE ECONOMY		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Let entrepreneurs know that support exists locally (financing, technical assistance, back office support, etc.) to enable them to capitalize upon new business ventures that utilize new and emerging technologies to compete globally.	x	x	x	no cost			
Work to bridge the gap between Margaretville’s native residents and more recent arrivals.	x	x	x	no cost			
Improve all aspects of Margaretville’s web presence, including links to other regional web sites	x			\$5,000 one time	Local Community		
Encourage the development of locally made and marketed products, books, etc. by providing financial incentives, subsidized space and workrooms, and back office support.	x	x	x	\$30,000/year	Office of Small Cities, Microenterprise Support, USDA, Private Foundations for start up, the operate as cooperative.		
Participate in the regional branding, marketing and promotion of Catskill "made" products and showcase the products locally.	x	x	x	to be determined	Collaborative Funding through partnership		
Promote Margaretville as a “well-being” vacation or recreational destination for holistic and natural therapies.	x	x	x	to be determined	Collaborative Funding through partnership		

GENERATING JOBS			Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Encourage entrepreneurship from people who live and visit the region.		x	x	x		no cost		Village
Support entrepreneurial efforts as stand alone businesses and as models for others of small business.		x	x	x		see revitalizing commercial activity		GMCC
Encourage a business climate in the community where Living Wage standards ⁸³ , green construction guidelines, and sustainable business practices that generate jobs are welcomed. ²²		x	x	x		to be determined	see revitalizing commercial activity	M-ARK
Engage in activities that promote an emigration of young people to the area		x	x	x				
Establish a community higher education scholarship program that underwrites the cost of college with the caveat that graduating college students return to the community to work.			x	x		\$250,000 initial capitalization	Local Capital Campaign and Private Foundation Support	Margaretville Central School (MCS)
Set up a tracking program where the top ten students from the most recent ten graduating classes are followed and provided with technical assistance, training and capital to establish businesses in Margaretville.			x	x		\$5,000/year	Local Capital Campaign and Private Foundation Support	Rotary Club
Join regional and statewide efforts already underway (see Best Practices cameo) to stabilize or reverse the brain-drain trend.		x	x	x		to be determined		

ENHANCING COMMUNITY HOUSING		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Preserve and expand the housing stock in the Village		x	x	x	\$10,000,000	U.S. Department of Housing & Urban Development, USDA Rural Development, New York State Unified Funding Programs	
Conduct a line by line review of the land use laws to determine whether they are consistent with the objective of the Comprehensive Plan to promote the development and use of residential districts primarily for housing and business districts upper stories for housing.		x			no cost		
If and when public funds are used to rehabilitate or renovate subsidized housing, place restrictive covenants on properties to restrict or prohibit commercial and retail uses.		x	x	x	no cost		Village
Develop a community housing strategy that protects the Village from the ill effects of gentrification		x	x	x	no cost		Margaretville Village Planning Board (Planning Board)
Support M-ARK Project's implementation of its strategic plan which calls for "a multi-pronged approach to addressing community housing needs." This comprehensive approach including first time homebuyer assistance, development of new affordable units (rental and owner units) and the preservation of existing units. ⁹		x	x	x	to be determined	see above sources	M-ARK
Establish a local housing/land trust and foundation that can serve as a focal point for capital contributions and funding for an affordable housing campaign for the Village. Use restrictive covenants in the event of sale to maintain and perpetuate housing stock on residential streets in the Village.			x	x	\$100,000 initial capital	U.S. Department of Housing & Urban Development, USDA Rural Development, New York State Unified Funding Programs	
Keep property taxes at a reasonable level with no higher than a 3-5% annual increase. Consider a homesteading exemption or "Star" Program-like sliding scale, income sensitive program to provide tax relief.		x	x	x	to be determined	Village of Margaretville	

BENCHMARKING CULTURAL AND HISTORICAL RESOURCES	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Protect, renovate and preserve historic buildings and structures.	x	x	x	\$1,000,000 initial capital fund	US Department of Housing and Urban Development, USDA Rural Development, NYS Division of Housing and Community Renewal, Environmental Protection Fund, Restore, New York, Private Foundation Programs, DOS Waterfront Revitalization Programs	Village M-ARK
Conduct a historic resources and cultural survey of the village		x		\$15,000	NYS Council on the Arts, Preservation League of NYS	Town of Middletown Historical Society (TMHS)
Support the efforts of the Historic Society of the Town of Middletown.	x	x	x	no cost		Fairview Library
Establish a History Center and encourage the siting of such a facility within the Village and to co-locate with another arts facility if possible in order to maintain hours of coverage during high tourist season. ²³	x	x	x	\$100,000 capital investment	NYS Environmental Protection Fund, Transportation Enhancement Funding NYS DOT, DOS Waterfront Revitalization Funding, Private Foundation, Capital Campaign	Village
Showcase local heritage, traditions and customs by expanding festivals and local events by adding dimensional activities that blend recreational, cultural, and historic events and activities.	x	x	x	\$10,000/year	Community Funding	TMHS
Encourage commerce by holding festivals and local events during the seasons immediately before and after the peak tourist season. Utilize the railroad and other similar local assets to advantage through coordination of events at multiple venues during a festival or event.	x	x	x	see above	see above	GMCC

PROMOTING RECREATION:										
		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties			
Develop recreational assets as lifestyle amenities for both residents and visitors		x	x	x	to be determined	to be determined				
Re-examine the Village of Margaretville Revitalization and Recreational Use Plan ⁸ .		x								
Maintain the restrooms and keep them open during activities and the busy tourist season. Consider creating a "Friends of the Margaretville Park" organization that stewards the restrooms and other park amenities.		x	x	x	to be determined	Community Funding				
Promote the development of indoor and outdoor recreational facilities that advance a healthy lifestyle.		x	x	x	to be determined	Environmental Protection Funding, Small Cities, USDA Community Facilities, Private Sources	Village and mobilized citizens			
Work with the New York State Department of Environmental Conservation and the New York City Department of Environmental Protection to promote recreational access to public lands.		x	x	x	no cost		We also recommend the Village form a Parks and Recreation Committee			
Work with the New York State Department of Environmental Conservation (and DOT) to promote interpretive and directional signage, brochures and maps that help residents and visitors take advantage of the public lands and recreational facilities that exist around Margaretville.		x	x	x	no cost					
Determine DEC's long range plans (UMP) for public lands surrounding Margaretville and participate in the public planning process.		x	x	x	no cost					
Identify, enhance and place signage for public fishing access. Promote these locations for fishing and birding.		x	x	x	no cost					

PROTECTING NATURAL RESOURCES						Estimated Cost	Funding Sources	Responsible Parties
Short Term	Mid Term	Long Term						
x	x	x						
Enshrine the river as a recreational selling point and an important business asset.								
x	x	x			to be determined			
x	x	x			to be determined	Federal and State Hazard Mitigation Funding (FEMA/SEMO)		
x	x	x			to be determined	This will vary depending upon scope of project		
x					no cost		Village	
x					no cost			
x	x	x			to be determined	This will vary depending upon scope of each project in the plan recommendations		

SMARTER GROWTH AND LAND USE		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Evaluate the Village’s land use laws and adapt them to correspond with the recommendations of this plan.	x				\$15,000 one time	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	
Consider a dramatic and progressive approach that embraces a new paradigm – a form-based code also known as a “visual zoning ordinance” for at least the commercial district of the Village Zoning ordinance.		x			\$30,000 one time	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	
Adopt subdivision regulations and ensure that the regulations in the process of being written by the Village are consistent in philosophy to the goals, recommendations and mission outlined in the Comprehensive Plan.	x				no cost	Delaware County Planning Office should be able to provide	
Conduct a review of the standards, guidelines and operating procedures utilized by the CEO, PB and ZBA and recommend tools and techniques, technology and training to the CEO, PB and ZBA to promote consistency between the Comprehensive Plan, land use laws and decision-making. ⁶⁴	x				\$7,500	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	Village and Planning Board In conjunction with the Delaware County Planning Department
Draft forms and other materials for the village to provide administrative guidance to the Planning and Zoning Board and CEO on the interpretation and implementation of the land use laws for use in project review. ⁶⁴	x				\$2,500	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	
Factor in the presence of an Agricultural District within and adjacent to the Village boundary in the land use design, review procedures and deliberations, including project review and permitting of specific projects in the Village. In doing so, comply with “Article 25-AA of the Agriculture and Markets Law and the Delaware County Agricultural and Farmland Protection Plan.	x				no cost	Delaware County Planning Office should be able to provide	

SMARTER GROWTH AND LAND USE	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Encourage the participation of all interested groups in the community and invite them to the table throughout the planning and decision-making processes (such as Comprehensive Plan, Local Laws, and Individual Project Review). ⁶⁴	x	x	x	no cost		
Equitable Representation in Decision Making Bodies. The membership of the governing bodies of the decision making authorities represents a well balanced mix of the entire community and not JUST the builders, developers, contractors and real estate interests in the community. The process is not dominated by one or a few interest groups. ⁶⁴	x	x	x	no cost		
Citizen Planners Make Consistent Project Review Decisions Based Upon Standards and Guidelines.	x	x	x	no cost		Village and Planning Board In conjunction with the Delaware County Planning Department
Science is considered equally important in project review for a single family dwelling as it is for a large subdivision or commercial project and the community recognizes cumulative impacts from single projects over time. ⁶⁴	x	x	x	no cost		
Enforcement is taken seriously by the local government and by the community. Fines are set at levels that create realistic deterrents and punitive considerations and do not represent values that reflect a cost of doing business. ⁶⁴	x	x	x	\$5,000/year	Village of Margaretville Taxpayers	

SMARTER GROWTH AND LAND USE	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
<p>The development and updating of comprehensive plans, ordinances and laws, as well as the land use decision making process, is conducted in an institutional environment supportive of good planning. Resources are adequate and information is up to date to provide volunteers, citizen planners and local staff with the information they need to make decisions in the public interest. Regular and specialized training is provided. Emphasis is placed on periodic reevaluation on a regular schedule with input from the community at large.⁶⁴</p>	x	x	x	to be determined	to be determined at some future date	
<p>The comprehensive plan is periodically updated on a regular schedule through the involvement of the community. The community advocates for the updating process and regularly reconciles progress on the planning program and evaluates the accuracy of the program's implementation to the vision and goals' statements. The community acts as the advocate and watchdog for the process.⁶⁴</p>	x	x	x	to be determined	to be determined at some future date	Village and Planning Board In conjunction with the Delaware County Planning Department
<p>As part a comprehensive signage strategy for the Village, overhaul the sign ordinance, supporting design standards and offering practical relief to Main Street retailers and local promoters of special events:</p>	x			\$5,000/one time	New York State Department of State Waterfront Planning, Smart Growth, Office of Small Cities, Catskill Watershed Corporation, Private and Public funding	
<p>Adopt a local law restricting or prohibiting installation of outdoor wood boilers that do not meet specific air quality standards.</p>	x	x		no cost	Delaware County Planning Office should be able to provide	
<p>In order to increase the physical development space in the village, evaluate whether transfer of development rights or annexation are options for the Village in order to increase the amount of land in the Village.</p>	x	x		\$7,500	New York State Office of the State Comptroller and New York State Department of State	

BUILDING COMMUNITY CHARACTER		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Entranceways to the Village should be cleaned up, regularly maintained and significantly improved, making a strong, positive and clear impression that one is entering the Village.	x	x			\$200,000 capital expense	Transportation Enhancement funding DOT, Environmental Protection Funding, NYS Council on the Arts, Restore, New York, Main Street Revitalization Funding	Village
Routinely monitor and maintain streets, riverbeds, sidewalks, entranceways and right of ways.	x	x	x		no cost		GMCC
Encourage Restaurants and Bars to provide designated smoking areas behind, rather in front of their properties.	x	x	x		no cost		Mobilized citizens
Clean up Village owned properties and screen them from public roadways. Plant trees and shrubs immediately. If more money is available, buy bigger trees!	x	x	x		\$15,000 one time	Urban Forestry Program (DEC)	

ENHANCED TRANSPORTATION AND CIRCULATION		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Evaluate New York State's short and long term capital plans for the Route 28 Bridge. Advocate and work with DOT for its replacement, design and install landscaping and appropriate amenities (trees, sidewalks, lighting, curbs, handrails, benches, etc.) on the access and egress points to the new bridge.	x	x	x	no cost			
The footbridge over the Binnekill requires upkeep or replacement to maintain Margaretville's walkability for residents and tourists alike. Consider other footbridges across the Binnekill connecting the eastern end of Main Street with the Park, and connecting the Village Parking Lot with the River Walk.	x	x	x	to be determined	NYS DOT Transportation Enhancement Program, Preserve New York Grants	Village (in conjunction with) County Planning Town of Middletown (Town)	
Develop a "Complete Streets" ⁶⁵ Plan for Margaretville	x	x	x	\$50,000 one time	NYS DOT Transportation Enhancement Program	NYS DOT	
Consult with Walkable Communities Program of the Smart Growth Network and NYS DOT to see what improvements can be made to Main Street and other areas of Margaretville to increase pedestrian safety and access. Utilize the exemplars provided by Walkable Communities at their web site to comparatively analyze Margaretville's streets and help determine the nature of improvements needed. ⁷⁷		x		no cost		CCCDC (for anything involving pedestrian and bike trails)	
Consider relocating traffic light on Main Street so that footing does not obstruct sidewalk.		x		to be determined	Village of Margaretville and NYS DOT		
At the intersection of Bridge Street (Route 30) and Main Street, consult with NYS DOT to improve pedestrian safety at the crosswalk and traffic light, perhaps through a "Barne Dance".	x	x		no cost			

ENHANCED TRANSPORTATION AND CIRCULATION	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Ensure that pedestrians can walk point to point from Margaretville Community Hospital to, for example, Margaretville Central School or Post Office. ³⁵		x	x	to be determined	Environmental Protection Fund, Small Cities, NYS DOT	
Design and develop a pedestrian and biking trail between Margaretville and Arkville.		x	x	to be determined	Environmental Protection Fund, Small Cities, NYS DOT	
Create a connection with the proposed Community Center and Pool and the Water Discovery Center as a loop route.		x	x	to be determined	Environmental Protection Fund, Small Cities, NYS DOT	Village
Resolve the safety problems with truck usage of the Route 28 Bridge. Go back to the table with NYS DOT and bring the legislative delegation to the table. Evaluate what are the mitigating factors that will allow NYS DOT to say yes to alternative routes so that trucks can avoid using the Route 28 Bridge. Address safety concerns of the Village entrance at Bridge Street and Routes 28 and 30.	x	x		no cost		(in conjunction with) County Planning Town of Middletown (Town)
Organize a community transportation task force whose interest is to investigate improvements in transportation services for Margaretville.	x	x		no cost		NYS DOT
Re-evaluate the Village cost-sharing policy for sidewalks to determine whether it hinders or helps efforts to present the community's public appearance as neat, caring, safe and clean.	x	x		no cost		CCCD (for anything involving pedestrian and bike trails)
Evaluate capital planning for sidewalk repair and replacement and determine how to arrange sidewalk replacement so that schedules can align and use identical materials and construction methods. ³⁵	x	x		no cost		

SUPPORTIVE WATER AND WASTEWATER SYSTEMS	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Increase capacity at the Wastewater Treatment Plant. ⁸⁰	x			to be determined	NYC DEP	
Develop an understanding that wastewater management is related to water consumption and conservation, storm water and water quality. Adopt a Village-wide water conservation program	x			\$200,000. one time expense for 1,000 households	NYC DEP	Village working with DEP
Develop an enforcement program that specifies regular and periodic on-site inspections for sump pump activity.	x			\$10,000/year	NYC DEP	
Support DEP’s efforts to continue to make capital improvements to the collection system, service connections and treatment plant.	x			no cost		
Obtain easements to add on unsewered properties within the Village.	x			\$10,000	NYC DEP	
Develop a storm water plan to mitigate infiltration into basements.	x			\$20,000 one time	New York State DEC, Environmental Protection Agency, Catskills Watershed Corporation, NYC DEP, etc.	
Continue to make improvements to the Village Water System.	x	x	x			
Repair or replace distribution system and storage reservoir.		x		to be determined	USDA Rural Development, Environmental Facilities Corporation, Small Cities Program	Village
Make improvements with energy efficiency and water conservation in mind.		x		to be determined	USDA Rural Development, Environmental Facilities Corporation, Small Cities Program	
Implement recommendations identified by The Village of Margaretville Source Water Protection Plan.		x		to be determined	USDA Rural Development, Environmental Facilities Corporation, Small Cities Program	

ENERGY EFFICIENT UTILITIES										
		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties			
Evaluate downtown lighting and determine whether existing lighting would be more appropriately replaced with fixtures that complement the architectural character and scale of Main Street. ⁸			x		no cost					
The Village should participate in the Green Communities Technology Service provided by Yellow Wood Associates in St. Albans, Vermont (www.yellowwood.org) in order to evaluate its management and operation of its capital assets in the most energy efficient manner.			x		\$7,500 one time	Village of Margaretville	Village			
Continue to participate in the Margaretville Energy Smart Partnership sponsored by the Village and the Chamber. ²⁸		x	x	x	no cost		GMCC			
Support the development of the commercial and residential database to track energy costs and effectiveness.		x	x	x	no cost					
Promote business participation in the partnership's Energy Savings Analysis and NYSERDA low interest loan program.		x	x	x	no cost					
Monitor the progress of the partnership and ensure that the partnership's work is promoted throughout the community.		x	x	x	no cost					
Consider ways that the Village can develop its energy-independence by creating its own off-grid sources of renewable energy.		x	x	x	to be determined	to be determined based upon the scope of a project				

ADVANCING COMMUNICATION		Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Discuss with Margaretville Telephone Company the options of a joint venture cell phone service.	x				no cost		
If the Margaretville Telephone Company is not interested, evaluate the options of establishing a cooperative or private cell phone service. Discuss with the telephone company potential partnerships focused on telecommunications upgrades that capitalize upon transitioning				x	to be determined	Rural Electrification Administration or a Cooperative Joint Venture with Private Investors	Village Margaretville Telephone Company
Negotiate with MTC or another vendor, the installation of public telephone(s) at key locations on Main Street as a temporary measure in lieu of cell phone service.	x				no cost		
Evaluate "open access" systems where network infrastructure is owned and operated independently from the service provider (much like electricity). 38				x	no cost		Town of Middletown

IMPROVED FACILITIES							Responsible Parties
	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources		
Take a thorough inventory of each public space in the Village. Determine whether outdoor spaces promote pedestrian gathering, sitting and other passive activities that encourage residents and tourists to linger downtown.	x	x		no cost			
Encourage public art and monuments to honor and adorn these spaces.		x		\$20,000 per year	Create and see a local capital fund for this specific purposes		
Determine whether there is sufficient indoor public space to accommodate various sized community functions.	x			no cost			
Keep public restrooms open in the park daily during activities and busy tourist seasons. Keep them maintained and clean. Sponsor a “Friends of the Park” group to help with such efforts.	x	x	x	see entry in other section			The Village
The Gottfried Building might benefit from the development of a long term schedule of capital improvements and maintenance so that the Village can set aside a capital budget from the rental income to offset the cost of capital improvements anticipated at specific time periods. ⁴⁶	x			no cost			We also recommend the Village form a Parks and Recreation Committee
Encourage community groups to help improve public spaces.	x	x	x	to be determined	To be determined based upon public space.		
Promote the new Margaretville Village Park Pavilion as a facility for public gatherings, private events, cultural functions, and other uses.	x	x	x	see entry in other section			
Continue revitalization and beautification efforts in the Village Park, including efforts to better showcase the watercourses that uniquely define the Village.	x	x	x	to be determined	NYS Environmental Protection Fund and others		

IMPROVED FACILITIES						
	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Make a determination of the health care needs of the Margaretville area.	x	x	x			Margaretville Memorial Hospital (MMH) (in conjunction with Village
Work with area health care providers and the Delaware County Rural Health Alliance to develop the range of services to meet the identified needs.	x	x	x	to be determined	U.S. Dept of Health and Human Services, New York State Dept. of Health, NYS Health Foundation, etc.	
Cooperate with the hospital and other providers to support specialty clinics.	x	x	x	to be determined	U.S. Dept of Health and Human Services, New York State Dept. of Health, NYS Health Foundation, etc.	
Recruit and retain health care clinical staff. 87	x	x	x	to be determined		Margaretville Memorial Hospital (MMH)
Create a task force to evaluate the possibilities of shortages of fire and emergency personnel for volunteer squads. 87		x		no cost		(in conjunction with Village
Work with area health care and housing providers to evaluate whether there is sufficient continuum of care housing and support services for seniors who require independent or assisted living, nursing or home care as they age in place.		x		no cost		
Once a needs assessment has been conducted, develop a strategy to build facilities and programs adjacent or nearby existing health care facilities.			x	to be determined	Federal and State Loan guarantees and very limited sources of assisted housing funding will change from time to time.	

RESPONSIVE SERVICES	Short Term	Mid Term	Long Term	Estimated Cost	Funding Sources	Responsible Parties
Based on the County Emergency Management Plan, Prepare an Emergency Management Plan for the Village	x	x		no cost	Delaware County should provide this service for the Village	Village MMH Fire Department (in conjunction with) County Emergency Management
Work with surrounding communities to increase law enforcement through a stronger police presence in and around the Village.	x	x	x	no cost	New York State Police should provide this service for the Village and surrounding Townships	Village Town Village of Fleischmanns
Actively assist the fire department and other volunteer based public services, such as EMS to recruit and train members.	x	x	x	to be determined	Community Support	Village Town MMH Fire Department
Ensure that the Public Library has the funding it needs to provide expanded services and programs, including linking the community to other resources and programs through the regional library system.	x	x	x	to be determined	Annual Contribution through the Village Budget	Village Town Fairview Library
Evaluate the comparative benefit of regional Community Trusts in lieu of establishing a local Community Foundation.		x		no cost		M-ARK

***Potential funding sources change over time. These suggestions are subject to change. Sources of federal, state, regional and private funding resources are subject to change and require verification.**

****Costs are preliminary and should be verified before procurement or bidding.**

Main Street Revitalization Resources

Efforts by the community should be fueled by further study. The following resources are provided:

Fannie Mae Foundation, September, 2004. Revitalizing Commerce for American Cities: A Practitioner's Guide to Urban Main Street Programs by Karl F. Seidman. Available on the web at: http://www.fanniemaeoundation.org/programs/pdf/101504_seidman.pdf

University of Wisconsin Extension, Center for Community and Economic Development

This web site is “designed to help local business leaders, entrepreneurs, developers, and economic development professionals understand the changing marketplace and identify business and real estate development opportunities that are both realistic and sensible for the downtowns in their communities.”

<http://www.uwex.edu/ces/cced/downtowns/>

A particularly interesting section of the website provides a “web based clearinghouse” of specific best practices, business models for downtown expansion and recruitment. Examples of the kinds of businesses that can be located in downtowns are provided in a searchable database.

<http://www.uwex.edu/ces/cced/downtowns/innovative/>⁵¹

The US Department of Agriculture, National Agricultural Library, Rural Information Service, located at <http://ric.nal.usda.gov/> has a comprehensive list of resources for Community Development and all its related areas. Downtown revitalization has an entire section along with some limited case studies, best practices and model programs with links provided.

<http://www.nal.usda.gov/ric/ricpubs/downtown.html>.⁵²

The Center for Rural Pennsylvania, <http://www.ruralpa.org/> and Cornell University's CARDI Toolbox Website are also useful sites to visit.

http://www.cdtoolbox.net/mainstreet_downtown_revitalization/000367.html

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