



“Creating a Regional Revitalization Program – NYS Success Stories”

**Downtown
Revitalization
Group**

MARK Project with support from NYS-HCR and HTFC
2015 MAIN STREET BOOT CAMP
Margaretville, NY – March 23rd, 2015

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“Creating a Regional Revitalization Program – NYS Success Stories”

4:00 pm

Session 7: Creating a Regional Revitalization Program

New York State Success Stories

Presenters: Victor Dadras and Robert Dadras, Dadras Architects, Downtown Revitalization Group

Communities around New York State are bursting with growth, energy and potential. Research shows that a healthy and vibrant downtown commercial and civic district boosts the economic health and quality of life in a community. Our experience working with villages and towns over the past 25 years has clearly shown that a regional approach is ideal. Local hamlets, villages and towns often lack the capacity to undertake this important effort properly, and are frustrated by their inability to revitalize their communities. They face difficult issues like preserving scale and character, helping to encourage and maintain small independent businesses, attracting new businesses, streetscape, traffic and parking, pedestrian improvements and public spaces. This session will explore these issues using the Delaware-Esopus Regional Economic Development Study as a model. Possible services that can be offered include visioning, assessments, place-making, grant writing, marketing, technical assistance workshops, and assistance in organizational capacity building.

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Presentation:

- 1. WHY the Regional Approach works best**
- 2. Goals of the Program**
- 3. Program Services Offered**
- 4. Getting the Program Started**
- 5. Case Study: “Revitalizing the Esopus/Delaware Region of the Central Catskills”**
- 6. Questions & Answers - Discussion**

1. WHY the Regional Approach works best

Introduction: Counties all around New York State are a bursting with growth, energy and potential. Research shows that a healthy and vibrant Main Street -downtown area / commercial & civic district boosts the economic health and quality of life in a community.

A healthy Main Street - downtown is both a:

1. **Symbol of community pride and history**
2. **A civic and social center for positive interaction.**
3. **They help to create jobs, incubate small businesses.**
4. **Reduce sprawl/ inappropriate development.**
5. **Protect /enhance property values.**
6. **Increase the community's options for goods and services**



Local Villages, Towns, and hamlets often simply lack the capacity to undertake this important effort properly, and are frustrated by their inability to revitalize their communities

1. WHY the Regional Approach works best



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2. The Goals of the Program would include the following:

1. **To stimulate private investment** by encouraging the active participation of community-based groups, including property owners (landlords) and business owners (merchants), as well as to attract new investment.
2. **To provide technical assistance** to merchant associations, BIDs, and local development organizations –seeking specific preservation, revitalization efforts and improvements. Currently, most of our State’s villages, towns, and hamlets often lack the capacity to provide this TA.
3. **Technical assistance would include Strategic Planning** and assistance with implementation of physical improvement projects, as well as economic development.
4. **To provide recommendations** that improve a community's aesthetic appeal, and business climate, structure a capital improvement budget, and coordinate with the appropriate Town, County and State agencies to execute economic, streetscape / public space, and facade improvements.



CATSKILLCENTER

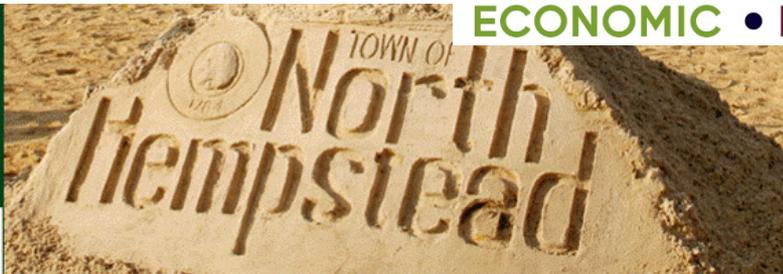
conservation creates opportunity



**LIVINGSTON COUNTY
DEVELOPMENT**
ECONOMIC • INDUSTRIAL • COMMUNITY



**BUSINESS & TOURISM
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The Revitalization Process:

There are very positive signs of growth and revitalization in New York State's villages, towns and hamlets. The previous decade(s) saw the beginning of downtown revitalization efforts from population increases, and increased attention and investment in downtown areas.

Much of this downtown revitalization is created by local Government and local organizations: Towns, Villages, BID's, Community Development Corporations (CDCs), LDC's, merchant associations, and other nonprofit organizations that rely on private and government funding, and use community-based strategies to revitalize downtown.

The five steps to assist in revitalization, as identified by the Downtown Revitalization Group, in our 30 years of experience, are:

1. Downtown Assessment and Community Visioning
2. Downtown Revitalization Strategy
3. Façade Improvement and Restoration
4. Streetscape Design and Urban Design Guidelines / Public spaces (place-making)
5. Regional Program Development (organizational capacity)

3. Program Services offered:

1. An “assessment” of the current conditions of each Village / Hamlet’s “Main Street” commercial district area, to accurately determine issues, needs and opportunities.
2. To help organize a community (or reorganize / reinvigorate) –increase local “capacity”.
3. To help educate the community about the process of Downtown / Main Street Revitalization.
4. Once organized, assist the local organization with the ability to apply for revitalization grants (through New York State, NY Main Street program, and many others).
5. Ability to organize the local merchants (for marketing, promotion, etc.).
6. Technical assistance towards organizing community and cultural events.
7. To create a “Downtown Strategy” to improve the neighborhood's "Main Street" (Strategic Action Plan) to help guide all facets of the revitalization effort.
8. Technical assistance identifying cultural assets that would connect the village’s and business development.



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Components of the program, could include:

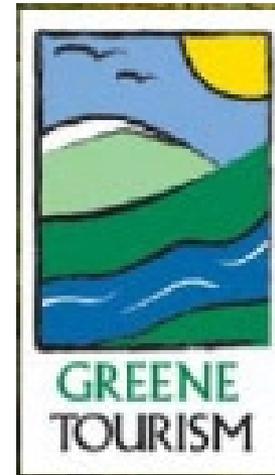
- Grant writing assistance –applications for grants
- Technical assistance workshops –include façades, streetscape, storefront/display, "place-making" / public open spaces, etc.
- Assist in hosting Main Street Revitalization Conference (region-wide involvement and participation)
- Awards Luncheon (region-wide involvement and participation)
- Downtown Assistance - one on one (technical assistance, as required)



4. Getting the program started:

Once the program is organized, the Regional Organization could follow the following steps:

1. **Step One- Kick-Off Meeting/ Half-Day Conference** –open to all regional residents.
2. **Step Two- Technical assistance workshops.**
3. **Step Three- Creating/defining: the designated “(Regional name) Main Street / Downtown Revitalization Program villages / hamlets”:** Although any village / hamlet from the designated region could participate; we recommend choosing 3-5 (depending on capacity) villages for the grant programs: 3-5 (identified as “most-ready”) communities for the first year's NY Main Street grant cycle, and 3-5 (identified as “next-ready”) for the potential future round.
4. **Step Four- Assist the Regional Organization’s Main Street / Downtown Revitalization Program Annual Revitalization conference.** (with the possibility of a Main Street - Downtown Revitalization Awards Luncheon)
5. **Step Five- Main Street - Downtown Assistance-** one-on-one with each village.



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Greene County
Comprehensive
Economic Development Plan
July 2007

**A Roadmap
for
Our Future**

Greene County Planning and
Economic Development
411 Main Street
Catskill, NY 12414
518.719.3290

Greene Planning

Greene County Economic Development, Tourism & Planning 411 Main St. Catskill, NY12414
518.719.3290

Town of Cairo Main Street Revitalization Strategy

Public Information Meeting, Gallagher's, September 28, 2009, 6:30 p.m.

The Town of Cairo has been working for the past year on a Main Street Revitalization Strategy to improve the key Main Street area of the Town, and create a better climate for business and residents alike. A Revitalization Committee, along with Greene County staff, has been actively engaged in the development of the Plan. The Town hired Dadras Architects, a firm with nationally-recognized expertise in Main Street revitalization in order to create a unique, comprehensive strategy that can be implemented successfully by government, business and not-for-profits in Cairo to make the Main Street area vibrant and successful.

National studies have shown that Main Streets are important because they:

1. Reflect the community's heritage;
2. Represent a significant portion of the community's tax base;
3. Are an ideal location for independent businesses;
4. Are the historic core of the community;
5. Often are a major tourist attraction;
6. Are convenient shopping centers because they are in walking distance to neighborhood centers;
7. Often are civic/government centers.

The study area for the Cairo Main Street Strategy is Main Street (County Route 23B) between Route 23 south at Stewart's and the banks, and Route 23 North near Toad's Stereo headed toward Windham.

Gallagher's Banquet Hall is a good example of a historic building that can become a community anchor.

The National Bank of Cossackie is one of the two bank buildings recently constructed on the "Eastern Gateway."

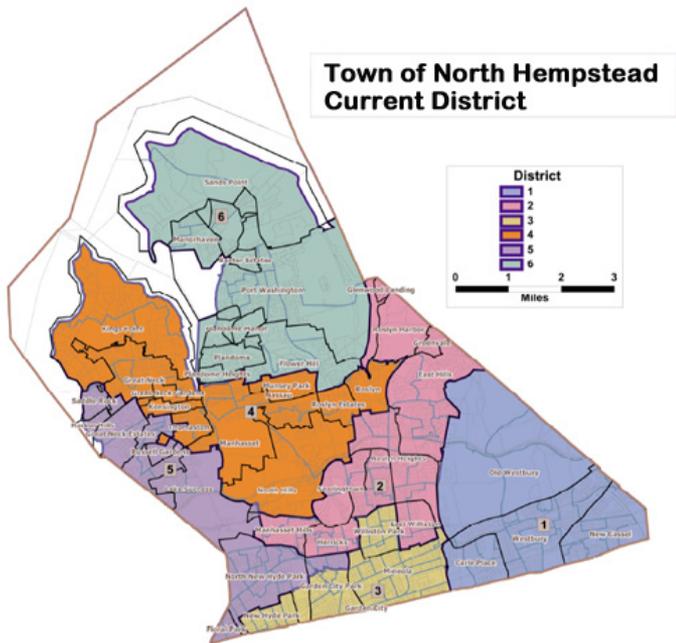
The Cairo Town Board and Cairo Main Street Strategy Committee are hosting a public information meeting at Gallagher's Banquet Hall, located at 513 Main Street, Cairo on **Monday, September 28th, beginning at 6:30 p.m.** A presentation will be provided by the Project Team to discuss the recommendations of the Main Street Strategy. Copies of this Informational Flyer and the Draft Report are available at the Cairo Town Hall and are downloadable from www.GreenePlanning.com

Main Street Revitalization Program

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Westbury, NY



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SAVE THE DATE
Friday, June 6, 2014

Town of North Hempstead – Downtown Revitalization Conference
"Setting a Course: The Men & Women Who Make Downtown Revitalization a Reality"

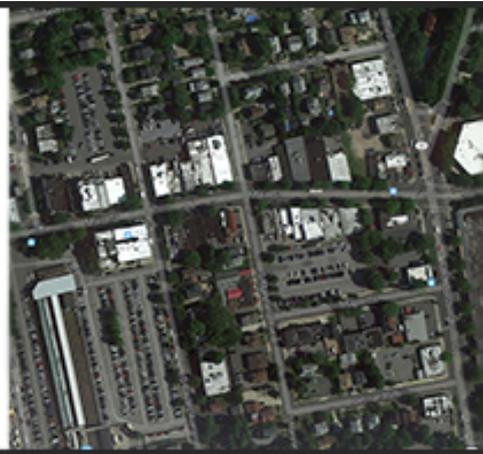
Moderator: Lawrence Levy, Director
National Center for Suburban Studies at Hofstra University

Harbor Links Clubhouse, Port Washington
8:15am – 1:30pm
Free Breakfast / Free Seminars

Early Registration: <http://www.btdc.biz/OnlineRegistration.asp>
For information: Roy Smithemer: (516) 869-7614 - Smithemer@northhempstead.gov

Building a Better Park - Building a Business Strategy - Fostering a Downtown Planning Team - Facade Improvement - Sidewalk & Streetscape Improvement - Village Square Park - The Arts as an Economic Driver - Building Community Coalitions - Main Street Financing

DOWNTOWN REVITALIZATION

The Town of North Hempstead



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Looking for Capacity:

Critical to a successful regional / town-wide program is to identify villages/ neighborhoods that are prepared to engage most successfully in this revitalization effort; as well as the required technical assistance to help them to move forward.

One direction to proceed is to choose 3-5 (depending on capacity) villages that have an existing capacity-e.g.: BID or Chamber or Merchants group etc., and have shown active interest, proven need, and capacity, etc.

5. Case Study: “Revitalizing the Esopus/Delaware Region of the Central Catskills”



“Funded by the New York State Department of State’s Local Waterfront Revitalization Program¹, this Plan is the result of a regional planning effort aimed at the revitalization of the Esopus and East Branch corridors (State Routes 28 and 30) in the central Catskills. The planning process was an inter-municipal effort through which these communities worked together to protect and promote the region’s resources.”



Revitalizing the Esopus/Delaware Region of the Central Catskills

**Towns of Andes, Middletown, and Roxbury
Villages of Margaretville and Fleischmanns
(Delaware County)
Towns of Olive and Shandaken
(Ulster County)**

June 2013



This document was prepared for the New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund.

Acknowledgments

Project Advisory Committee

Peg Ellsworth, MARK Project
Carol O'Beirne, Central Catskills Chamber of Commerce
Alan White, Catskill Center for Conservation and Development
Kent Manuel, Delaware County Planning Department
Dennis Doyle, Ulster County Planning Board
Andrew Labruzzo, NYS Department of State
Jaime Reppert, NYS Department of State

Local Government Representatives

Martin Donnelly, Supervisor, Town of Andes
Marjorie Miller, Supervisor, Town of Middletown
Thomas S. Hynes, Supervisor, Town of Roxbury
Berndt J. Leifeld, Supervisor, Town of Olive
Robert A. Stanley, Supervisor, Town of Shandaken
Todd Pascarella, Mayor, Village of Fleischmanns
William Stanton, Mayor, Village of Margaretville

Collaborative Partners

Catskill Center for Conservation and Development
Catskill Watershed Corporation
Central Catskills Chamber of Commerce
MARK Project
Watershed Agricultural Council

Consultant Team



Nan Stolzenburg, AICP CEP
Adam Yagelski



Ellen Morosoff Pemrick

Don Meltz Planning & GIS

Don Meltz, AICP

All photographs taken by Ellen Pemrick: July 2010 (Andes, Roxbury, Middletown, Fleischmanns, and Margaretville) and August 2011 (Olive and Shandaken).

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5. Case Study: “Revitalizing the Esopus/Delaware Region of the Central Catskills”

	LEVEL OF PRIORITY	SUMMARY OF ACTION	WHERE IMPLEMENT ACTION TO								REVITALIZATION CATEGORY							READINES S						
			ANDES	FLEISCHMANN'S	MARGARETVILLE	MIDDLETOWN	OLIVE	ROXBURY	SHANDAKEN	REGION-WIDE	BUSINESS DEVELOPMENT	MAIN STREET REVITALIZATION	SMALL TOWN CHARACTER	HIGH-QUALITY INFRASTRUCTURE	SUSTAINABLE AGRICULTURE	TOURISM - CULTURAL, RECREATIONAL	NATURAL ENVIRONMENT	STRONG REGIONAL PARTNERSHIPS	FURTHER STUDY NEEDED	MODEL IDENTIFIED	POTENTIAL CFA	RESOURCES IN PLACE		
1	Top	Work with telecommunications and utility providers to extend cell phone and broadband service to areas that are currently un-served.	x			x	x	x	x	x			x											
2	Top	Improve signage identifying important local landmarks, historic buildings, and significant natural features.							x	x	x			x										
3	Top	Enhance the overall aesthetic appearance and historic character of villages and hamlets (by, for example, providing sidewalks, landscaping, benches, and streetlamps and burying utility lines). Develop design standards or guidelines to preserve the character and appearance of Main Street areas.							x	x	x	x	x											
4	Top	Encourage adjustment of land use regulations where necessary to allow for mixed commercial and residential uses and home-based businesses in villages and hamlets.		x	x	x	x	x		x	x	x												
5	Top	Adopt policies at the county and local levels to ensure that facilities for pedestrians, bicyclists, and trails are integrated into future transportation projects.							x			x	x											

Revitalizing the Esopus/Delaware Region of the Central Catskills June 2013 • Page 120

8.4 Action Plan

The following action plan provides specific details that will assist in implementing the top priority projects and programs listed in Section 8.1. The table includes specific actions that are recommended, potential lead agencies and project partners, a concept level budget estimate, and information on time frames for project initiation. It also identifies other related but lower-priority actions from Section 8.1.

1. Build capacity, communicate and collaborate.	
Actions	1. Evaluate, organize and implement an institutional design to carry out the strategies recommended in this plan and to provide unifying support. Work with stakeholders including municipalities to create a structure, whether it is a council, task force, partnership, or expanded roles of an existing organization (or group of organizations) to take on this task. Stakeholders should collaborate and determine how to establish this framework. This organization should incorporate the need for ongoing paid staff support to facilitate these activities day to day, place to place, and year to year. Involve second homeowners in this organizational structure. Once the organization is determined, considering using memoranda of understanding between groups and municipalities to ensure this system is maintained long-term. Many of the following actions are those that should be undertaken by this entity:
	2. Consider creating a Catskills working group among the three REDCs that include portions of the Catskills.
	3. Provide for leadership development and skill training. Build on and continue the positive conversations started among the October 2012 economic revitalization conference participants.
	4. On an ongoing basis, advertise strengths and successes more. Build momentum from this process to continually promote efforts that show success. This should include success stories from local businesses, so that entrepreneurs can learn from one another.
	5. Be prepared for funding opportunities: Develop a list of and details about projects and programs that need to be funded. Have all the information ready to be included in a grant application as they become available, especially for the CFA rounds.
	6. Identify online communication tools that can be used to build communication between all municipalities, other agencies and organizations identified in this plan, and the general public. There is need to have one repository which keeps track of and shows what everyone else is doing, what grants have been obtained, and what projects funded. Consider this as an online clearinghouse for community revitalization.
	7. Assist towns and villages to develop online newsletters or other mechanisms of updating residents. This is especially important for second homeowners, as they have indicated they desire other mechanisms to become part of the community. Work with municipalities to help them find other ways to involve second homeowners such as through municipal Board meetings, volunteer opportunities or social activities.
	8. Emphasize relationships between the Central Catskill communities and its second homeowners. Promote these relationships to create a strong network so that these residents can leverage their business and entrepreneurial connections. (See text box in Section 7.1 for an example of a success story related to business recruitment.)

3. Improve signage identifying important local landmarks, historic buildings, and significant natural features.	
Actions	1. Inventory local landmarks, historic buildings, and natural features that need signs, their locations, and map them via GIS.
	2. Develop a model or common sign design, theme, sizes, cost estimates and a description of any permitting process that can be given to municipalities and organizations to place and construct.
	3. As part of the process, hold information sessions with DOT, DEC, businesses, and municipalities to identify needs and design ideas.
	4. Eventually integrate these actions into action #4.
Other Related Actions	18, 71
Type of Action	Capital improvement
Lead Agency / Critical Partners	Central Catskills Collaborative, DOT, DOS, and individual municipalities
Budget Estimate	\$4,000-\$8,000 per community for the sign design (design is expensive because it often requires quite a bit of back and forth regarding style, sizes, materials, etc.)
Time Frame	Information sessions: Hourly as needed at \$130.00/hour for landscape architect The inventory, mapping, and model sign design can begin immediately. Implementation can occur as funding allows. Communication with stakeholders should occur concurrently throughout the process.

4. Enhance the overall aesthetic appearance and historic character of villages and hamlets.	
Actions	1. Engage a landscape architect to evaluate each of the villages and hamlets. Develop conceptual streetscape plans, and provide descriptions and cost estimates for recommended improvements. This should identify context sensitive designs that could be applied to all villages and hamlets, or if funding permits, on a community-specific basis.
	2. Seek funding for projects on a village/hamlet basis.
	3. Convert conceptual designs into design standards that will act long-term to preserve the character and appearance of Main Street areas. These standards could be made part of zoning or site plan review processes. Consider developing an illustrated design guide with examples of quality development/redevelopment for guidance only that could be given to project sponsors.
Other Related Actions	\$1, 52, 59, 77
Type of Action	Capital improvement, regulatory action
Lead Agency / Critical Partners	MARK Project, with individual municipalities, DOS
Budget Estimate	\$4,000-\$8,000 for each village or hamlet
Time Frame	This action will probably require the umbrella organization mentioned in action #1 to be well established. It will require the cooperation of all of the local government bodies involved.

6. Questions & Answers - Discussion

Regional Councils



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contact info.:

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