

Cuba CEDP Action Plan and Implementation Strategy

Marketing - Retaining, Recruiting and Supporting Businesses

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
1	Conduct a market study of downtown Cuba and the business district near the I-86 interchange. The study would identify pedestrian and motor vehicle volumes and patterns during various times of the day and days of the week to various businesses to document and quantify the existing market.	H	within 1 to 2 years	Cuba Economic Development Committee with assistance of University marketing students	Little if any cost.
2	Develop a visitor survey questionnaire to capture information about visitors who stop at businesses in Cuba to determine their geographical origin, their destination, how frequently they pass through Cuba, the nature of their trip (business, sightseeing, vacationing), why they stopped in Cuba (food, gasoline, lodging, touring, rest stop, area attractions, etc.), whether they have traveled to/through downtown Cuba, and what businesses, amenities or attractions might cause them to travel to Cuba more frequently for use to develop marketing and business recruiting strategies.	H	within 1 to 2 years	Cuba Economic Development Committee with assistance of University marketing students	Little if any cost.
3	Publish annually or biennially an inexpensive Cuba community directory that identifies area businesses, governmental and non-governmental agencies, addresses, contact information, etc. and bulk mail to all addresses.	H	within 1 to 2 years	Cuba Economic Development Committee with assistance of University marketing students	Revenue from sale of advertising
4	Arrange to have a staffed booth at the Cuba Garlic Festival, Dairy Week Festival and Alpaca Festival for marketing Cuba. Distribute marketing and recruitment materials, record names and contact information of visitors and have a businesses recruiter (community ambassador) on hand to promote Cuba a great place to live, work and have a business.	H	within 1 year and ongoing	Cuba Economic Development Committee	Little if any cost.
5	Develop a promotional video on Cuba to use for recruiting businesses and visitors. Distribute DVDs containing the videos with business recruitment outreach efforts and link video to Cuba website.	H	within 1 to 2 years	Cuba Economic Development Committee with assistance of University marketing students	Low cost. Town and Village budget appropriations
6	Consider establishing a downtown retail incubator in a vacant building to provide low-cost retail space to start-up businesses.	H	To be determined	To be determined	To be determined

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7	Develop a business start-up guide that identifies and describes the requirements for starting a new business in Cuba. The guide would identify the local government review, approval and permitting requirements, the steps involved, a flow chart and timeline. The brochure could also include information about the entrepreneurial training programs and micro-enterprise programs offered by ACCORD. Provide the guide to the Chamber of Commerce, ACCORD, realtors and the commercial loan officers of local banks.	H	within 1 to 2 years	Cuba Economic Development Committee	To be determined
8	Provide Wi-Fi Internet access in downtown.	M	within 4 to 5 years	To be determined	To be determined
9	Work with the owners of vacant downtown storefronts to encourage them to provide artists and artisans with low-cost space for studios and art galleries.	H	within 1 to 2 years	Cuba Economic Development Committee	No cost to Town or Village
10	Assemble a rapid-response recruiting reception team to meet as a group with business owners and entrepreneurs considering starting or moving a business to Cuba. The team should be comprised of the Mayor and Supervisor, BOCES Superintendent, Chamber of Commerce President, bank representative(s), Allegany County Business Center representative, and the owners of successful and prominent Cuba businesses. Work with Allegany Economic Development Office, ACCORD, bankers and realtors to set up an information network to alert the rapid response team when an entrepreneur or businesses owner is evaluating Cuba as a potential location for the business.	H	within 1 to 2 years	Cuba Economic Development Committee	No cost to Town or Village
11	Build upon the restoration of the Palmer Opera House to encourage entertainment and theater venues in downtown. (plays, music and comedies)	L	within 5+ years	To be determined	To be determined
12	Distribute discount coupons provided by local businesses using tourist information displays and kiosks.	M	within 3 to 5 years	Chamber of Commerce	Nominal cost to print coupons. Chamber budget.
13	Implement a 3/50 Program (or similar program) to encourage residents to shop at local businesses. [See: http://www.the350project.net/home.html / http://online.wsj.com/article/SB124631541083270621.html]	H	within 1 to 2 years	Cuba Economic Development Committee and Chamber of Commerce	Nominal cost for publicity. Chamber budget
14	Encourage the establishment of an art and craft cooperative retail store in downtown Cuba which includes studios where the public could view artists/artisans producing their artwork and wares.	H	within 1 to 2 years	Cuba Economic Development Committee working with artists/artisans and commercial property owners	No cost to Town or Village

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	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
15	Propose to the Amish community the establishment of a cooperative in downtown Cuba to sell Amish made products (furniture, crafts, food) or alternatively, encourage an entrepreneur to open an Amish outlet for selling Amish-made products.	H	within 1 to 2 years	Cuba Economic Development Committee working with Amish community	No cost to Town or Village
16	Encourage the owners of vacant storefronts to make their storefronts available at low rents for start-up businesses as an inducement. The rent structures could be graduated to increase over time to enable the businesses to become established.	H	Ongoing	Cuba Economic Development Committee	No cost to Town or Village
17	Undertake a campaign to attract newly hired school teachers, college professors and health industry professionals to reside in Cuba. Develop promotional materials (print, video and Internet) that portray Cuba as a wonderful place to reside. Work with school district, college and hospital administrators to distribute the information to newly recruited teachers and professors. Linkages could also be established the school, college and hospital websites.	H	within 1 to 2 years and ongoing thereafter	Cuba Economic Development Committee with assistance of local schools, universities and medical facilities	Nominal cost for campaign materials
18	Establish a program to welcome new residents to the community and to provide them with information about local businesses and community assets and resources. Materials provided to new residents could include discount coupons (and perhaps inexpensive gifts) donated by local businesses and a community director and map.	M	within 1 to 2 years	Chamber of Commerce and Cuba Economic Development Committee	Businesses donations and revenue from sale of advertising
19	Facilitate the establishment of a Fab Lab (fabrication laboratory) in Cuba.	H	within 4 to 5 years	Cuba Economic Development Committee with assistance of local universities and BOCES	To be determined
20	Encourage Cuba businesses to use cooperative advertising and to cross-promote each other.	M	within 1 to 2 years and ongoing thereafter	Cuba Economic Development Committee	No cost to Town or Village
21	Undertake a campaign to retain the Rite Aid Pharmacy in the downtown business district.	H	within 1 year and ongoing	Cuba Economic Development Committee	No cost to the Town or Village
22	Conduct an outreach campaign to regional and national businesses to invite them to locate one of their stores in Cuba. Conduct an outreach to successful businesses in Olean and Wellsville and invite the owners to open satellite businesses in Cuba.	H	within 2 years and ongoing thereafter	Cuba Economic Development Committee	Nominal cost to the Town or Village
23	Establish an <i>Amish Trail</i> to attract tourist to and through the Town and Village of Cuba. The GPS coordinates for Amish shops and attractions along the trail would be downloadable from the Town and Village website.	M	within 3 to 5 years	Cuba Economic Development Committee	Cost included in cost of maintaining the Town and Village website

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Marketing - Community Appearance

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
1	Pursue grant funding to assist with the refurbishment of commercial storefronts and buildings in the downtown business district to make them more attractive and suitable for occupancy.	H	within 2 to 4 years	To be determined	New York Main Street Program and Restore New York Program provides grant funds for improvements to match local cash matches. Funding for applications to be provided by applicant.
2	Improve the appearance of the gateways leading into the community.	H	within 1 to 2 years	Village and Town Board	To be determined
3	Explore measures that can be taken to improve the appearance of the property located along Route 446 at the western boundary of the Village of Cuba occupied by a recycling and salvage business.	H	within 1 to 2 years	Town Code Enforcement Officer	To be determined
4	Construct large, very attractive eye-catching signs with illumination at the two main gateways into the Village to welcome visitors, i.e., Genesee Street near the I-86 Interchange and at the western end of Water Street. Possible sites include the southwest corner of the intersection of Genesee and Center Streets on the parcel occupied by a telephone switching station and on Village-owned land along Water Street where the wastewater treatment plant is located.	M	within 3 to 5 years	Chamber of Commerce to spearhead / BOCES Students to donate labor as part of a school project	Fundraising campaign and donations of materials and labor.
5	Work with the owners of commercial buildings and local artists and/or art instructors/ and/or students to design and paint attractive, eye-catching murals on commercial buildings with large visible exterior walls. Large vacant walls include the north side of the Road Runner Auto Parts store, Cuba Cheese and the east side of the building on the southwest corner of Main and South Street. Paint murals on the display windows of vacant storefronts.	M	within 3 to 5 years	Spearheaded by local artist or art students with permission of property owners	Fundraising campaign and donations of materials and labor.
6	Spruce up the Welcome to Cuba sign on the side of the building located on the southwest corner of Main Street and South Street and possibly incorporate it into a mural (see preceding recommendation).	M	within 3 to 5 years	Spearheaded by local artist or art students with permission of property owner.	Fundraising campaign and donations of materials and labor.
7	Develop a streetscape vision for downtown. Take measures to create a more harmonious appearance in downtown (landscaping, signage, style and colors schemes in downtown). This would involve reviewing and perhaps modifying the Village's design standards. Improve the coordination between the Village Planning Board and the Village Town Board.	L	within 5+ years	Village Board, Village Planning Board, Cuba Friends of Architecture with assistance from a design consultant and or University Students enrolled in design programs.	Village appropriations

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Marketing - Community Appearance

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
8	Prune and maintain trees in downtown to keep them from screening business storefront signs from the view of motorists and pedestrians with landscaping that does not screen the view of the storefront signage.	M	Ongoing as funding permits	Village Board	Village appropriations
9	Work with NYSDOT to incorporate aesthetic features into the design of the Route 305 reconstruction project. These could include the planting of trees in the area between the sidewalk and curb along the west side of Genesee Street from the northern end of the parking lot by Gallmann's Hardware north to the intersection of Genesee Street and Medbury Avenue, the installation of brickpavers between the curbs and sidewalks, brickpavers at intersections, ornamental lighting, etc.	M	Will depend on NYSDOT project schedule	Village Board, Village Planning Board and Cuba Friends of Architecture	No cost to the Village. Improvements are paid for by NYSDOT out of the project budget.
10	Develop and plan for installing Christmas lighting downtown.	M	within 3 to 5 years	To be determined	To be determined
11	Develop a plan for installing ornamental (chain of pearls) lighting downtown.	M	within 3 to 5 years	To be determined	To be determined
12	Establish a sign incentive program to encourage businesses to install more aesthetic signage.	M	within 5+ years	Village Board to appropriate funds. Village Planning Board to develop guidelines and administer program	Village appropriation
13	Install decorative banners on the utility poles along Genesee Street from the I-86 expressway south to establish a visual link between the expressway and downtown.	M	within 5+ years	Chamber of Commerce	Donations from Village Businesses
14	Sponsor an annual community beautification and clean-up/spruce up event (day, weekend, or week) to encourage residents to remove trash and debris from their properties, and to plant flowers, and improve the appearance of their properties.	M	within 1 to 2 years	Town and Village Boards	Program may require rental fees for dumpsters and disposal fees. Town and Village budgetary appropriations would be needed. Grant funding not for this purpose.
15	Enact and enforce property maintenance regulations in the Village to ensure that buildings and properties are maintained and not permitted to deteriorate. Enact and enforce a junkyard/junk storage local law in the Town to require suitable screening from public roadways.	M	within 5+ years	Town and Village Boards	This could be achieved inexpensively through donations of labor. For example, BOCES carpentry students could design, construct and erect the sign as a class project. The BOCES horticultural students could design and install the landscaping.

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Marketing - Community Appearance

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
16	Replace trees throughout the Village as necessary to maintain the urban forest within the Village.	H	Ongoing as funding permits	Village Board	Village appropriations and NYSDEC Urban and Community Forestry Grant Program

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Marketing - Community Visibility and Identity

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
1	Develop a motto or slogan and a logo for Cuba. Encourage local businesses, not-for-profit organizations, schools and local governments to use the motto/slogan and logo on their stationery, print ads, and other print materials.	H	within 1 to 2 years	Economic Development Committee	No expense
2	Work to arrange for an article or articles to be published in Heritage Magazine / Prepare a draft article or articles and submit it/them along with photographs to Heritage Magazine.	L	within 5+	Cuba Historical Society	No expense
3	Encourage/suggest that the Public Broadcasting Station (PBS) do a feature story on Cuba.	M	within 3 to 5 years	Cuba Historical Society and Chamber of Commerce	No expense
4	Work with the owners of McDonald's Restaurant to install in the restaurant informational brochures that identify and describe the community's attractions and maps so visitors can find the attractions.	H	within 1 to 2 years	Chamber of Commerce	Revenue from sale of advertising on brochures
5	Encourage merchants to sell Cuba tourist and visitor mementos/memorabilia such as Tee-shirts, coffee mugs, etc. / Sell Cuba mementos on Cuba Website.	H	within 1 to 2 years	Chamber of Commerce and Festival Committees	No cost to encourage merchants / Nominal cost to sell via website
6	Work with NYSDOT to replace the existing directional signs with arrows at the foot of the I-86 exist ramps which read <i>Cuba 1</i> with signs that read <i>Downtown Cuba.</i>	H	within 1 to 2 years	Village and Town Boards with assistance of State Assemblyman and NYS Senator	No expense to Village
7	Install parking lot directional signs to direct motorists to parking lots that are available for public use.	L	within 5+ years	Village Board	Village budget appropriations
8	Install a directional sign which depicts the mileage to other Cubas.	H	within 1 to 2 years	Chamber of Commerce	Fund raiding campaign
9	Work with the NYSDOT to have signs installed on Route 19 at the I-86 interchange and along I-86 that provides the mileage to Cuba.	H	within 1 to 2 years	Village and Town Boards with assistance of State Assemblyman and NYS Senator	No expense to Village
10	Use low-band radio with continuously playing recorded message with information about Cuba that motorists traveling along I-86 could tune into for information. This would require the posting of signs to inform motorists of the radio frequency.	L	within 5+ years	To be determined	To be determined
11	Establish a National Cheese Museum in Cuba.	H	within 5+ years	Cuba Historical Society and Chamber of Commerce	To be determined

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Marketing - Community Visibility and Identity

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
12	Jazz up the Cuba website to make it more flashy so that it will appeal and catch the attention of younger adults.	H	within 1 to 2 years	Chamber of Commerce and Town and Village	To be determined
13	Install direction signs to direct visitors to the Village's trail and the Genesee Greenway Trail.	M	within 3 to 5 years	Village Board	Village budget appropriations
14	Work with the Cuba Friends of Architecture and the Cuba Historical Society to develop a self-guided historical architecture tour. A pamphlet with a map and historical information about the buildings on the tour could be developed and a downloadable version posted on the community's website. Inside the Village the tour route could be laid out predominantly for pedestrian travel and in the Town for automotive travel. Or establish a bicycle tour.	M	within 3 to 5 years	Cuba Friends of Architecture and the Cuba Historical Society	Nominal cost. Revenue from sale of advertising could be used.

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Marketing - Community Hospitality

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
1	Install street furniture to encourage residents and visitors to spend more time in the downtown.	L	within 5+ years	Village Board	Village budget appropriation
2	Provide public restroom facilities in downtown.	M	within	Cuba Friends of Architecture	Restore New York and Historic Preservation grants provided for restoration of Palmer Opera House
3	Develop a certificate training program for entry level employees and other employees who work in retail businesses and typically come in contact with visitors and tourists. The program would train employees appropriate business etiquette and attitude for serving customers while serving as ambassadors for the community. Certificates would help to make graduates more employable.	H	within 1 to 2 years	BOCES and Chamber of Commerce	BOCES budget
4	Install directional signage to the community's attractions so visitors can easily find the attractions.	M	within 3 to 5 years	Village Board	Village budget appropriation
5	Install diagonal parking in downtown if sufficient space exists to accommodate diagonal parking.	L	within 5+ years	Village Board	Village Budget Appropriation. Nominal cost to paint asphalt
6	Develop a printed visitor directory that contains information that would answer the 40 most frequently asked questions that visitors have. (See Palmyra guide for a model).	H	within 1 to 2 years	Chamber of Commerce	Revenue from sale of advertising and/or Chamber budget
7	Improve public access to Cuba Lake.	L	within 5+ years	Cuba Lake Commission	To be determined
8	Establish a trail-head parking lot (with port-a-john) in Cuba for the Village's soon to be constructed link to the Genesee Valley Greenway Trail.	H	within 1 to 2 years	Village Board	Village budget appropriation
9	Broadcast music in the Village's downtown business district.	L	within 5+ years	To be determined	To be determined

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Marketing - Community Festivals and Special Events

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources						
1	Continue conducting the Garlic Festival, Dairy Week Festival and Alpaca Festival.	H	Ongoing	Chamber of Commerce	Same sources of funding that have been used in the past for these events						
2	Establish a downtown Farmers' Market which operates periodically (weekly or semi-weekly) in the evening and arrange to have a live band perform during the times the market is operating. West Main Street could be closed off to motor vehicles and businesses should be encouraged to stay open late during the market hours. Or alternatively, encourage the establishment of a farmers market in the plastic dome greenhouse on Route 305 north adjacent to the Dollar General store.	H	within 1 year and ongoing thereafter	Cuba Economic Development Committee with assistance of the Allegany County Cooperative Extension and Farm Bureau	Cost for musical groups to be paid for out of business donations						
3	Conduct an annual New Years eve festival with a ball dropping from the downtown flagpole.	H	within 1 year and ongoing thereafter	Cuba Economic Development Committee and/or Chamber of Commerce	Little or no expense						
4	Encourage local artisans and artists to plan and hold an Art Festival possibly with live music in downtown Cuba or at Cuba Lake.	H	within 3 to 5 years and ongoing thereafter	Cuba Economic Development Committee	Little or no expense						
5	Encourage the establishment of additional community festivals and special events to attract more visitors to the community. Examples of possible festivals and events: Tour de Cuba bicycle race Cuba Lake 5K race Cuba Lake sailing regatta Cuba Lake fishing derby Weekly automobile cruise night in downtown (antique cars parked along the streets and in the parking lot for display.) Concert in the park series during the summer months	L	within 5+ years	Chamber of Commerce and Cuba Economic Development Committee	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Entry fees</td> </tr> <tr> <td style="text-align: center;">No cost</td> </tr> <tr> <td style="text-align: center;">To be determined</td> </tr> </table>	Entry fees	Entry fees	Entry fees	Entry fees	No cost	To be determined
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To be determined											
6	Use geocaching to attract treasure hunters into the community by placing caches in strategic locations in Cuba.	M	within 1 year and ongoing thereafter	Cuba Economic Development Committee	No expense						

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Organizational Capacity and Community Involvement

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
1	Establish a youth bank comprised of a pool of volunteer youth who are available to assist residents who need assistance with household chores, e.g., elderly and/or physically impaired. Work with local schools to develop visible projects that students with the assistance of teachers or mentors can undertake in the community.	H	within 3 to 5 years and ongoing thereafter	Chamber of Commerce with assistance of School District officials and teachers	No or nominal cost to Town, Village or School District
2	Work with Cuba-Rushford School officials and faculty to develop small, short-term community projects suitable for student participation and recruit students and faculty to participate individually or as a class project.	H	within 3 to 5 years and ongoing thereafter	Cuba Economic Development Committee with assistance of School District officials and teachers	No or nominal cost. Materials and supplies could be donated or purchased by Town and Village through budget appropriations or fund raising events
3	Establish an adopt-a-park or adopt-a-block program to obtain the assistance of residents to help keep the parks and their blocks neat and clean.	M	within 3 to 5 years and ongoing thereafter	Cuba Economic Development Committee with assistance of School District officials and teachers	No cost to Town or Village
4	Develop a clearinghouse to recruit and to match volunteers to work on community projects. Recruit new volunteers to assist with short-term projects that require a limited amount of time and commitment as a way to encourage broader based community and civic participation.	H	within 3 to 5 years and ongoing thereafter	Cuba Economic Development Committee	Volunteers - No cost to Town or Village
5	Establish and carryout a leadership training program for young adults or facilitate the creation of a local Jaycees service organization.	M	within 5+ years	Chamber of Commerce	To be determined
6	Conduct an annual recognition and appreciation event to publicly thank and recognize volunteers who have contributed their time, talent and labor to the community.	M	within 3 to 5 years and ongoing thereafter	Chamber of Commerce and Economic Development Committee	Revenue from sale of tickets and donations
7	The Chamber of Commerce and Town and Village government should collaborate to form a single Economic Development Committee comprised of numerous members. Such a collaborative effort would allow for the pooling of talent, the division of labor and would help to reduce volunteer burnout. The Economic Development Committee could be divided into four (4) subcommittees each with the responsibility for carrying out tasks related to Main Street Four-Point Approach™ to Commercial Development and several of the tasks identified in this CEDP Action Plan and Implementation Strategy. An Executive Committee should be established to set goals, assign tasks and projects to the subcommittees, and establish deadlines and monitor progress.	H	within 1 year	Village and Town Boards and Chamber of Commerce	All volunteers - no cost to Town, Village and Chamber
8	Incorporate the Economic Development Committee (formed as a result of Recommended Action 7 above) as a Not-for-Profit, Tax Exempt 501(c)(3) corporation.	M	within 2 to 3 years	Economic Development Committee with assistance of Village and Town Boards	To be determined

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Infrastructure

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
1	Develop long-range capital improvement plans (CIP) for the Village and Town and update them annually. Add capital projects to the CIP as the Village and Town Boards become aware of future projects that will need to be undertaken.	H	Within 1 year (updated annually thereafter)	Town and Village Boards	No expense
2	Assign priorities to the capital projects listed on the CIPs to determine the most important for which funding should be pursued and evaluate the eligibility of high-priority capital projects for various grant and low-interest loan programs and take the necessary preliminary steps necessary to apply for State and Federal grant and low-interest loan funding.	H	Within 2 to 3 years	Town and Village Boards with assistance of consultants	Budget appropriations. Expense can vary depending on necessary steps to determine eligibility.
3	Prepare preliminary engineering reports (PER) with cost estimates for projects identified in the Capital Improvement Plans as high priority and which are eligible for Federal and/or State grants and/or low interest loans.	M	As Town and Village budgets permit	Town and Village Boards to appropriate funds for PERs. Town and Village consulting engineers to prepare PERs.	Local budgetary appropriations. Expenses for PERs are typically not eligible for grant funding prior to award of grants.
4	Seek State and Federal grants and low-interest loans to finance capital improvement and infrastructure projects.	H	On-going as Town and Village budgets permit	Town and Village Boards responsible for preparing funding applications or engaging a consultant to prepare	Local budgetary appropriations. Expenses for preparing applications are typically not eligible for grant funding.
5	Make preparations to replace the water mains beneath Genesee Street and South Street in conjunction with the NYSDOT Route 305 reconstruction project. (The project is on NYSDOT's project list, but has not yet been scheduled.)	H	Within 1 to 2years	Village Board responsible for applying for various funding sources or hiring a consultant to prepare funding applications.	Drinking Water State Revolving Fund; Rural Development Rural Utility Services Program; NYS Community Development Block Grant Program
6	Work with the NYSDOT and property owners to design and install curbing along the west side of Genesee Street between Main Street and Genesee Parkway in order to define ingress/egress points for the parking lot to improve pedestrian safety. This would be done during the design phase of NYSDOT's Route 305 reconstruction project.	M	Will depend on NYSDOT project schedule	Village Board	No cost to Village. Improvements are paid for by NYSDOT out of project budget.

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Infrastructure

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
7	Continue to systematically upgrade the Village's water and sanitary sewer system. Give high priority to replacing the water mains along Chapel and Woodruff Streets which have ruptured repeatedly in recent years.	H	Medium- to Long-term (3-10 years) as budget and grant funding permit	Village Board	Drinking Water State Revolving Fund; Rural Development Rural Utility Services Program; NYS Community Development Block Grant Program
8	Adopt and adhere to the <i>Complete Streets</i> guiding principle for the design and operation of the Village's transportation infrastructure so that pedestrians, bicyclists, motorists and bus riders of all ages and abilities are able to safely move along and across a complete street. This includes the Village of Cuba supporting the development of a complete system of bikeways, pedestrian facilities and shared-use paths, bicycle parking, and safe crossings connecting residences, businesses and public places as well as promoting bicycling and walking for health, environmental sustainability, exercise, transportation and recreation.	H	Ongoing	Village Board	To be determined
9	Construct sidewalks along Route 305 north between the Village of Cuba and the Cuba-Rushford High School to provide a safe means for students residing in the Vilalge to walk to school.	H	3 to 5 years	Town and Village Boards and Board of Education	To be determined. NYSDOT Safe Routes to Schools Grant Program

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Governmental Efficiency

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
1	Continue existing collaborations between the Village and Town of Cuba and other municipal entities for the provision of municipal services and continue to explore opportunities for additional collaborations and shared services.	H	Ongoing	Town and Village Boards, Board of Education, County Legislature	Local Government Efficiency Grant Program. (Grant funds available for feasibility studies and implementation)
2	Explore the potential for establishing a joint Town-Village Hall to improve public access and municipal services in a cost-effective manner.	M	Ongoing	Town and Village Boards	Local Government Efficiency Grant Program funds are available if the capitalized savings would exceed the cost.

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Improve Housing and Recruiting New Residents and Families

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
1	Disabuse property owners of the notion the normal housing maintenance and repairs will increase their assessments and property taxes by developing an educational brochure to be distributed annually with property tax bills.	L	3 to 5 years	Assessment Board	Town and Village budget appropriations
2	Identify building and sidewalk deficiencies (code violations) on property tax bills and notify property owners that they have a 1-year grace period to remedy the deficiencies/code violations before enforcement action is taken.	M	3 to 5 years	Code Enforcement Officer, Assessment Board and County Real Property Tax Services	Town and Village appropriations
3	Implement a graduated property tax exemption for new housing construction as well as to housing additions and improvements that phases out over time.	M	3 to 5 years	Town and Village Boards	Little or no expense involved.
4	Enact property maintenance regulations and enforce such regulations.	M	5+ years	Town and Village Board responsible for enacting regulations. Code Enforcement Officer responsible for enforcement.	Town and Village budget appropriations
5	Develop a pool of handymen/women volunteers to assist homeowners who are unable to maintain or repair their homes. Develop a clearinghouse to organize and coordinate the volunteer program and to work out liability insurance issues. (Examine the Christmas in April Program operating in Olean as a possible model.)	H	3 to 5 years and ongoing thereafter	Volunteer Coordinator of volunteers	Little or no expense involved.
6	Encourage homeowners to attend do-it-yourself home maintenance and repair training classes for making affordable home repairs such as the classes provided by the Cornell Cooperative Extension Service.	M	Ongoing	To be determined	To be determined
7	Continue to support the Cuba Community Development Corporation and the housing maintenance assistance programs the agency administers. This includes continuing to apply for Community Development Block Grant funds for use on housing improvements in the Cuba community.	H	Ongoing	Town and Village Boards to appropriate funds to enable the CCDC to apply for grants as budget permits	Town and Village budget appropriations

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Improve Housing and Recruiting New Residents and Families

	Recommended Actions	Priority	Timeframe	Responsible Agency / Entity	Potential Funding Sources
8	Encourage private developers and/or the Cuba Community Development Corporation to construct affordable housing in or near the core of Cuba for senior citizens with low or modest incomes.	H	Ongoing	Town and Village Boards to encourage construction of the housing and to provide letters of support for funding applications. CCDC responsible for finding suitable site and applying for grant funds.	Federal and State agencies provide funding for senior citizen housing for low and moderate income persons.
9	Undertake a campaign to attract newly hired school teachers, college professors and health industry professionals to reside in Cuba. Develop promotional materials (print, video and Internet) that portray Cuba as a wonderful place to live and work with school district, college and hospital administrators to distribute the information to newly recruited teachers and professors. Linkages with school, college and hospital websites should also be established.	H	within 1 to 2 years	Cuba Economic Development Committee and Chamber of Commerce	Revenue from sale of advertising
10	Provide increased recreational opportunities for the youth of the community. Most desired by youth are an ice skating rink and a roller skating/skateboard facility. (See student survey responses)	M	within 3 to 5 years	Village and Town Boards	Environmental Facilities Fund Grant Program (NYS Office of Parks, Recreation and Historic Preservation)
11	Provide a wider array of recreational facilities and opportunities for the youth of the community. If feasible and affordable, establish an outdoor ice skating rink.	M	within 3 to 5 years	Village and Town Boards	Environmental Facilities Fund Grant Program (NYS Office of Parks, Recreation and Historic Preservation)