

**Village of Schoharie**  
**Long Term Community**  
**Recovery Strategy**  
**Final September 2014**  
**Part 2 (Appendix 4-7)**



This document was prepared for the New York State Department of State with funds provided under Title 3 of the Environmental Protection Fund Act.

## Appendix 4. Recommendations for the Local Development Corporation

### Formation of a Not-For-Profit Development Corporation

*As part of the Long-Term Community Recovery Strategy, consideration is being given to the establishment of a not-for-profit corporation to address community and economic development needs of the Schoharie area. The following presentation is intended to provide insight and guidance for any decision-making in that regard.*

#### Overview

A community-based private not-for-profit corporation (NFPC) is an important vehicle for effecting all forms of community, economic, and housing development locally or regionally. Often referred to generically by such terms as local development corporations and community development corporations, their common mission is to undertake activities that will promote and enhance the general welfare of the community.

Aside from NFPCs dedicated to low-income housing initiatives, the general trend in New York State has more recently been toward the formation and use of entities directed principally or solely toward economic development, usually through direct business assistance and real estate activities such as the development of industrial parks. However, since economic development is impacted by practically all of the factors that affect quality of life within a community, the most effective organizations tend to be those that have broad-based powers and are willing to address any form of local development initiative.

While not-for-profit corporations often act in traditional community development roles undertaken by public and quasi-public agencies such as program funding and operations (e.g., implementing housing rehabilitation and small business lending programs), they also have the ability to assume the role of a "benevolent developer" by undertaking projects that are difficult and often impossible for the private sector to accomplish due to risk, cost, insufficient profitability, or other factors such as environmental contamination. In assuming the role of a developer, the NFPC can not only address properties by developing or redeveloping in the public interest, it can control the ultimate ownership or tenancy of those properties in a way that contributes to the welfare of the community at large.

The advantages of using an NFPC instead of a municipal organization or public authority to promote and effect community and economic development are numerous and include the following:

1. Many of the activities that comprise most economic development endeavors do not fall within the traditional role of municipal government. These include direct lending to for-profit businesses, development and management of property, marketing, and fund-raising.
2. The use of an NFPC enhances the confidence of for-profit businesses and developers in working with the community by creating a perception of credibility and insulation from local government. This insulation from local government also offers a degree of privacy and confidentiality that is often essential to structuring community and economic development projects.
3. An NFPC can greatly facilitate the activities that are inherent in most development projects including property acquisition and disposition, contracting for construction and related services, negotiation of agreements, procurement and issuance of debt, etc.
4. The administrative operation of an NFPC is generally facilitated by the absence of the regulatory and procedural encumbrances inherent with municipal government, leading to faster and more flexible decision-making.
5. The existence of an NFPC broadens the community's ability to facilitate community and economic development projects by undertaking activities and assuming roles that are inappropriate or illegal for the municipality to undertake. This includes the avoidance of potential conflicts of interest arising from the municipality's financial interest in the borrower's operations and its need to exercise standard municipal governance in such matters as taxing, zoning, and provision of services.

In summary, real estate development and ownership, financing, marketing, technical assistance, fundraising, strategic planning, and a host of other activities are all hallmarks of a successful community development NFPC that is dedicated to improving the local economy and quality of life. Following are issues and recommendations to consider in the formation of a new entity.

#### Corporate Purpose and Incorporation

NFPCs may be incorporated under any number of sections of the New York State Not-For-Profit Corporation Law (N-PCL) depending primarily upon the corporate purpose of the entity. NFPCs that are formed primarily or exclusively to address community development, economic development, and housing needs are generally formed pursuant to Section 201(b) of the N-PCL as Type C corporations or pursuant to Section 1411 of the NPCL as "Local Development Corporations". The basic difference between incorporating pursuant to Section 201(b) and Section 1411 is that the former is the more general and common mode of not-for-profit incorporation while Section 1411 is a "special" form of incorporation referred to specifically in the statute as "Local Development Corporations" (LDCs). While the Section 201 language allows NFPCs substantial room to articulate its corporate purpose, LDCs are subject to strict language in that regard that may limit its operations in an unacceptable manner. LDC's do, however, have one power that other forms of incorporation do not, which is the ability

to purchase or to lease real property from a municipality outside of the normal property disposition rules applicable to municipalities and at whatever cost the parties agree to regardless of market value.

Recommendations: The most effective not-for-profit community development organizations are aggressive, taking advantage of their private status to operate independent of municipal authority, but with a vision that reflects the will of the community it serves. Given the broad powers and comprehensive activities that we feel should be available to a Schoharie development entity, we are recommending that the establishment of a new NFPC be done pursuant to Section 201(b) as a Type C corporation. We are further recommending that the purposes of the corporation be comprehensive by including substantially all of the potential activities that may be implemented in addressing community development needs. The sample incorporation language included at the end of this section includes appropriate language to that end.

The N-PCL allows NFPCs to be incorporated by “one or more natural persons at least eighteen years of age”. Because of the importance of establishing the independence of the entity, we are recommending that the incorporator(s) of a new NFPC be one or more private citizens who endorse the corporate purposes being put forth and are interested in serving an initial term on the Board of Directors of the new entity. We do not feel it is appropriate to have the organization be established by any municipal entity, agency or authority, or by any person who is currently an elected public official or a municipal employee.

The avoidance of municipal action or endorsement in the incorporation process is not only important for establishing historical independence, it may allow the NFPC to avoid being subject to the provisions of the New York State Public Authorities Accountability Act (PAAA). Entities subject to PAAA must comply with freedom of information and open meeting laws that can slow operations, threaten the confidentiality that private businesses rely upon, and erode the perception of independence from governmental oversight that is the essence of the NFPC formation. PAAA also requires a myriad of administrative compliances that can be laborious and expensive.

### By-laws

The NFPC’s initial by-laws will address such area as corporate purposes, governance, and general administrative and fiscal issues. While the sample by-laws included herein are relatively generic in nature, the following areas are addressed to provide additional guidance and to identify issues for additional consideration.

### Board of Directors

- Board membership should include professionals with expertise in varied areas such as business management, financing, construction, commercial and industrial real estate development, community development, housing, social services, health care, education, etc. This is especially important during the formative years of the organization before professional staff can be employed. Consideration should be

given to dedicated seats to establish liaisons with municipal government, chambers of commerce, local school districts, etc. either as voting or non-voting members.

- Board size can vary depending on a number of factors, but the need for expertise due to the lack of initial staff coupled with the advisability of addressing a varied scope of activities points to the need for a relatively large Board. Fifteen members would not be considered too large, particularly if members will be asked to serve on committees and contribute some amount of time to the implementation of activities.
- Board members should initially have staggered terms so that only a portion of the membership would potentially turn over at any one time. Members should be selected by the Board itself.
- An initial Board of Directors consisting of persons in any number who fit the above profile should be submitted with the initial Certificate of Incorporation filing. Additional members can be added if desired at the organizational meeting or any time thereafter (*see sample Certificate of Incorporation*).

### Corporate Purposes and Activities

NFPCs that propose to address general social and economic conditions should not limit their corporate purposes as stated in their certificate of incorporation or their allowable activities as stated in their by-laws. The sample by-laws provide a suggested mission statement and allowable activities.

### Geography

Even if the primary goal of the NFPC is limited to improving conditions within an area as small as the Village of Schoharie itself, there is no need to limit the area of operations of the NFPC. Development outside of the Village can often have significant impact on the Village and there's no compelling reason to limit the organization's activity geographically.

Strong consideration should be given to forming the NFPC to address the Greater Schoharie area as opposed to only the Village or even only the Town. The primary geographic area addressed by the NFPC should be determined based on a number of factors that impact the area economy and its industrial, commercial, retail, housing, service, and governmental sectors. In addition, a larger geographic focus will broaden the constituency, increase political power, add to funding capacity, and increase the pool for Board membership.

### Funding

Ongoing operational funding will eventually derive from any number of conventional sources including governmental and foundation grants, institutional and non-traditional financing, and funds generated from the operations of the NFPC. More important for short-term consideration is initial funding for the organization. Since some form of grant funding may be the only source at this stage, it will be important for the NFPC to quickly

establish some level of credibility. Two ways to do that are through the credentials of its Board members and via positive marketing of the organization's mission.

### Staffing

The NFPC is not likely to be able to achieve significant success without having substantial staff support. While some modest level of staffing may come initially from volunteers or staff-sharing with other organizations, it should be a primary goal of the NFPC to secure sufficient funding to hire staff. In fact, given the choice between using initial funding to undertake programming or to hire staff, staff should be the first priority as it will so strongly influence the viability of all other activities including fundraising.

### Independence from Governmental Functions

As discussed above, there are two significant reasons to establishing and operating a not-for-profit development corporation in a manner that creates a clear separation from municipal control. The first relates to operational efficiency, public perception, and, most importantly, pursuit of the organization's mission without political interference. The second is to avoid the operational restrictions and administrative burdens associated with the requirements of the Public Authorities Accountability Act. The following steps are recommended to establish the independent fully private nature of the NFPC:

- The incorporator or incorporators of the NFPC should be private citizens with no governmental affiliations either as elected officials or employees;
- No municipality or public agency or authority should participate in the incorporation in any way;
- Board membership should be broad-based with representatives from a variety of business and civic interests. Liaisons with municipal government and public agencies and authorities are encouraged and consideration can be given to establishing a limited number of designated voting or non-voting seats;
- Board meetings should be held in private locations;
- To the extent possible, initial funding should be sought from non-governmental sources through fundraising efforts, foundation and other charitable grants, etc.; and
- To the extent practicable, initial temporary or permanent staff support from municipal or public agency or authority employees should not be utilized.

### Summary Recommendations

Based on its existing community and economic development needs, the following summarizes the recommendations more thoroughly discussed above for the formation and operation of a new not-for-profit development corporation serving the Schoharie area:

1. Undertake incorporation by private citizens as a Type C corporation under Section 201(b) of the New York State Not-For-Profit Corporation Law.
2. Establish a broad mission statement (corporate purposes) and place no restrictions on the activities of the company beyond what is prohibited by law.
3. Install a relatively large Board of Directors with diverse business and civic interests.
4. Take steps to establish independence from governmental authority.
5. Consider serving a geographic area larger than the Village itself.
6. Make hiring staff a priority.

## Appendix 5. Model Job Description for Economic Development Program Coordinator

### Position Title: Economic Development Coordinator

This position provides a variety of management, administrative, technical and professional services to achieve the economic and community development goals desired by the Village of Schoharie and the mission of the Schoharie Community Development Corporation. The position reports to the CDC Board of Directors. Annual performance evaluation and compensation review is done by the CDC Board of Directors.

Position duties and responsibilities include the following:

1. Develop, manage, and implement economic and community development projects and programs in The Village of Schoharie. Develops and coordinates implementation of plans to revitalize the commercial area in the Village, encourage business development, retention and expansion; address barriers to economic growth and job creation/retention, and increase economic opportunities. Compiles, maintains and provides information needed by development prospects.
2. Recruits, promotes business/real estate development and investment by providing financing, real estate development, property acquisition, marketing, and technical assistance. Implements economic and community development plans and implements marketing and business attraction strategies. Administers any CDC business loan or other incentive programs.
3. Prepares grant applications and funding agreements to secure funds and services for development projects and activities.
4. Establish and implement organizational policies and practices for the daily administrative and fiscal management of CDC operations. Reviews and interprets local, state, and federal regulations and ensures CDC compliance. Coordinate and document CDC Board and Committee meetings.
5. Facilitate and participate in meetings regarding potential economic and community development projects in Schoharie. This includes Schoharie Promotional Association, Schoharie Valley Alliance, HUGS, Chamber of Commerce, etc. Prepares reports and presentations, delivers presentations to a variety of audiences.
6. Builds and maintains effective relationships with area businesses, elected officials, developers, property owners, realtors, advisory groups, community organizations, and citizens. Develops and maintains effective working relationships with various local, state, and federal agencies.
7. Perform any other services necessary to carry out the CDC's mission of economic and community development and its administrative responsibilities as directed.



### Key Skills, Abilities and Qualifications:

- Bachelor's Degree from an accredited college or university and at least 3 years of successful economic development, community development or public administration experience. Master's Degree preferred.
- Broad knowledge of business, economic development, public policy and community development programs and trends.
- Understanding of the principles and operations of economic development related to local development corporations including, financial management and reporting, by-laws and board of directors development, marketing and advocacy.
- Demonstrated entrepreneurial leadership skills including, ability to galvanize business leaders to work collaboratively with governmental, educational and other constituencies on short- and long-term challenges facing the Village.
- Outstanding communication skills for written and oral communications, public speaking, negotiation and consensus building and networking and possess the ability to interact with officials at all organizational levels.
- Ability to accurately assess a wide variety of situations and determine appropriate courses of action.
- Experience with budgets, policies, procedures and other written materials.
- Ability to interpret and disseminate information garnered through meetings, seminars and training sessions to peers, and the Board of Directors.
- Demonstrated ability to effectively manage multiple tasks and priorities, and supervise staff.
- A keen interest in small communities and main street revitalization.

## Appendix 6. Updated Community Demographics

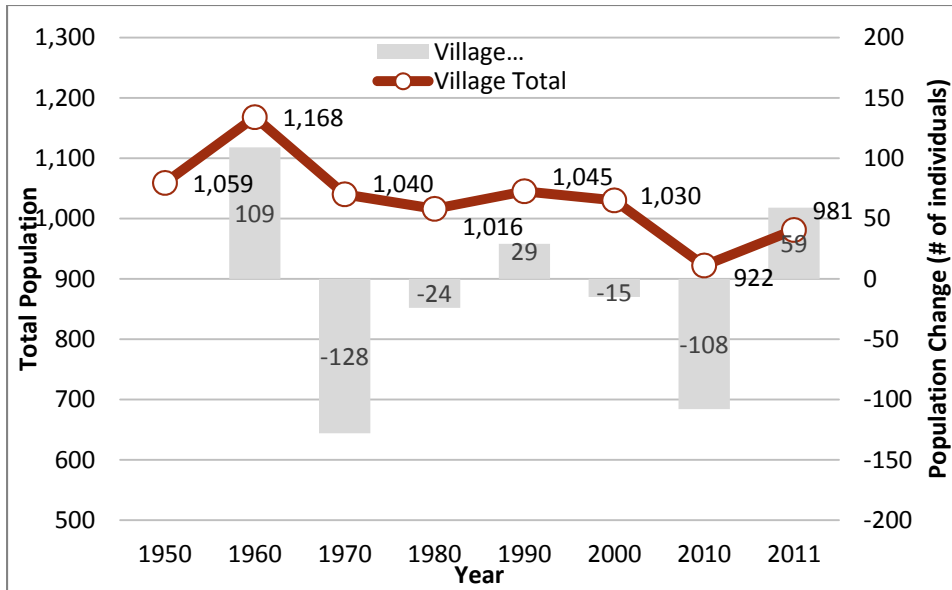


Figure 1. Population change, 1950-2011, Village of Schoharie. *Source: U.S. Census Bureau; 1997 Town/Village Joint Comprehensive Plan*

Table 1. Population comparison, 2000-2011.

	2000	2010	2011 ACS		2000-2010 Change
			Estimate	MOE	
New York State	18,976,457	19,378,102	19,302,448	0	2.1%
Upstate NY	6,908,309	7,009,577	n/a	n/a	1.5%
Albany-Schenectady-Troy MSA	848,879	870,716	868,231	0	2.6%
Schoharie County	31,582	32,749	32,766	0	3.7%
Town of Schoharie	3,299	3,205	3,225	17	-2.8%
Village of Schoharie	1,030	922	981	219	-10.5%

*Source: U.S. Census Bureau*

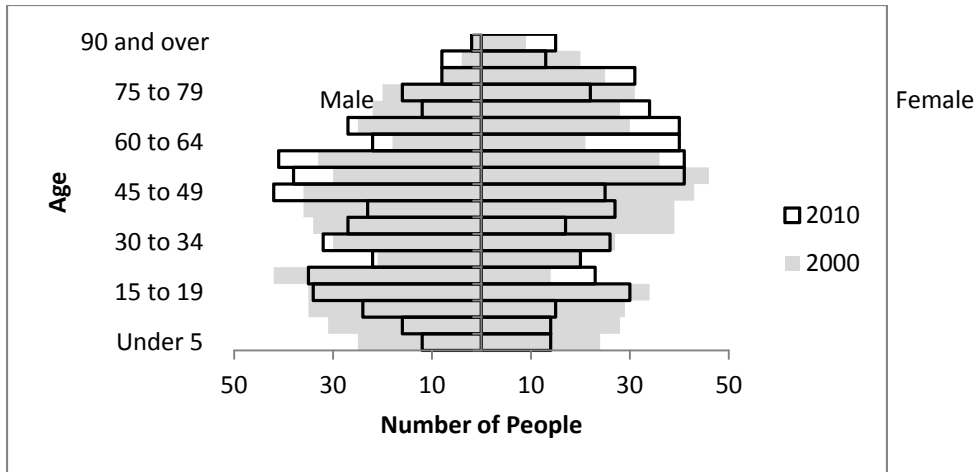


Figure 2. Age structure, Village of Schoharie. *Source: U.S. Census Bureau*

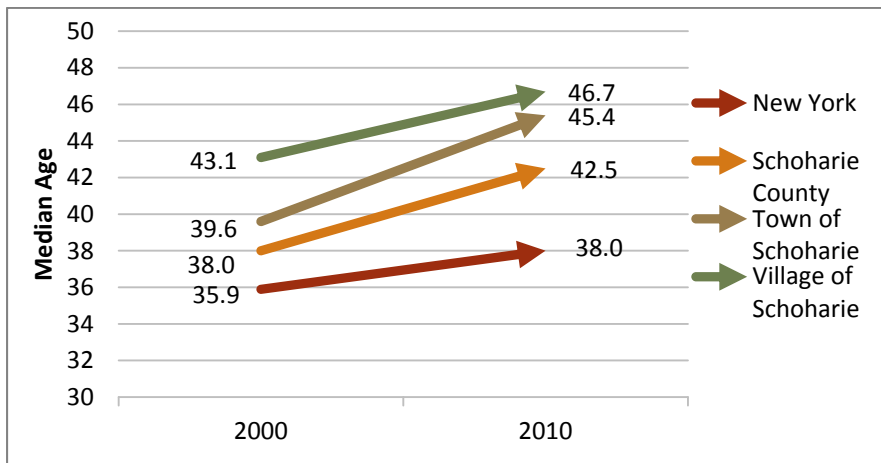


Figure 3. Median age comparison 2000-2010.

Table 2. Age comparison, 2010.

	New York	Albany-Schenectady-Troy MSA	Schoharie County	Town of Schoharie	Village of Schoharie
Under 18 years	22.3%	16.3%	19.9%	18.7%	16.3%
18 to 64 years	64.2%	64.5%	64.1%	65.0%	62.6%
65 years and over	13.5%	14.0%	15.9%	16.3%	21.1%

*Source: U.S. Census Bureau*

Table 3. Household numbers and characteristics, Village of Schoharie, 2000-2011.

	2000	2010	2000-2010		2011 ACS	
			Diff.	% Diff	Estimate	MOE
Households	448	437	-11	-2.5%	436	+/-104
Average size	2.18	1.99	-0.19	-8.7%	2.11	+/-0.23
Families	254	221	-33	-13.0%	215	+/-53
Average size	2.89	2.75	-0.14	-4.8%	2.91	+/-0.39
With related children under 18	124	88	-36	-29.0%	105	+/-33
Married-couple families	194	172	-22	-11.3%	170	+/-48
Female Householder, no husband present	52	38	-14	-26.9%	41	+/-22

Source: U.S. Census Bureau

Table 4. Housing units, Village of Schoharie

	2000		2010		Change	
	No.	%	No.	%	No.	%
Occupied	448	93.7%	437	90.7%	-11	-2.5%
Owners	256	53.6%	245	50.8%	-11	-4.3%
Renters	192	40.2%	192	39.8%	0	0.0%
Vacant	30	6.3%	45	9.3%	15	50.0%
Total	478	100.0%	482	100.0%	4	0.8%

Source: US Census Bureau

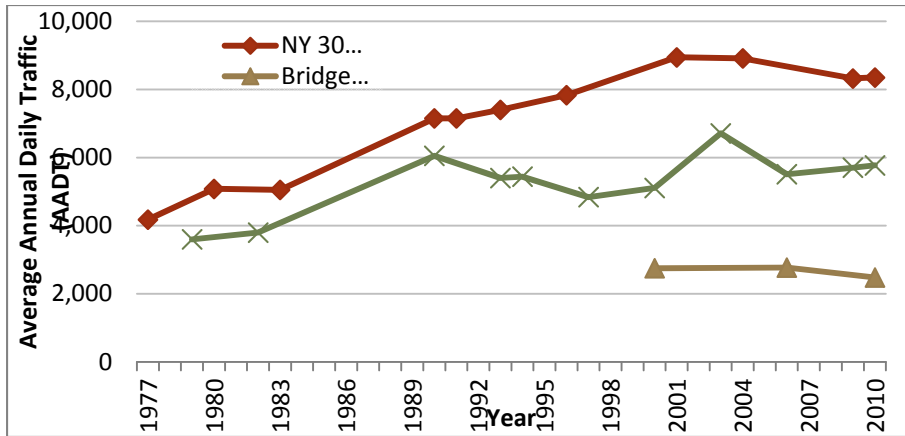


Figure 4. Selected traffic count data for selected road segments. Segment notes: NY 30 north is defined as Bridge Street to NY 443; NY 30 south is defined Bridge Street to the overlap of NY 30 and NY 145 in the Village of Middleburgh; Bridge Street is defined as NY 30 west to Terrace Mtn Rd.

Table 5. Median gross rent comparison (2011 inflation-adjusted dollars)

	2000	2010		2011	
		Estimate	MOE	Estimate	MOE
Village	\$573	\$473	\$410	\$665	\$269
Town	\$644	\$574	\$118	\$580	\$93
County	\$661	\$692	\$35	\$681	\$20
MSA	n/a	\$858	\$7	\$859	\$6

Source: US Census Bureau, American Community Survey

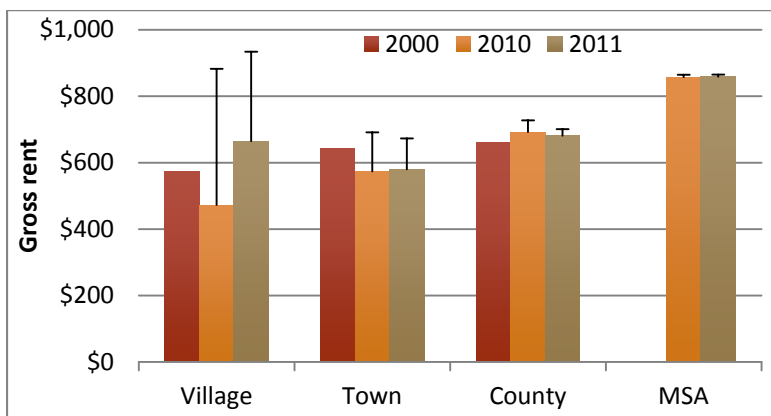


Figure 5: Comparison of Gross Rents over time and with Town, County and Region.

Source: U.S. Census Bureau

Table 6. Median home value comparison (2011 inflation-adjusted dollars) *Source: US Census Bureau, American Community Survey*

	2000	2010		2011	
		Estimate	MOE	Estimate	MOE
Village	\$122,633	\$165,430	\$12,635	\$153,200	\$23,868
Town	\$114,797	\$168,938	\$8,049	\$162,700	\$9,887
County	\$107,745	\$143,448	\$5,218	\$147,600	\$5,992
MSA	n/a	\$195,667	\$1,546	\$194,900	\$1,380

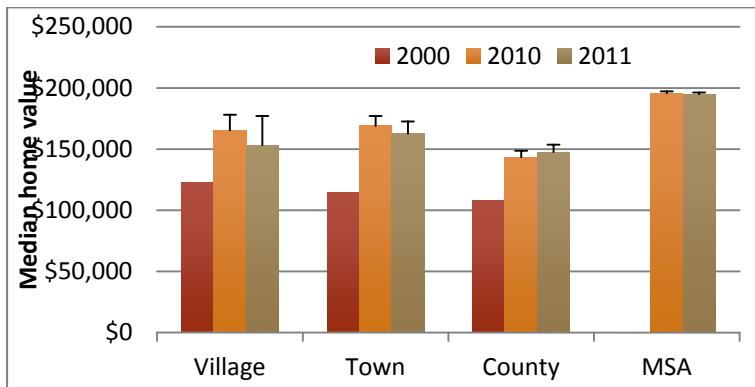


Figure 6: Comparison of Median Home Value over time and with Town, County and Region. *Source: U.S. Census Bureau*

Table 7. Selected economic characteristics.

	Schoharie County		Town of Schoharie		Village of Schoharie	
	Estimate	MOE	Estimate	MOE	Estimate	MOE
Median household Income	\$50,795	\$1,597	\$49,744	\$7,443	\$49,643	\$19,293
Median family Income	\$62,234	\$2,626	\$66,597	\$22,150	\$80,156	\$16,208
Per capita Income	\$25,362	\$1,060	\$30,604	\$6,842	\$28,258	\$3,930
Percent Unemployed	9.80%	1.4	1.80%	1.2	5.80%	3.8
Poverty Rate All families	7.40%	1.7	4.30%	5.1	3.30%	3.5
Poverty Rate All people	10.70%	1.6	6.40%	3.9	7.90%	4.1

Source: US Census Bureau, 2007-2011 American Community Survey

## Appendix 7. Full List of Project Ideas Generated from Public Input

The following ideas were generated from all the public input received during the planning process.

### *Activities and Events*

- 1. Develop more events to attract people to the Village. Develop activities/events for November through March. These should be at least one weekend a month during this down time. In addition to one Christmas event, such as a drive through Holiday Lights display, set up a Santa's workshop every weekend in December where children make their own wooden toys. Use a weekend in November to ramp up to holidays. Create a Winter Festival in January and February.*
- 2. More art and music events. Fireworks at the quarry every weekend.*
- 3. Return to the old tradition of closing down Main Street in order to hold Street Movies as a way of attracting people to the Village.*
- 4. Capitalize on the town wide garage sale in the Fall with merchant sidewalk sales and look into bringing back the tradition of showing outdoor movies. Sponsor children's art contests and a community wide Halloween Parade and Trick or Treating of merchants on Main Street. Create a positive image of Main Street while introducing people to the goods and services offered there.*
- 5. Create a list of events and a central calendar of ways to get involved.*
- 6. Support community events, like the block party, to attract people to Schoharie and get residents to return.*
- 7. Area schools and educational institutions could be supported (they often lack money to do field trips) in their efforts to visit area cultural/historical sites.*
- 8. Main Street should tie in with the Old Stone Fort Days and the Revolutionary War encampment in the Fall. In past years a parade of re-enactors was held on Main Street and should be revived.*

### *Business Development*

- 1. Hire business development specialist.*
  - a. responsible for activities related expansion and retention;*
  - b. provides business training and business planning support;*
  - c. seeks grant opportunities and writes grant applications to support both the Village of Schoharie as well as individual business owners;*
  - d. potential to integrate this staff position into the Schoharie Local Development Corporation.*
  - e. Support businesses impacted by flooding by pursuing grant money for rehabilitation. Specific needs are capital investments, like kitchen equipment, as well as building systems (electrical, plumbing) and flooring.*
  - f. Coordinate with comprehensive marketing program.*
  - g. Work with existing businesses--especially ag-oriented operations, such as the Carrot Barn and Apple Barrel--to expand their operations into the Village.*



2. *Develop a package of incentives including grants, loans, and tax incentives focused on "anchor" sites and buildings as critical activity-drivers with the potential to create significant economic spillover effects.*
3. *Promote development of WIFI/Broadband enabled flexible, virtual office space. Perhaps link this to a business incubator program.*
4. *Develop an incubator program. Or use other incentives to reduce rents or costs of buildings. Site the incubator in the underutilized second and third floors of older buildings and help add to the activity of a business district. Attract businesses that can be conducted from remote locales.*
5. *Create a mentor/training program to*
  - a. *Identify and connect business owners with others in the same industry that have proved successful in other areas of the greater region;*
  - b. *As part of technical assistance and training efforts, survey local business owners to understand their needs and make sure these efforts evolve as needs change.*
  - c. *Develop programs that provide planning, customer service, marketing, and other forms of operations training.*
6. *Create a business start-up or expansion program that includes funding, incentives, and others (such as signage and participation in a broader marketing approach). This would help increase their capitalization by providing small loans or grants to businesses to help them stay in the Village.*
7. *Do inventory of buildings and square footage available. Focus on building with potential commercial use. Use in marketing and business recruitment.*
8. *Provide support to the new business owners group, SPA HUGS.*
  - a. *Assist that group build capacity with staff support, funding, programs, etc.*
  - b. *Explore formation of a public/private opportunity, using the MARK Project as an example.*

### *Capacity Building and Partnerships*

1. *Hire or contract with a grant writer to be available for municipal and individual business funding opportunities.*
  - a. *Seek outside funding for marketing and promotion.*
  - b. *Obtain funding to address gaps in presenting and interpreting Schoharie's African-American and Native American history.*
  - c. *Develop application for Community Reconstruction/Rising Recovery Grants*
  - d. *Support entities working on grants.*
  - e. *Assist rebuilding and/or rehabilitation efforts with grants, incentives, etc. Target these efforts to those property owners with the least ability to pay.*
  - f. *Consider a circuit rider program for this function as a shared services measure.*
  - g. *Ensure that these activities are coordinated with the business development staff.*
2. *Increase cooperation between businesses and cultural institutions. For example, encourage businesses to remain open longer hours when organizations are holding events downtown so that people have someplace to shop, buy food, etc.*

3. *Support volunteer efforts to ensure that properties are maintained. Recruit volunteers and donations of materials*
4. *Form a formal partnership between the Village and SALT.*
  - a. *Coordinate events and get these groups to talk in the same language and support each other as an advisory committee.*
  - b. *Seek municipal administration support for these efforts through a formal partnership. A model is potentially MARK in several Catskill municipalities.*
5. *Hold regular 'town meeting day' meeting between municipality and organizations/businesses in village.*
6. *Maintain the present energy level and build upon the multi-faceted partnerships and networks that have developed in aftermath of the flood.*
7. *Continue to support the increase in community awareness and stronger sense of community that the flood events created. There has been a rebirth of community feeling that should continue.*
8. *Leverage increased community spirit into a willingness by residents and businesses to provide facilities or services at no governmental cost. This could include village-wide snow blowing by volunteer labor using municipal equipment, fuel and liability insurance; use of the garden club to landscape and maintain a new village park; willing donations by downtown businesses to the creation of unique, Schoharie-focused street art; and the like.*

#### *Flood Preparedness, Response, and Mitigation*

1. *Develop a warehouse or storehouse of items commonly needed in the aftermath of a flood. This could be stocked gradually, as items and materials become available, which can reduce costs.*
2. *Create a flood relief fund that can supplement federal and state money.*
3. *Hire consultant to write flood mitigation plan for the Village of Schoharie*
4. *Apply to obtain a rating under the Community Rating System in an effort to reduce flood premiums Village-wide.*
5. *Increase flood hazard awareness.*
  - a. *Create a brochure of flood-related information for distribution to residents. Use this to help them become more flood-ready.*
  - b. *Develop a central clearinghouse for information to be used immediately in the aftermath of floods.*
  - c. *As part of participation in the Community Rating System, develop a*
6. *Develop Flood Warning and Response Plan.*
7. *Support first responders with increased training and funding for equipment purchase.*
8. *Investigate structural solutions to flood issues. A Schoharie Creek Levee System, for instance, could provide additional recreation opportunities, such as walkways, boat launches, and maintain level of water for water-based activities, like fishing and kayaking.*
9. *Inventory all floodplain structures and educate/assist floodplain property owners with implementing measures that will protect existing development from flood risks (elevation of utilities, sewer backup protection, flood-proofing measures, extension of municipal sewer and water, structure elevation, property acquisition).*
10. *Update land use law - LL#1 2004 (floodplain)*

11. *Prepare illustrated guidelines for flood-compatible designs for new construction and place on website on page dedicated to flood preparedness*
12. *Conduct a Land Use Study to identify lands to annex to village to facilitate strategic relocation of structures and begin development outside of flood-prone areas.*

### *Housing*

1. *Form a Corridor Beautification Committee to address the appearance of residential housing. The group would not require funding, as the intent would be to garner volunteer support of beautification projects along the corridor.*
2. *Update zoning regulations to allow higher-density residential construction and uses, like multi-family buildings in the central business district, and to provide flexibility for land reassembly, transfer of development rights, and other tools necessary to allow appropriately-scaled townhomes and apartments in the Village.*
3. *Hire a consultant to do a housing plan or needs assessment that identifies the types, prices, and need for housing. As part of this study,*
  - a. *review zoning land use law to ensure it allows for a mix of housing; and*
  - b. *identify parcels of land or districts suitable for mixed housing, multi-family housing, etc.*
  - c. *evaluate the need to increase the mix of senior housing offered in the region by building new units in the Village available to people of modest means--not only those who are either disadvantaged or wealthy.*
4. *Apartments and rental housing of all types owned by locals are needed.*
5. *Build an inventory of executive/professional homes (2,000 - 3,000 SF) near the Village.*

### *Community Image Building and Marketing*

1. *Develop a comprehensive marketing and PR program.*
  - a. *Market to new businesses*
    - i. *Promote Schoharie as a consignment, gift, arts, and antique center. New businesses focused on these markets are already opening or located in Schoharie. This can help draw people from around the region.*
    - ii. *Target business development efforts toward new types of businesses not already found in Schoharie but are beyond the scope of what is currently offered. These might include: a farmers market, microbrewery, and art and dance studios*
    - iii. *Asses the market potential of the Main Street area and use this to develop a list of target businesses, and use business development efforts to increase activity levels in the Village center and reduce the appearance of inactivity.*
    - iv. *List of available properties/storefronts, especially prime properties like the Old Greenhouse property and Picture Perfect buildings, to businesses in the Northeast US identified as target businesses.*
    - v. *Develop an outreach program to target successful business owners from around the region and encourage them to locate their businesses in the Village.*

- b. *Market to those coming to the Village every day for work, particularly County and other government workers.*
  - c. *Market to new residents*
    - i. *Promote the village in the Albany area as well as to the New York City region and New England more generally.*
    - ii. *Evaluate the potential for business development efforts to attract new types of people to move to the village. For example, cafes and coffee shops can help draw younger residents.*
    - iii. *Aggressively market rehabilitated structures to potential residents, including those displaced by flooding.*
    - iv. *Owners, realtors, Schoharie Recovery and other partners actively market those available properties to potential owner-operators with demonstrated success in the greater Capital District Mohawk valley region.*
    - v. *Develop materials and/or programs advising new homesteaders on the details surrounding purchasing damaged homes and repairing them.*
    - vi. *Promote the area as a good place to live to people who want small town living, lovely quaint storefronts, and recreation opportunities.*
  - d. *Market Schoharie's recovery*
    - i. *Promote re-population efforts.*
    - ii. *A PR effort emphasizing our recovery, community spirit and determination is needed. Our emergency preparedness (fire, ambulance, police) needs to be promoted.*
  - e. *Cultivate positive community-oriented attitudes.*
  - f. *Market the village as a unique cultural cluster.*
  - g. *Advertise businesses, museums, and other destinations found in Schoharie along the Route 20 corridor.*
2. *Prepare and distribute marketing materials to housing developers in the Capital Region and beyond that illustrate recovery successes and encourage their participation in the local housing market.*
  3. *Develop a tourism asset inventory and place it at the center of tourism promotion plans. Work to promote the many separate tourist attractions in Schoharie as an integrated whole.*
  4. *Install a tourist kiosk or similar that provides information specific to the Village.*
  5. *To support a comprehensive marketing and PR program, develop a unique Village logo.*
    - a. *A fountain could be used, as the Village was called "fountaintown" early in its history. This could coincide with the physical installation of a fountain, too.*
    - b. *Another option is a logo incorporating the historic architecture of downtown should be used for consistency and recognition purposes in brochures and advertising. Look to local graphic designers for pro bono design work and hold a contest for the design, and then hang the entries in downtown windows.*

## *Municipal and Institutional Strategies*

1. *Strengthen the Schoharie Local Development Corporation by funding a staff person. Expand its mission to include support for recovery efforts and long-term revitalization.*
  - a. *Modernize the existing stock of commercial space in the Village. Some buildings are too small for modern operations and needs.*
  - b. *Find ways to support small businesses by providing subsidized commercial space or developing shared space arrangements.*
  - c. *Maintain existing commercial buildings that are vacant, ensure that they don't deteriorate further, and get them back on the market. One way to accomplish this is through the Schoharie local development corporation.*
  - d. *Track down all the absentee landlords, use some grant money to take them to court and force them to fix their places up.*
  - e. *Develop a strategy to complete removal and/or demolition of structures beyond repair.*
  - f. *Use the LDC to purchase property to rehabilitate and getting and distributing money. Support getting a full-time staff person for this group.*
  - g. *Support ongoing efforts along these lines to ensure that flood-damaged properties fall into the hands of owners with adequate resources to undertake rehabilitation.*
  - h. *Support efforts to use the LDC as the catalyst to get control of key buildings, get them away from absentee landowners, fix them up, and make them turnkey.*
  - i. *Use the LDC to support local ownership.*
  - j. *Acquire repair and strategically redeploy high risk properties.*
2. *Become a LEED-certified community.*
3. *Re-develop Village website using best practices for web-based interaction between municipalities and citizens (known as "E-Government")*
4. *Create a brochure detailing the processes needed to gain approval for various kinds of activities in Schoharie (e.g., new house construction, opening a business, etc.)*
5. *Evaluate tax assessment programs that could be instituted to address the property assessment issues.*
6. *Pursue funding under NY Rising Recovery Grants/CRZ*
7. *Ask for a business rep to come to VB meetings for report; convene regular village/business meetings during year*
8. *Ask for monthly reports from the PB to the VB; post all minutes on website.*
9. *Do a shared service study. Apply for a Local Government Efficiency Grant to fund it.*
10. *Review and revise regulatory framework and set new policies as needed:*
  - a. *Revise the "Purposes," "Road Standards," and "Glossary" sections to "enable safe and efficient access for all [road] users."*
  - b. *Update relevant local laws. Adopt sample policies specified as part of the Complete Streets Policy Guidelines Plan and tailor them to local needs.*
  - c. *Update zoning regulations*
  - d. *Evaluate property maintenance policy.*
  - e. *Update local laws for property maintenance.*

- f. Enhance code enforcement
  - g. Review sidewalk policies/rules and adjust to ensure proper maintenance
11. Plan for FEMA buyout properties. This can include leasing for side lots, community gardens, and other flood-compatible uses.
  12. Increase Capital Improvement Planning capacity to support actions identified in this plan.

### *Recreation, Transportation, and Public Space*

1. Develop Healthy Street/Whole Street program
  - a. Inventory sidewalks and identify those locations needed repair as well as areas for new sidewalks to be installed.
  - b. Investigate the need for crosswalk and other improvements to increase pedestrian comfort and safety.
  - c. Include these in Capital Improvement Planning
2. Plan for trails and shared use paths in the Village, including along Schoharie Creek; explore possible regional trail network links.
3. Develop a recreation plan with the following elements:
  - a. Identify potential lands for parkland, type of facility, budget needed
  - b. Link together with sidewalks and trails
  - c. Add actions to 5 -year Capital Improvement Plan
4. Find a suitable site for a Village Square. Improve the courtyard with lights, loudspeakers, a gazebo, and a raised platform for this purpose.
5. The Village could be the site of a new concert venue, performance space, or community center that could seat perhaps 500-600 people. There are not many of these kinds of facilities in Schoharie County. Develop it as a flexible space that could accommodate multiple users and needs.
6. Increase the number of street trees in the Village and maintain those already existing.
  - a. Do street tree inventory. Look to the City of Rome's Analysis of public trees (using USDA's iTree analysis tool) for a model and guide.
  - b. Identify locations needing new trees
  - c. Funding (or volunteer) help to obtain or plant trees
7. Develop parking study that includes an inventory, access, signage, on-street parking policies, and new design for lot behind Main St.
8. Work with DOT to re-evaluate speed limits.

### *Streetscape and Aesthetics*

1. Develop a sign, wayfinding, and streetscape plan program. As part of this effort,
  - a. hire a landscape architect to develop a Streetscape Design with illustrations, cost estimates, façade improvement plans, etc.
  - b. evaluate various options to Village sense of place to the north. These could include sidewalks, tree plantings, banners, lights, etc.
  - c. design a comprehensive, unified wayfinding system to facilitate better access and marketing of Village destinations, such as parking areas, cultural/historic sites, businesses, etc.
    - i. Improve signage at the intersection of 1-88 and Route 30 to identify Schoharie's distinguishing attractions and draw visitors to the Main Street area. Signs should be judiciously posted to inform visitors of

the distance to the Village of Schoharie's shops and restaurants and the location of tourist information. The Town or County Highway Department could be contacted to make and post these signs.

- ii. Place more, better-designed, and more uniform-looking signs and markers to announce the location of the museums on Depot Lane and other historically significant sites.
  - iii. Address gap between communicating the important cultural and historic resources in the Village by: a) providing additional historic plaques or interpretive signage; b) publicizing walking tours; c) creating hands-on exhibits for children; d) developing orientation videos or films; and e) instituting a broad-based marketing effort.
  - d. Place a well-designed kiosk that is modest in scale and agricultural in style near Dunkin Donuts. Provide information and maps about what to do and see in Schoharie and how to get there. Highlight the fact that Main Street is a mere mile down the road. Provide a brief history of the Village, and advertise necessary services i.e. groceries, pharmacy, and bank location.
  - e. Enforce a uniform style of signage. This can be accomplished by including specifications in the new zoning code on sign styles, materials, and locations. New signs can be phased in over a period of one to five years as the older ones become obsolete.
  - f. Replace trees where they've been lost. Make existing tree plantings more attractive by using grates or flower beds. Hang lights in trees.
  - g. Develop a self-sustaining program to provide brass or aluminum "owner, date of construction, person constructing, etc." plaques on all older homes in the village and surrounding areas.
2. Institute a facade improvement loan program for some of the deteriorated houses on Main Street.
  3. Use revolving loans or other incentives for façade maintenance or improvement.
  4. Institute and fund a cost share program for new signs or even funding for paying for full cost of signs.

### Tourism Promotion

1. Create formal or informal linkages among all groups working on or sponsoring activities that could form the base of an integrated tourism program. Include marketing and branding initiatives. Increase coordination between the Village and the Village of Middleburgh.
2. Develop a self-guided walking tour of all the historic buildings in the village and employ and advertise a carriage service on weekends to tour the village and fort.
3. Develop guided outdoor tourism program. This could include such activities as hunting, fishing, and hiking.
4. Develop package tours featuring Schoharie that can be given and/or used by businesses like Wade Tours, which offer bus tours.
5. Work with the big ag businesses (Shauls, Barbers, Carrot Barn) and the scenic byway to link them with the village as an ag-historic-tourism pathway. Develop a parade or similar event.

6. Support ongoing tourism efforts, such as those of the Valley Association and Schoharie County. Focus on development of more effective advertising.
7. Fund a dedicated tourism staff position, perhaps with the County.

#### Public Utilities

1. Develop a Schoharie Solar Farm to supply electricity to the Village
2. Bring natural gas service to the Village. Build upon existing transmission infrastructure located near the village, and evaluate the option of creating a local distribution company owned by the Village or by a cooperative. Develop RFP.
3. Improve cellular coverage.
4. Reduce water and sewer fees.